

**MBA Degree**  
**in**  
**MASTER OF BUSINESS ADMINISTRATION**  
**CURRICULUM & SYLLABUS (CBCS)**

**(For students admitted from the Academic Year 2022-2023)**



**DEPARTMENT OF MANAGEMENT STUDIES**

**St. XAVIER'S CATHOLIC COLLEGE OF ENGINEERING**

**CHUNKANKADAI, NAGERCOIL – 629 003.**

**KANYAKUMARI DISTRICT, TAMIL NADU, INDIA**

**St. XAVIER'S CATHOLIC COLLEGE OF ENGINEERING  
Chunkankadai, Nagercoil – 629 003.**

**AUTONOMOUS COLLEGE AFFILIATED TO ANNA UNIVERSITY**

**ACADEMIC REGULATIONS 2022**

**MBA PROGRAMME CURRICULUM**

**CHOICE BASED CREDIT SYSTEM**

- ★ **MBA or Master of Business Administration is a two-year, internationally recognized postgraduate management degree that deals with the science of business administration. The MBA programme aims at “Developing effective and competent ethical leaders to create a better society”. This programme is for aspirants who want to equip exhaustive knowledge of management and principles.**
- ★ **The MBA programme under our institution will “produce socially responsible, creative leaders and managers who engage meaningfully with business and government to create a progressive and connected society imbibing the values of collaborative and impactful sustainability”.**

**On successful completion of first year MBA Programme**

- ★ **The students gain a better understanding of general business management functions, which helps and improve communication, leadership skills, and focuses on building and learning business principles which are vital to professional success. Also helps to provide a good foundation upon how to start a business management career.**

**On successful completion of Second year MBA programme:**

- ★ **Our graduates gets equipped with ‘future-ready skills like greater awareness on global market, expand and diversify professional network, better time management, entrepreneurial skills to plan, start a venture - through that contribute to the success of a social, commercial or giant multinationals by being a part of that organization or to look after the family business. They are able to handle how to strategically approach problems and become competent professionals.**
- ★ **Having specialized in dual domains and a string of two internships, our graduates are transformed into future-ready leaders, ready to tackle the challenges of today’s global business environment.**

## **I. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs):**

**MBA programme curriculum is designed to prepare the postgraduate students**

<b>I.</b>	To have a thorough understanding of the core aspects of the business.
<b>II.</b>	To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
<b>III.</b>	To prepare them to have a holistic approach towards management functions.
<b>IV.</b>	To inspire and make them practice ethical standards in business.

## **II. PROGRAMME OUTCOMES (POs):**

**On successful completion of the programme**

<b>I.</b>	Apply knowledge of management theories and practices to solve business problems.
<b>II.</b>	Foster Analytical and critical thinking abilities for decision making.
<b>III.</b>	Ability to develop Value based Leadership ability.
<b>IV.</b>	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
<b>V.</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
<b>VI.</b>	Ability to fulfill social outreach.
<b>VII.</b>	Ability to take up challenging assignments.

## **PEO's – PO's MAPPING:**

<b>PEO</b>	<b>PO</b>						
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>I.</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>II.</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>III.</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>
<b>IV.</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>

## PROGRAMME ARTICULATION MATRIX

Year	Semester	Course name	PO						
			1	2	3	4	5	6	7
I	I	Statistics for Management	2	2	1	1	1	2	1
		Management Concepts and Organizational Behavior	2	3	3	3	2	2	2
		Managerial Economics	3	2	1	1	2	2	2
		Accounting for Management	3	2	1	2	2	2	2
		Legal Aspects of Business	2	1	3	2	2	2	2
		Information Management	2	2	1	2	1	1	2
		Entrepreneurship Development	2	3	2	3	2	2	3
		Communications Skill Development	2	2	3	3	2	3	1
		Business Tools Laboratory	2	2	1	2	1	2	1
I	II	Operations Research For Management	2	2	1	2	2	1	2
		Financial Management	2	3	2	1	1	2	2
		Human Resource Management	2	3	3	3	2	2	2
		Operations Management	2	2	3	2	2	2	2
		Business Research Methods	3	2	1	2	3	3	2
		Marketing Management	3	2	3	3	2	2	2
		International Business Management	2	1	2	2	3	1	2
		Leadership Skills Development	2	3	3	3	2	3	2
		Big Data Analytics Laboratory	3	2	1	1	1	2	2
II	III	Strategic Management	2	2	3	3	2	2	2
		Business Analytics	2	2	1	2	1	2	2
		Managerial Skills Development	3	3	2	3	1	3	3
		Organizational Study	3	1	2	2	2	1	2
	IV	Project Work	3	1	2	3	2	1	3

## Syllabi for I To IV Semesters

### Semester – I

SL. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	MS22101	Statistics for Management	FC	3	0	0	3	3
2.	MS22102	Management Concepts and Organizational Behavior	PCC	3	0	0	3	3
3.	MS22103	Managerial Economics	PCC	3	0	0	3	3
4.	MS22104	Accounting for Management	PCC	3	0	0	3	3
5.	MS22105	Legal Aspects of Business	PCC	3	0	0	3	3
6.	MS22106	Information Management	PCC	3	0	0	3	3
7.	MS22107	Entrepreneurship Development	PCC	3	0	0	3	3
PRACTICAL								
8.	MS22108	Communications Skill Development	EEC	0	0	4	4	2
9.	MS22109	Business Tools Laboratory	EEC	0	0	4	4	2
TOTAL				21	0	8	29	25

### Semester – II

SL. NO.	COURS CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	MS22201	Operations Research For Management	PCC	3	0	0	3	3
2.	MS22202	Financial Management	PCC	3	0	0	3	3
3.	MS22203	Human Resource Management	PCC	3	0	0	3	3
4.	MS22204	Operations Management	PCC	3	0	0	3	3
5.	MS22205	Business Research Methods	PCC	3	0	0	3	3
6.	MS22206	International Business Management	PCC	3	0	0	3	3
7.	MS22207	Marketing Management	PCC	3	0	0	3	3

<b>PRACTICAL</b>								
8.	MS22208	Leadership Skills Development	EEC	0	0	4	4	2
9.	MS22209	Big Data Analytics Laboratory	EEC	0	0	4	4	2
<b>TOTAL</b>				<b>21</b>	<b>0</b>	<b>8</b>	<b>29</b>	<b>25</b>

### **Organizational Study – Minimum of 4 weeks of summer training**

The report along with the company certificates should be submitted within the two weeks of their opening date of 3<sup>rd</sup> semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3<sup>rd</sup> semester.

### **Semester – III**

SL NO	COURS E CODE	COURSE TITLE	CATEGOR Y	PERIODSPE R WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	MS22301	Strategic Management	PCC	3	0	0	3	3
2.	MS22302	Business Analytics	PCC	3	0	0	3	3
3.		Professional Elective I	PEC	3	0	0	3	3
4.		Professional Elective II	PEC	3	0	0	3	3
5.		Professional Elective III	PEC	3	0	0	3	3
6.		Professional Elective IV	PEC	3	0	0	3	3
7.		Professional Elective V	PEC	3	0	0	3	3
8.		Professional Elective VI	PEC	3	0	0	3	3
PRACTICAL								
9.	MS22303	Managerial Skills Development	EEC	0	0	4	4	2
10.	MS22304	Organizational Study	EEC	0	0	4	4	2
TOTAL				24	0	8	32	28

### **Semester – IV**

SL NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
PRACTICAL								
1.	MS22401	Project Work	EEC	0	0	24	24	12
TOTAL				0	0	24	24	12

**Project Work – Minimum of 16 weeks of Internship**

**TOTAL: 90 CREDITS**

### SUMMARY

S. No	Category	Credits per semester				Total Credits	AICTE	Anna University
		I	II	III	IV			
1	FC	3	-	-	-	3	-	3
2	PCC	18	21	6	-	45	54	44
3	PEC	-	-	18	-	18	42	18
4	NEC	-	-	-	-	-	-	3
5	EEC	4	4	4	12	24	6	22
<b>Total</b>		<b>25</b>	<b>25</b>	<b>28</b>	<b>12</b>	<b>90</b>	<b>102</b>	<b>90</b>

### Professional Electives

#### (PEC)

Students can take three elective courses from **two functional** specializations.

SL. N O	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
Stream/Specialization: <b>Financial Management [8]</b>								
1	MS22311	Security Analysis And Portfolio Management	PEC	3	0	0	3	3
2.	MS22312	Financial Markets	PEC	3	0	0	3	3
3.	MS22313	Banking and Financial Services	PEC	3	0	0	3	3
4	MS22314	Financial Derivatives	PEC	3	0	0	3	3
5	MS22315	Financial Modeling	PEC	3	0	0	3	3
6	MS22316	International Finance	PEC	3	0	0	3	3
7	MS22317	Behavioral Finance	PEC	3	0	0	3	3
8	MS22318	Corporate Finance	PEC	3	0	0	3	3
Stream/Specialization: <b>Marketing Management [7]</b>								
1	MS22321	Retail Management	PEC	3	0	0	3	3
2	MS22322	Consumer Behavior	PEC	3	0	0	3	3
3	MS22323	Integrated Marketing Communication	PEC	3	0	0	3	3
4	MS22324	Services Marketing	PEC	3	0	0	3	3

5	MS22325	Sales and Distribution Management	PEC	3	0	0	3	3
6	MS22326	Product and Brand Management	PEC	3	0	0	3	3
7	MS22327	Digital Marketing	PEC	3	0	0	3	3
Stream/Specialization: <b>Human Resource Management [6]</b>								
1	MS22331	Strategic Human Resource Management	PEC	3	0	0	3	3
2	MS22332	Industrial relations and labor legislations	PEC	3	0	0	3	3
3	MS22333	Organizational, Design, change and development	PEC	3	0	0	3	3
4	MS22334	Negotiation and Conflict Management	PEC	3	0	0	3	3
5	MS22335	Reward and Compensation Management	PEC	3	0	0	3	3
6	MS22336	International Human Resource Management	PEC	3	0	0	3	3
Stream/ Specialization : <b>Operations Management [ 6 ]</b>								
1	MS22341	Supply Chain Management	PEC	3	0	0	3	3
2	MS22342	Total Quality Management	PEC	3	0	0	3	3
3	MS22343	Materials Management	PEC	3	0	0	3	3
4	MS22344	Services Operations Management	PEC	3	0	0	3	3
5	MS22345	Supply Chain Analytics	PEC	3	0	0	3	3
6	MS22346	Project Management	PEC	3	0	0	3	3
Stream/ Specialization : <b>Business Analytics [ 5 ]</b>								
1	MS22351	Data Mining for Business Intelligence	PEC	3	0	0	3	3



2	MS22352	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3
3	MS22353	Social media web Analytics	PEC	3	0	0	3	3
4	MS22354	E-Business Management	PEC	3	0	0	3	3
5	MS22355	Enterprise Resource Planning	PEC	3	0	0	3	3

**Open Electives Courses**  
**(OEC)**

These open electives are to be offered for the students other than the MBA programme.

<b>Open Electives [ 6 ]</b>								
1.	MS22681	Management Concepts	OEC	3	0	0	3	3
2.	MS22682	Introduction to Marketing	OEC	3	0	0	3	3
3.	MS22683	Human Resource Management	OEC	3	0	0	3	3
4.	MS22684	Business Finance	OEC	3	0	0	3	3
5.	MS22685	Information Management	OEC	3	0	0	3	3
6.	MS22686	Business Analytics	OEC	3	0	0	3	3
7.	MS22687	Entrepreneurship Development	OEC	3	0	0	3	3

**Value Added Courses**  
**(VAC)**

These courses are to be offered for the students in the MBA programme.

<b>Value Added Courses [ 3 ]</b>								
1.	VA22301	Business Tools Laboratory - Advanced Excel	VAC	0	0	2	2	1
2.	VA22401	Business Tools Laboratory - SAP ERP	VAC	0	0	2	2	1
3.	VA22201	Total Quality Management	VAC	3	0	0	3	2

## SYLLABUS

MS22101	STATISTICS FOR MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To introduce the basic concepts of probability and random variables.</li></ul>					
<ul style="list-style-type: none"><li>To acquaint the knowledge of testing of hypothesis for small and large samples in real life problems.</li></ul>					
<ul style="list-style-type: none"><li>To introduce the basic concepts of classifications of design of experiments in the field of agriculture.</li></ul>					
<ul style="list-style-type: none"><li>To learn methods of sampling and statistical tests in business decision making.</li></ul>					
<ul style="list-style-type: none"><li>To provide the required mathematical support in real life problems.</li></ul>					
UNIT I	INTRODUCTION	9			
Basic definitions - Rules for probability - Conditional probability - Independence of events - Baye's theorem(without proof) - Random variables - Probability distributions: Binomial, Poisson and Normal distributions(Derivations not included).					
UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION	9			
Introduction to sampling distributions - Sampling distribution of mean and difference of means - Sampling distribution of proportion and difference of proportion - Central limit theorem (without proof) - Sampling techniques - Estimation: Point and interval estimates for population parameters of large sample - Determining the sample size.					
UNIT III	TESTING OF HYPOTHESIS - PARAMETIRC TESTS	9			
Statistical hypothesis - Type I and Type II errors - Large sample tests based on Normal distribution for single mean and difference of means -Tests based on t distribution for single mean and equality of means - Test based on F distribution for equality of variances - Analysis of Variance: Completely Randomized Design, Randomized Block Design.					
UNIT IV	NON-PARAMETRIC TESTS	9			
Chi square test for goodness of fit - Independence of attributes - Contingency table : Analysis of $r \times c$ tables - Rank sum test - Kolmogorov-Smirnov – test for goodness of fit - Mann – Whitney U test - Kruskal Wallis test - One sample run test.					
UNIT V	CORRELATION AND REGRESSION	9			
Correlation – Karl Pearson's coefficient of correlation – Rank correlation – Spearman's Rank correlation coefficient, Regression – Lines of regression - Regression coefficients – Curve fitting by the method of Least squares – fitting curves of the form $ax+b$ , $ax^2+bx+c$ .					
TOTAL: 45 PERIODS					

<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, students will be able to:</b>	
<b>CO1:</b>	Define the basic concepts of probability, sampling distribution, statistical tests, correlation and regression.
<b>CO2:</b>	Explain the basics of probability and sampling distribution to implement business problems.
<b>CO3:</b>	Interpret the correlation, regression and statistical tests in business decision making.
<b>CO4:</b>	Utilize probability and distributions in real life problems.
<b>CO5:</b>	Apply the statistical techniques, correlation and regression in business field.
<b>REFERENCES:</b>	
1.	Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, “Statistics for Management”, Pearson Education, 8 <sup>th</sup> Edition, 2017.
2.	Gupta S.C., and Kapoor V.K., “Fundamentals of Mathematical Statistics”, 12 <sup>th</sup> Edition, Sultan Chand and Sons, 2020.
3.	S.P.Gupta, “Statistical Methods”, Sultan Chand & Sons, 48 <sup>th</sup> edition, New Delhi, 2022.
4.	T N Srivatsava and Shailaja Rego, “Statistics for Management”, Tata McGraw Hill, 3 <sup>rd</sup> Edition 2017.
5.	Dr.P.N.Arora and S.Arora, “Statistics for Management”, Nirja Publishers, 2013.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	-	-	-	-
CO2	-	2	-	-	-	-	-
CO3	2	2	-	-	-	-	-
CO4	2	3	-	-	-	-	-
CO5	2	3	-	-	-	-	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	1(2) - CO1	1(2) – CO2	1either or (16) – CO4	-
Unit-II: SAMPLING DISTRIBUTION AND ESTIMATION	2	1 either or	1(2) – CO1	1(2) – CO2	1 either or (16) – CO4	-
Unit-III: TESTING OF HYPOTHESIS - PARAMETIRC TESTS	2	1 either or	1(2) – CO1	1(2) - CO3	1either or (16) –CO5	-
Unit-IV: NON-PARAMETRIC TESTS	2	1 either or	2(2) – CO1	-	1either or (16) –CO5	-
Unit-V: CORRELATION AND REGRESSION	2	1 either or	1(2) – CO1	1(2) – CO3	1either or (16) –CO5	-
Total Qns.	10	5 either or	6(2)	4(2)	5 either or (16)	-
<b>Total Marks</b>	20	80	12	8	80	-
<b>Weightage</b>	20%	80%	12%	8%	80%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	12	4	4	32	48	
<b>Weightage</b>	12%	4%	4%	32%	48%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

<b>MS22102</b>	<b>MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions and in understanding the complexity and wide</li> </ul>					

variety of issues managers face in today's business firms.		
<ul style="list-style-type: none"> <li>To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at the workplace so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.</li> </ul>		
<b>UNIT I</b>	<b>NATURE AND THEORIES OF MANAGEMENT</b>	<b>9</b>
Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo- Classical- Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills.		
<b>UNIT II</b>	<b>PLANNING AND ORGANIZING</b>	<b>9</b>
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes.  Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - - Impact of Technology on Organizational design - Mechanistic vs Adaptive Structures - Formal and Informal Organisation. Control: meaning, function, Process and types of Control.		
<b>UNIT III</b>	<b>INDIVIDUAL BEHAVIOR</b>	<b>9</b>
Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers - Making Communication Effective.		
<b>UNIT IV</b>	<b>GROUP BEHAVIOR</b>	<b>9</b>
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organizational Structure - Organizational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organizational Change and Development.		
<b>UNIT V</b>	<b>EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOR</b>	<b>9</b>
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		
<b>TOTAL: 45 PERIODS</b>		
<b>COURSE OUTCOMES:</b>		

<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Outline the various management concepts and skills required in the business world.
<b>CO2:</b>	In-depth knowledge of various functions of management in a real time management context.
<b>CO3:</b>	Rephrase the complexities associated with management of individual behavior in the organizations.
<b>CO4:</b>	Develop the skills to have manage group behavior in Organizations.
<b>CO5:</b>	Insights about the current trends in managing organizational behavior.
<b>REFERENCES:</b>	
1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2.	Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
3.	Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
4.	Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
5.	Stephen P. Robbins, Timothy A.Judge, Organizational Behavior, PHI Learning / Pearson Education, 16th edition, 2014.

### Mapping of Course Outcomes to Programme Outcomes

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
CO1	3	3	2	3	2	3	2
CO2	2	2	3	3	2	2	3
CO3	2	3	3	2	3	3	3
CO4	2	2	3	2	3	3	2
CO5	3	3	3	3	3	3	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: NATURE AND THEORIES OF MANAGEMENT	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: PLANNING AND ORGANIZING	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: INDIVIDUAL BEHAVIOR	2	1 either or	1(2) - CO3	1(2) - CO3 1either or (16) –CO3	-	-
Unit-IV: GROUP BEHAVIOR	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
Unit-V: EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOR	2	1 either or	1(2) - CO5	1(2) - CO5	-	1either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 3 either or (16)	1 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	54	16	16
<b>Weightage</b>	20%	80%	14%	54%	16%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

<b>MS22103</b>	<b>MANAGERIAL ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OBJECTIVE:</b>					

<ul style="list-style-type: none"> <li>To introduce the concepts of scarcity and efficiency; to explain principles of microeconomics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of the economic environment of business.</li> </ul>		
<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.		
<b>UNIT II</b>	<b>CONSUMER AND PRODUCER BEHAVIOR</b>	<b>9</b>
Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behavior – consumer equilibrium – Approaches to consumer behavior – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.		
<b>UNIT III</b>	<b>PRODUCT AND FACTOR MARKET</b>	<b>9</b>
Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labor and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.		
<b>UNIT IV</b>	<b>PERFORMANCE OF AN ECONOMY – MACROECONOMICS</b>	<b>9</b>
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.		
<b>UNIT V</b>	<b>AGGREGATE SUPPLY AND THE ROLE OF MONEY</b>	<b>9</b>
Short-run and Long-run supply curve – Unemployment and its impact – Okun’s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment trade off – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.		
<b>TOTAL: 45 PERIODS</b>		
<b>COURSE OUTCOMES:</b>		
<b>At the end of the course, the students will be able to:</b>		
<b>CO1:</b>	Recall the concepts of scarcity and efficiency.	
<b>CO2:</b>	Explain the principles of microeconomics relevant to managing an organization.	



<b>CO3:</b>	Identify the principles of macroeconomics.
<b>CO4:</b>	Demonstrate the economic environment of business and to study about the policies that regulate economic variables.
<b>CO5:</b>	Develop the policies that regulate economic variables.
<b>REFERENCES:</b>	
1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19 <sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2011.
2.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7 <sup>th</sup> edition 2008.
3.	N. Gregory Mankiw, Principles of Economics, 8 <sup>th</sup> edition, Thomson learning, New Delhi, 2017.
4.	Richard Lipsey and Alec Chrystal, Economics, 13 <sup>th</sup> edition, Oxford, University Press, New Delhi, 2015.
5.	Karl E. Case and Ray C. Fair, Principles of Economics, 12 <sup>th</sup> edition, Pearson, Education Asia, New Delhi, 2017.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	2	3	2	3	2
CO2	3	3	2	3	3	2	3
CO3	3	2	1	3	3	3	2
CO4	3	3	2	3	3	3	3
CO5	2	2	1	3	3	2	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 12 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
UNIT-I:	2	1 either or	2(2) - CO1	-	1either or	-

INTRODUCTION					(16) - CO1	
UNIT-II: CONSUMER AND PRODUCER BEHAVIOR	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
UNIT-III: PRODUCT AND FACTOR MARKET	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
UNIT-IV: PERFORMANCE OF AN ECONOMY – MACROECONOMI CS	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
UNIT-V: AGGREGATE SUPPLY AND THE ROLE OF MONEY	2	1 either or	1(2) - CO5	1(2) - CO5 1either or (16) –CO5	-	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22104	ACCOUNTING FOR MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVE:					
<ul style="list-style-type: none"><li>Acquire a reasonable knowledge in accounts analysis and evaluate financial statements</li></ul>					
UNIT I	FINANCIAL ACCOUNTING				9
Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial					

statements.		
UNIT II	ANALYSIS OF FINANCIAL STATEMENTS	9
Financial ratio analysis, Interpretation of ratio for financial decisions- Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.		
UNIT III	COST ACCOUNTING	9
Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.		
UNIT IV	MARGINAL COSTING	9
Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.		
UNIT V	BUDGETING AND VARIANCE ANALYSIS	9
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India..		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	A thorough grounding of financial accounting concepts.	
CO2:	Preparation of financial statement analysis.	
CO3:	Understand the management and cost accounting techniques.	
CO4:	Apply the management and cost accounting techniques for decision making.	
CO5:	Assess the accountancy standards of practices in India.	
REFERENCES:		
1.	R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.	
2.	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 <sup>th</sup> edition, 2018.	
3.	T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014.	
4.	Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18 <sup>th</sup> edition, Tata McGraw Hill Publishers, 2017.	

5.	Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014, 16 <sup>th</sup> edition.
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### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	1	3
CO2	3	3	1	3	3	2	3
CO3	3	2	2	3	3	2	3
CO4	3	3	2	3	3	2	3
CO5	3	2	1	3	3	1	2

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
UNIT-I: FINANCIAL ACCOUNTING	2	1 either or	2(2) - CO1	-	1either or (16) - CO1	-
UNIT-II: ANALYSIS OF FINANCIAL STATEMENTS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
UNIT-III: COST ACCOUNTING	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
UNIT-IV: MARGINAL COSTING	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
UNIT-V: BUDGETING AND VARIANCE ANALYSIS	2	1 either or	1(2) - CO5	1(2) - CO5 1either or (16) –CO5	-	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	

<b>Weightage</b>	20%	20%	20%	20%	20%
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“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22105	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVE:					
<ul style="list-style-type: none"><li>The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.</li></ul>					
UNIT I	COMMERCIAL LAW	9			
THE INDIAN CONTRACT ACT 1872					
Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.					
THE SALE OF GOODS ACT 1930 Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -					
NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments					
UNIT II	COMPANY LAW AND COMPETITION ACT	9			
COMPANY ACT 1956 & 2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.					
Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.					
UNIT III	INDUSTRIAL LAW	9			
An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes					

Act.		
UNIT IV	CORPORATE TAX & GST	9
Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge..		
UNIT V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-- Cyber-crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement – Copyrights, Trademarks, Patent Act. Introduction, Right to Information Act - 2005.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	State the fundamental legal principles in developing various contracts and commercial laws in the business world	
CO2:	Identify the common forms of business associations and elements of Corporate Governance	
CO3:	Develop insights regarding the laws related to the industrial environment	
CO4:	Discuss the fundamentals of corporate tax and GST	
CO5:	Relate the role of consumer rights and cyber laws in the modern business environment	
REFERENCES:		
1.	N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.	
2.	P. K. Goel, Business Law for Managers, Biztantra Publishers, India, 2017.	
3.	Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 6 <sup>th</sup> Edition 2018.	
4.	Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 <sup>th</sup> edition, 2016	
5.	Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	-	-	-	1
CO2	-	-	1	1	-	-	1
CO3	1	-	2	-	-	2	-
CO4	-	1	-	-	2	-	1
CO5	-	-	2	-	-	2	2

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: COMMERCIAL LAW	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: COMPANY LAW AND COMPETITION ACT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: INDUSTRIAL LAW	2	1 either or	1(2) - CO3	1(2) - CO3	-	1either or (16) –CO3
Unit-IV: CORPORATE TAX & GST	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
Unit-V: CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	

<b>Weightage</b>	20%	20%	20%	20%	20%
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“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22106	INFORMATION MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To understand the importance of information in business.</li></ul>					
<ul style="list-style-type: none"><li>To know about the recent information systems and technologies.</li></ul>					
UNIT I	INTRODUCTION	9			
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.					
UNIT II	SYSTEM ANALYSIS AND DESIGN	10			
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.					
UNIT III	DATABASE MANAGEMENT SYSTEMS	8			
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.					
UNIT IV	INTEGRATED SYSTEMS, SECURITY AND CONTROL	9			
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.					
UNIT V	NEW IT INITIATIVES	9			
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing.					
TOTAL: 45 PERIODS					
COURSE OUTCOMES:					



<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Interpret the basics of data and information systems.
<b>CO2:</b>	Develop the system development methodologies.
<b>CO3:</b>	Analyze database management systems and its types
<b>CO4:</b>	Make use of the various technologies in the information system and its security.
<b>CO5:</b>	Develop the knowledge on effective applications of information systems in business.
<b>REFERENCES:</b>	
1.	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’s View, Tata McGraw Hill, 2008.
2.	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 <sup>th</sup> edition, 2018.
3.	Panneerselvam. R, Database Management Systems, 3 <sup>rd</sup> Edition, PHI Learning, 2018.
4.	Jawadekar, W. S. Management Information Systems, 2nd edition Tata McGraw Hill (TMH)
5.	Laudon, K. C/ Laudon, J. P. Management Information Systems: Managing The Digital Firm, 11th edition, PHI Learning Pvt Ltd.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	2	3	3	1	3
CO2	2	3	1	2	3	2	3
CO3	3	2	2	3	2	2	3
CO4	2	3	2	2	3	2	2
CO5	3	3	1	3	2	2	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			

Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: SYSTEM ANALYSIS AND DESIGN	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: DATABASE MANAGEMENT SYSTEMS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: INTEGRATED SYSTEMS, SECURITY AND CONTROL	2	1 either or	1(2) - CO4	1(2) - CO4 1 either or (16) –CO4	-	-
Unit-V: NEW IT INITIATIVES	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 3 either or (16)	2 either or (16)	-
<b>Total Marks</b>	20	80	14	54	32	-
<b>Weightage</b>	20%	80%	14%	54%	32%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVE:					
<ul style="list-style-type: none"><li>To equip and develop the learners entrepreneurial skills and qualities essential to undertake business.</li></ul>					
<ul style="list-style-type: none"><li>To impart the learners’ entrepreneurial competencies needed for managing business efficiently and effectively.</li></ul>					
UNIT I	ENTREPRENEURIAL COMPETENCE				9
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality -					

Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.		
UNIT II	ENTREPRENEURIAL ENVIRONMENT	9
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations.		
UNIT III	BUSINESS PLAN PREPARATION	9
Sources of Product for Business - Pre Feasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT IV	LAUNCHING OF SMALL BUSINESS	9
Finance and Human Resource Mobilization - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.		
UNIT V	MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of Small Business - Case Studies.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	The learners will gain entrepreneurial competence to run the business efficiently.	
CO2:	The learners are able to undertake businesses in the entrepreneurial environment.	
CO3:	The learners are capable of preparing business plans and undertaking feasible projects.	
CO4:	The learners are efficient in launching and develop their business ventures successfully.	
CO5:	The learners shall monitor the business effectively towards growth and development.	
REFERENCES:		
1.	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.	
2.	R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.	
3.	Rajeev Roy, Entrepreneurship, Oxford University Press, 2 <sup>nd</sup> Edition, 2011.	
4.	Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.	

5.	Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, HPH, 2006.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	2	-	-	1
CO2	-	1	-	-	-	2	-
CO3	-	-	-	1	1	-	-
CO4	2	-	1	-	-	2	2
CO5	-	2	-	2	-	2	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: ENTREPRENEURIAL COMPETENCE	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: ENTREPRENEURIAL ENVIRONMENT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: BUSINESS PLAN PREPARATION	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: LAUNCHING OF SMALL BUSINESS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: MANAGEMENT OF SMALL BUSINESS	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5

<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22108	COMMUNICATIONS SKILL DEVELOPMENT	L	T	P	C
		0	0	2	2
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To enhance practical learning to speak by way of communication starters.</li></ul>					
<ul style="list-style-type: none"><li>To train the students to handle setbacks with ease through improved confidence levels.</li></ul>					
<ul style="list-style-type: none"><li>To give the students a greater voice in decisions about study-related matters.</li></ul>					
<ul style="list-style-type: none"><li>To train the students to differentiate themselves in the job-market.</li></ul>					
<ul style="list-style-type: none"><li>To encourage the students to cultivate the capacity to accept challenges and manage the impact of adversity.</li></ul>					
UNIT I	INTRODUCTION TO BUSINESS COMMUNICATION				12
Impart Reading & Listening Skills, Principles of Nonverbal-Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions.					
UNIT II	COMMUNICATIVE WRITING TOOLS				12
Business letter writings, Resume/CV, job application letters, proposals. Internal communications (notices, circulars, memos, agenda and minutes, reports). Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes.					

UNIT III	EFFECTIVE PRESENTATIONS	12
Principles of Effective Presentations, Principles governing the use of visual media.		
UNIT IV	INTERVIEW SKILLS	12
Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews.		
UNIT V	REPORT WRITING	12
Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.		
TOTAL: 60 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Deal with practical situations and communicate accordingly.	
CO2:	Deliver and address any gathering with unflinching confidence.	
CO3:	Gain the authority and agency to make decisions on their own and implement their changes.	
CO4:	Prove their presence and identity for employability as well as entrepreneurship.	
CO5:	Develop the strength required to process and overcome hardships.	
REFERENCES:		
1.	Communication Miracles by Jonathan Robinson, Conari Press; 3 <sup>rd</sup> edition (23 August 2012) ISBN-13: 978-1573245838.	
2.	Shelle Rose Charvet, Words that change the minds-The 14 Patterns for Mastering the Language of Influence.	
NOTE: The above content of the syllabus is suggested for preparation and presentation by students during the semester. This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.		

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	2	-	2	-	-

CO2	-	1	-	-	-	2	2
CO3	-	1	-	-	1	-	-
CO4	2	1	-	1	-	2	2
CO5	2	-	1	-	2	2	-

MS22109	BUSINESS TOOLS LABORATORY	L	T	P	C
		0	0	2	1
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To acquire basic computer skills for - making effective presentations, preparing one-to-one communication, writing letters, e-mails, reports and numerical calculations and Accounting in office automation software.</li></ul>					
LIST OF EXPERIMENTS					
1.	Office Management: Exercises to familiarize MS Word, Excel and PowerPoint Presentation				
	MS Word Experiments.				
	MS Power Point Presentation Experiments				
	MS Excel Experiments.				
2.	Computerized Accounting Management: Introduction to accounting packages – exercises on creating, altering and displaying – Ledgers and Vouchers – Inventory management – Payroll – Reports using tally financial accounting package.				
	Tally ERP Extended Experiments				
TOTAL: 60 PERIODS					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					
CO1:	Possess basic computer knowledge on reporting, presentation and numerical calculations in an office environment using office automation software.				
CO2:	Ability to make accounting entries of business transactions.				
CO3:	Ability to prepare the finalization of accounts using accounting software.				

<b>REFERENCES:</b>	
1.	Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008.
2.	Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11 <sup>th</sup> edition, Thomson, 2008.
3.	Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.
4.	Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3 <sup>rd</sup> edition, Microsoft Press, 2011.
5.	Microsoft Office Reference Guide, Tom Bunzel, InformIT.com (2007).

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	-	-	-	-
CO2	1	2	-	-	-	-	-
CO3	1	-	-	-	-	-	-
CO4	-	2	-	-	-	-	-
CO5	1	-	-	2	-	-	-



## Semester II

MS22201	OPERATIONS RESEARCH FOR MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To provide an understanding of basic concepts in Operations Research techniques for Analysis and Modeling in Computer Applications.</li><li>To impart the skills in the application of Operation Research techniques to solve the mathematical models of managerial problems.</li><li>To understand, develop and solve mathematical model of Transport and assignment problems.</li><li>To understand Replacement Models and Game Theory.</li></ul>					
UNIT I	LINEAR PROGRAMMING MODELS	9			
Formulation of liner programming problem - Graphical method of solution –Canonical and standard form of liner programming problem - Some important definitions - Simplex Method – Two phase method - Artificial variables: Big-M method.					
UNIT II	TRANSPORTATION MODELS	9			
Definition of the transportation model - Formulation - Basic feasible solution: North-West corner rule, Row minima method, Column minima method, least cost method, Vogel’s approximation method - Optimality Test - MODI method - Degeneracy in Transportation problem -Unbalanced transportation problem.					
UNIT III	ASSIGNMENT MODELS	9			
Definition of the assignment model - Mathematical formulation of assignment models – Hungarian method for solution of the assignment problem – Variations of the assignment problem – Travelling salesman problem.					
UNIT IV	REPLACEMENT MODELS AND SIMULATION	9			
Replacement Models – Individual replacement Models (With and Without time value of money) - Group Replacement Models - Simulation - Monte Carlo Simulation - Use of random numbers.					
UNIT V	GAME THEORY	9			
Competitive game – Characteristics of games - Saddle point - minimax (maximin) method of optimal strategies - Value of the game – Two person zero sum game with saddle point – Matrix reduction by dominance - Mixed strategy for 2 X 2 games – Graphical method for rectangular games.					
TOTAL : 45 PERIODS					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					

<b>CO1:</b>	Define the basic concepts in Operations Research.
<b>CO2:</b>	Explain mathematical models and replacement and simulation techniques.
<b>CO3:</b>	Demonstrate the best strategy using decision making methods in game theory.
<b>CO4:</b>	Apply LPP, transportation and assignment models to find optimal solution.
<b>CO5:</b>	Apply replacement models and game theory in solving real life problems.
<b>REFERENCES:</b>	
1.	Taha H.A., “Operations Research: An Introduction”, 10th Edition, Prentice Hall of India, New
3.	Gupta P.K, Hira D.S, “Problems in Operations Research”, S.Chand and Co, 2012.
4.	Kanti Swarup, P.K. Gupta, Man Mohan, “Operations Research”, 15 <sup>th</sup> Revised Edition, S. Chand & Sons Education Publications, New Delhi, 2017.
5.	Frederick & Mark Hillier, “Introduction to Operations Research”, Tata Mcgraw Hill, 2021.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	-	-	-	-	1
CO2	-	-	-	-	-	1	-
CO3	-	-	2	-	-	-	-
CO4	-	-	-	2	-	-	-
CO5	3	-	-	-	2	2	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: LINEAR PROGRAMMING MODELS	2	1 either or	1(2) - CO1	1(2) – CO2	1either or (16) –CO4	-
Unit-II: TRANSPORTATION MODELS	2	1 either or	1(2) – CO1	1(2) – CO2	1either or (16) –CO4	-
Unit-III: ASSIGNMENT MODELS	2	1 either or	1(2) – CO1	1(2) - CO3	1either or (16) –CO5	-
Unit-IV: REPLACEMENT MODELS AND	2	1 either or	2(2) – CO1	-	1either or (16) –CO5	-

<b>SIMULATION</b>						
Unit-V: GAME THEORY	2	1 either or	1(2) – CO1	1(2) – CO3	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	6(2)	4(2)	5 either or (16)	-
<b>Total Marks</b>	20	80	12	8	80	-
<b>Weightage</b>	20%	80%	12%	8%	80%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	12	4	4	32	48	
<b>Weightage</b>	12%	4%	4%	32%	48%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22202	FINANCIAL MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>Understand the operational nuances of a Finance Manager.</li></ul>					
<ul style="list-style-type: none"><li>Comprehend the technique of making decisions related to finance functions.</li></ul>					
UNIT I	FOUNDATIONS OF FINANCE				9
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.					
UNIT II	INVESTMENT DECISIONS				9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.					
UNIT III	FINANCING AND DIVIDEND DECISION				9
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants					

of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.		
UNIT IV	WORKING CAPITAL MANAGEMENT	9
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.		
UNIT V	LONG TERM SOURCES OF FINANCE	9
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Familiarizes with the concepts of financial decision of an organization	
CO2:	Recognizes the time value of money	
CO3:	Acquires the ability to apply the capital budgeting and cost of capital techniques	
CO4:	Discover how to decide the decision of capital structure and distribution of dividend	
CO5:	Enhances the experience in assessing the short-term and long-term sources of finance	
REFERENCES:		
1.	IM Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11 <sup>th</sup> edition, 2018	
2.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8 <sup>th</sup> edition, 2017.	
3.	AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.	
4.	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning,13 <sup>th</sup> Edition, 2014.	
5.	Brigham, Ehrhardt, Financial Management Theory and Practice, 14 <sup>th</sup> edition, Cengage Learning  2015.	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	1	-	-	1	-
CO2	1	-	-	-	1	-	-
CO3	-	-	-	-	-	-	-
CO4	1	1	-	1	-	-	-
CO5	2	-	-	-	-	2	2

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: FOUNDATIONS OF FINANCE	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: INVESTMENT DECISIONS	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: FINANCING AND DIVIDEND DECISION	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: WORKING CAPITAL MANAGEMENT	2	1 either or	1(2) - CO4	1(2) - CO4 1 either or (16) - CO4	-	-
Unit-V: LONG TERM SOURCES OF FINANCE	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22203	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.</li></ul>					
UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9			
Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.					
UNIT II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9			
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.					
UNIT III	TRAINING AND DEVELOPMENT	9			
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self-development – Knowledge management.					
UNIT IV	EMPLOYEE ENGAGEMENT	9			
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.					
UNIT V	PERFORMANCE PLANING AND CONTROL	9			
Method of performance management – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.					
TOTAL: 45 PERIODS					
COURSE OUTCOMES:					

<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Infer on the various aspects of HRM
<b>CO2:</b>	Gain competence needed for success as human resources professional.
<b>CO3:</b>	Develop the skills needed for a successful HR manager
<b>CO4:</b>	Ready to implement the concepts learned in the workplace.
<b>CO5:</b>	Enhance knowledge on the emerging concepts in the field of HRM
<b>REFERENCES:</b>	
1.	Gary Dessler and Biju Varkkey, Human Resource Management, 14 <sup>th</sup> Ed, Pearson Education Ltd, 2015.
2.	David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11 <sup>th</sup> Edition, 2014.
3.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012.
4.	Bernadin , Human Resource Management ,Tata Mcgraw Hill,8 <sup>th</sup> edition 2012.
5.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.

### **Mapping of Course Outcomes to Programme Outcomes**

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
CO1	1	-	-	-	1	-	-
CO2	-	1	-	1	-	-	-
CO3	-	-	-	1	-	2	2
CO4	1	-	-	1	1	-	-
CO5	2	1	2	-	-	1	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: HUMAN RESOURCE PLANNING AND RECRUITMENT	2	1 either or	2(2) - CO2	-	-	1 either or (16) - CO2
Unit-III: TRAINING AND DEVELOPMENT	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
Unit-IV: EMPLOYEE ENGAGEMENT	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO1	-
Unit-V: PERFORMANCE PLANNING AND CONTROL	2	1 either or	1(2) - CO5	1(2) - CO5 1 either or (16) - CO1	-	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.



MS22204	OPERATIONS MANAGEMENT			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
Facilitate student							
<ul style="list-style-type: none"><li>To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.</li></ul>							
UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT						9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices.							
UNIT II	OPERATIONS AND THE VALUE CHAIN						9
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.							
UNIT III	DESIGNING OPERATIONS						10
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Service Design Principles: Basics of Service Design; Holistic Service Design, Service Design and Overall Business Change, Optimizing Design Performance Designing Measurement Methods and Metrics. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.							
UNIT IV	PLANNING AND CONTROL OF OPERATIONS						9
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning- Lean Management - philosophy - Resource planning – Inventory techniques. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing.							
UNIT V	QUALITY MANAGEMENT						8
Definitions of quality, The Quality revolution, quality gurus- 5s Principles- TQM philosophies; Quality management tools, certification and awards- SA(Social Accountability) 8000-, elements of JIT manufacturing, continuous improvement. Six sigma.							
TOTAL: 45 PERIODS							
COURSE OUTCOMES:							
At the end of the course, the students will be able to:							

<b>CO1:</b>	Examine the evolution of operations management practices and world class manufacturing processes.
<b>CO2:</b>	Discover capacity planning, strategic sourcing and procurement in organizations.
<b>CO3:</b>	Enhances the application of development and design process.
<b>CO4:</b>	Ability to forecast demand and overcome bottlenecks.
<b>CO5:</b>	Provides insight to Quality management tools and practices.
<b>REFERENCES:</b>	
1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14 <sup>th</sup> Edition, 2014.
2.	Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
3.	William J Stevenson, Operations Management, Tata McGraw Hill, 9 <sup>th</sup> Edition, 2009.
4.	Russel and Taylor, Operations Management, Wiley, 5 <sup>th</sup> Edition, 2006.
5.	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9 <sup>th</sup> edition, 2015.

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	1	-	1	-
CO2	-	-	1	1	-	-	-
CO3	-	-	2	-	-	-	-
CO4	2	2	1	-	-	-	1
CO5	-	-	-	1	-	-	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-

OPERATIONS MANAGEMENT						
Unit-II: OPERATIONS AND THE VALUE CHAIN	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: DESIGNING OPERATIONS	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: PLANNING AND CONTROL OF OPERATIONS	2	1 either or	1(2) - CO4	1(2) - CO4 1either or (16) –CO4	-	-
Unit-V: QUALITY MANAGEMENT	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 3 either or (16)	2 either or (16)	-
<b>Total Marks</b>	20	80	14	54	32	-
<b>Weightage</b>	20%	80%	14%	54%	32%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22205	BUSINESS RESEARCH METHODS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>To understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports</li></ul>					
UNIT I	INTRODUCTION				9
Business Research – Definition and Significance – the research process – Types of Research –					

Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.		
UNIT II	RESEARCH DESIGN AND MEASUREMENT	9
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.		
UNIT III	DATA COLLECTION	9
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.		
UNIT IV	DATA PREPARATION AND ANALYSIS	9
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.		
UNIT V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	9
Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Interprets and appreciates scientific inquiry.	
CO2:	Develop skills to write research proposals.	
CO3:	Undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems.	
CO4:	Analyze data and find solutions to the problems.	
CO5:	Competent to prepare research reports.	
REFERENCES:		

1.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11 <sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2.	Alan Bryman and Emma Bell, Business Research methods, 3 <sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3.	Uma Sekaran and Roger Bougie, Research methods for Business, 5 <sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4.	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8 <sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.
5.	Panneerselvam. R, Research Methodology, 2 <sup>nd</sup> Edition, PHI Learning, 2014.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	3	2	3	1
CO2	3	2	1	2	1	3	2
CO3	3	3	2	3	3	2	2
CO4	3	3	2	3	3	3	2
CO5	3	3	1	2	2	3	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	-	1either or (16) - CO1	-
Unit-II: RESEARCH DESIGN AND MEASUREMENT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: DATA COLLECTION	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: DATA	2	1 either or	1(2) - CO4	1(2) - CO4	-	-

PREPARATION AND ANALYSIS				1 either or (16) –CO4		
Unit-V: REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22206	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.</li></ul>					
UNIT I	AN OVERVIEW OF INTERNATIONAL BUSINESS				9
Definition and drivers of International Business – Changing environment of International Business – Country attractiveness – Trends in Globalization – Effect and Benefit of Globalization – International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.					
UNIT II	THEORIES OF INTERNATIONAL TRADE AND INVESTMENT				9
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory - Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power, Internationalisation - Instruments of Trade Policy: Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.					

UNIT III	GLOBAL ENTRY	9
Strategic compulsions – Strategic options – Global portfolio management – Global entry strategy, different forms of international business, advantages – Organizational issues of international business –Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.		
UNIT IV	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	9
Global production: Location, scale of operations - cost of production - Standardization Vs Differentiation - Make or Buy decisions - global supply chain issues - Quality considerations. Globalization of markets: Marketing strategy - Challenges in product development – pricing - production and channel management. Foreign Exchange Determination Systems: Basic Concepts - types of Exchange Rate Regimes – Factors Affecting Exchange Rates.		
UNIT V	HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS	9
Selection of expatriate managers - Managing across cultures – Training and development – Compensation – Disadvantages of international business – Conflict in international business – Sources and types of conflict – Conflict resolutions – Negotiation – Ethical issues in international business –Ethical decision-making.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Interpret the driving factors of International Business.	
CO2:	Make use of theories of trade and investment practiced in the global world.	
CO3:	Examine various market entry strategies followed by Global Organizations.	
CO4:	Solve various global productions and supply chain issues and utilize foreign exchange determination system.	
CO5:	Demonstrate the cognitive knowledge of managing business across the cultures.	
REFERENCES:		
1.	Charles W.I. Hilland Arun Kumar Jain, International Business, 6 <sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.	
2.	Michael R.Czinkota, Ilkka A.Ronkainen and Michael H. Moffet, International Business, 7 <sup>th</sup> Edition, Cengage Learning, New Delhi, 2010.	
3.	K.Aswathappa, International Business, 5 <sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2012.	

4.	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12 <sup>th</sup> edition.
5.	Vyuptakesh Sharan, International Business, 3 <sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	3	2	1	2
CO2	3	1	1	3	2	1	2
CO3	3	1	1	3	2	1	2
CO4	2	2	1	3	2	1	1
CO5	2	1	1	2	2	1	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: AN OVERVIEW OF INTERNATIONAL BUSINESS	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: THEORIES OF INTERNATIONAL TRADE AND INVESTMENT	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: GLOBAL ENTRY	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
Unit-IV: PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	2	1 either or	1(2) - CO4	1(2) - CO4 1 either or (16) - CO1	-	-
Unit-V: HUMAN RESOURCE	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO1	-



MANAGEMENT IN INTERNATION AL BUSINESS						
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22207	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>To understand the changing business environment and the fundamental premise underlying market driven strategies.</li></ul>					
UNIT I	INTRODUCTION				9
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Marketing in global environment					
UNIT II	MARKETING STRATEGY				9
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components					
UNIT III	MARKETING MIX DECISIONS				9
Product planning and development – Product life cycle – New product Development and Management					

– Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods		
UNIT IV	BUYER BEHAVIOR	9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behavior Models – Online buyer behavior – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.		
UNIT V	MARKETING RESEARCH & TRENDS IN MARKETING	9
Marketing Information System – Marketing Research Process – Concepts and applications: – Consumer Behavior – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital marketing.		
TOTAL: 45 PERIODS		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Apply & construct contemporary marketing theories to the demands of business and management practice.	
CO2:	Infer marketing strategies for consumer and industrial marketing.	
CO3:	Deep inference of choice of marketing mix elements and managing integrated marketing channels	
CO4:	Ability to analyze the nature of consumer buying behavior.	
CO5:	Evaluation of the marketing research and new trends in the arena of marketing.	
REFERENCES:		
1.	Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15 <sup>th</sup> Edition, 2017.	
2.	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, 2012.	
3.	Lamb, Hair, Sharma, McDaniel – Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.	
4.	Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5 <sup>th</sup> Edition, 2019.	
5.	Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian	

Context, Macmillan Education, New Delhi, 6<sup>th</sup> edition, 2018.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	-	-	-	-
CO2	1	-	-	1	1	2	-
CO3	-	1	1	-	1	-	-
CO4	2	-	-	2	-	2	2
CO5	2	-	-	2	-	1	2

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: MARKETING STRATEGY	2	1 either or	2(2) - CO2	-	-	1 either or (16) - CO2
Unit-III: MARKETING MIX DECISIONS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: BUYER BEHAVIOR	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO4	-
Unit-V: MARKETING RESEARCH & TRENDS IN MARKETING	2	1 either or	1(2) - CO5	1(2) - CO5 1 either or (16) - CO5	-	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	48%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22208	LEADERSHIP SKILL DEVELOPMENT	L	T	P	C
		0	0	2	2
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To guide the students to build stronger relationships and succeed in both professional as well as personal life.</li></ul>					
<ul style="list-style-type: none"><li>To train the students with various soft skills to help them become successful professionals.</li></ul>					
<ul style="list-style-type: none"><li>To make the students acquire the skills and knowledge to enable them communicate more confidently and effectively using assertive behavior techniques.</li></ul>					
<ul style="list-style-type: none"><li>To help the students develop individual responsibility for the work performed and answering to both peers and superiors.</li></ul>					
<ul style="list-style-type: none"><li>To guide the students, build and fortify social connections and encourage them to regulate their emotions.</li></ul>					
UNIT I	IMPORTANCE OF EMOTIONAL INTELLIGENCE				12
Overview of Emotional Intelligence - Elements of Emotional Intelligence - Process of Emotional Intelligence					
UNIT II	SOFT SKILLS AT WORKPLACE				12
Important Soft Skills for Workplace Success - Top Soft Skills Employers Want - How to Let Employers Know the Skills You Have					
UNIT III	ASSERTIVENESS				12
What Is Assertiveness? - The Benefits of Being Assertive - How to Become More Assertive - Use Assertive Communication Technique					
UNIT IV	ACCOUNTABILITY				12
What is accountability in the workplace? - Without accountability at work, what happens? - How do you promote accountability in the workplace? - Use the 5Cs framework to build accountability.					
UNIT V	EMPATHY				12

How Is Empathy Developed? - Five Stages and five Factors - Why Work on Your Empathy Skills? - Eight Strategies to Develop Empathy	
<b>TOTAL: 60 PERIODS</b>	
<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Manage their emotions in a more effective manner, maximizing their productivity.
<b>CO2:</b>	Create a positive and functional work environment.
<b>CO3:</b>	Feel free to express their feelings, thoughts, and desires emphatically.
<b>CO4:</b>	Control their actions in their personal and business life.
<b>CO5:</b>	Develop consideration and compassion towards fellow beings.
<b>REFERENCE:</b>	
1.	Personality Development and Soft Skills by Barun Mitra,Oxford University Press; Second edition, ISBN-13 : 978-0199459742
<b>NOTE:</b> The following is the list of topics suggested for preparation and presentation by students twice during the semester. This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	-	-	-	-
CO2	-	1	-	2	-	-	1
CO3	-	1	1	-	2	1	1
CO4	-	2	-	1	2	1	-
CO5	2	2	-	-	1	-	1

<b>MS22209</b>	<b>BIG DATA ANALYTICS LABORATORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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		0	0	4	2
COURSE OBJECTIVES:					
• To have hands-on experience on data analysis for business modeling.					
• Spreadsheet Software and Data Analysis Tools					
LIST OF EXPERIMENTS					
1.	Descriptive Statistics				
2.	Parametric Tests				
3.	Non-parametric Tests				
4.	Correlation & Regression				
5.	Forecasting				
6.	Extended experiment–1				
7.	Portfolio Selection				
8.	Risk Analysis & Sensitivity Analysis				
9.	Revenue Management				
10.	Extended experiment–2				
11.	Transportation & Assignment				
12.	Networking Models				
13.	Queuing Theory				
14.	Inventory Models				
15.	Extended experiments–3				
TOTAL: 60 PERIODS					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					
CO1:	Deep inference about the nature of data and conducting hypothesis testing using various data analysis techniques				
CO2:	Facilitates to identify the relationship between variables using data analytical tools				
CO3:	Perform forecasting in real time business world using analytical tools.				
CO4:	Conduct Risk and sensitivity analysis and portfolio selection based on business data.				

<b>CO5:</b>	Enhance insight about networking, inventory models and queuing theory using data analytical tools.
<b>REFERENCES:</b>	
1.	David R. Anderson, et al, "An Introduction to Management Sciences: Quantitative Approaches to Decision Making", 13 <sup>th</sup> edition, South-Western College Pub, 2011.
2.	William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
3.	Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.
4.	David M. Levine et al, "Statistics for Managers using MS Excel", 6 <sup>th</sup> Edition, Pearson, 2010.
5.	Minnick, C. Web Kit for Dummies. John Wiley & Sons, (2012).

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	-	-	-	-
CO2	-	-	-	2	2	-	1
CO3	-	-	1	-	1	2	1
CO4	-	-	-	1	2	1	-
CO5	1	2	-	-	-	2	-

<b>MS22301</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives and to equip with skills required to manage business and non-business organizations at senior levels. The course adopts a functional approach to management developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.</li> </ul>					

<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Conceptual framework for strategic management, the concept of strategy and the strategy formation process – stakeholders in business – vision, mission and purpose– business definition, objectives and goals – corporate governance and social responsibility – case study.		
<b>UNIT II</b>	<b>COMPETITIVE ADVANTAGE</b>	<b>9</b>
External environment - Porter's five forces model - strategic groups competitive changes during industry evolution - globalization and industry structure - national context and competitive advantage resources - capabilities and competencies–core competencies - low cost and differentiation generic building blocks of competitive advantage – distinctive competencies- resources and capabilities durability of competitive advantage - avoiding failures and sustaining competitive advantage – case study.		
<b>UNIT III</b>	<b>STRATEGIES</b>	<b>9</b>
The generic strategic alternatives – stability, expansion, retrenchment and combination strategies - business level strategy - strategy in the global environment - corporate strategy - vertical integration – diversification and strategic alliances – building and restructuring the corporation – strategic analysis and choice – Managing growth - environmental threat and opportunity profile (ETOP) –BMC-BCG Matrix- Blue ocean strategy-Balanced scorecard – case study.		
<b>UNIT IV</b>	<b>STRATEGY IMPLEMENTATION &amp; EVALUATION</b>	<b>9</b>
The implementation process, Resource allocation, Designing organizational structure – Designing Strategic control systems - Matching structure and control to strategy - Implementing strategic change – Politics – Power and conflict – Techniques of strategic evaluation & control – case study.		
<b>UNIT V</b>	<b>OTHER STRATEGIC ISSUES</b>	<b>9</b>
Managing technology and innovation - Strategic issues for nonprofit organizations. New business models and strategies for Internet economy - Organizational capability profile - Strategic advantage profile - Corporate portfolio analysis - SWOT Analysis – GAP Analysis - Mc Kinsey's 7s framework - GE 9 cell model – Distinctive competitiveness - Selection of matrix- case study.		
<b>TOTAL: 45 PERIODS</b>		
<b>COURSE OUTCOMES:</b>		
<b>At the end of the course, the students will be able to:</b>		
<b>CO1:</b>	Build to understand the Strategic management process and social responsibility of business organizations.	
<b>CO2:</b>	In-depth learning about the need for developing competitive advantage for organizations.	
<b>CO3:</b>	Discover the various corporate and business level strategies.	
<b>CO4:</b>	Identify the various control systems required for organizational strategy implementation process.	
<b>CO5:</b>	Demonstrate the cognitive knowledge about various strategic issues and development of new business models.	



<b>REFERENCES:</b>	
1.	Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2.	John A.Parnell. Strategic Management,Theory and practice Biztantra (2012).
3.	Azhar Kazmi,Strategic Management and Business Policy, 3rd Edition,Tata McGraw Hill,2008
4.	Adriau H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008
5.	Lawerence G.Hrebiniak, Making strategy work, Pearson, 2 <sup>nd</sup> edition, 2013.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	-	1	1	1
CO2	1	-	2	1	-	-	1
CO3	-	1	1	1	1	-	-
CO4	1	2	1	1	-	1	1
CO5	2	-	2	1	2	-	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: COMPETITIVE ADVANTAGE	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: STRATEGIES	2	1 either or	1(2) - CO3	1(2) - CO3 1either or (16) –CO3	-	-
Unit-IV: STRATEGY IMPLEMENTATION & EVALUATION	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
Unit-V: OTHER STRATEGIC	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-

ISSUES						
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question.

Total marks and weightage may be different courses.

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22302	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Learn to					
<ul style="list-style-type: none"><li>• Use business analytics for decision making.</li><li>• To apply appropriate analytical methods and infer solutions.</li><li>• Model and analyze the business situation using analytics.</li></ul>					
UNIT I	INTRODUCTION TO BUSINESS ANALYTICS (BA)				9
Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.					
UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS				9
Managing BA Personnel, Data and Technology. Organizational Structures aligning BA. Managing Information policy, data quality and change in BA.					
UNIT III	DESCRIPTIVE ANALYTICS				9
Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics					
UNIT IV	PREDICTIVE ANALYTICS				9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics					
UNIT V	PRESCRIPTIVE ANALYTICS				9

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimization - Demonstrating Business Performance Improvement.	
<b>Total: 45 Periods</b>	
<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Ability to infer the role of Business Analytics in decision making
<b>CO2:</b>	Ability to identify the appropriate tool for the analytics scenario
<b>CO3:</b>	Ability to apply the descriptive analytics tools and generate solutions
<b>CO4:</b>	Develop Predictive Analytic skills and its applications
<b>CO5:</b>	Application of Prescriptive Analytics and demonstrating business process improvement
<b>REFERENCES</b>	
1	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014
2	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.
3	James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	-	1	2	1	-	-
CO2	2	1	1	-	-	-	-
CO3	1	2	-	1	-	1	1
CO4	-	2	1	-	1	-	-
CO5	1	1	-	1	1	1	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)

			<b>No. of Qns. (marks) and CO</b>			
Unit-I: INTRODUCTION TO BUSINESS ANALYTICS (BA)	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: MANAGING RESOURCES FOR BUSINESS ANALYTICS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: DESCRIPTIVE ANALYTICS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: PREDICTIVE ANALYTICS	2	1 either or	1(2) - CO4	1(2) - CO4	-	1 either or (16) - CO4
Unit-V: PRESCRIPTIVE ANALYTICS	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO5	-
Total Qns.	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses.

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

<b>MS22303</b>	<b>MANAGERIAL SKILL DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To help the students understand how to overcome stress and strains at various circumstances.</li> </ul>					
<ul style="list-style-type: none"> <li>To strengthen the students to demonstrate the capacity to face challenges and handle the impact of adversity.</li> </ul>					
<ul style="list-style-type: none"> <li>To train the students to examine and experience the impact of a positive attitude on personal and professional environments.</li> </ul>					

<ul style="list-style-type: none"><li>To familiarize the students with the significance of positivity and optimism at the workplace.</li><li>To help the students cope up and manage while confronting adverse situations.</li></ul>		
UNIT I	Presentation Skills	12
Types of presentation – Practice –Transfer your nervous energy to enthusiasm – Meet and greet – Use visualization – potency of Presentation.		
UNIT II	Problem Solving Skills	12
Problem solving - Introduction to Problem Solving - Steps in Problem Solving - How to improve problem solving.		
UNIT III	Conflict Management Skills	12
Conflict Management - Conflict Management Skills - Employers Value Conflict Management Skills - Types of Conflict Management Skills.		
UNIT IV	Conflict Resolution Skills	12
Conflict Resolution - The fundamentals of conflict resolution - Tips for managing and resolving conflict - Core skills and characteristics of Conflict Resolution.		
UNIT V	Stress Management	12
Defining Stress - Causes of Stress - Managing Stress-Negotiation skills-Work life balance.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Develop proactive responses and withstand stressful situations.	
CO2:	Improve (i) self-esteem, (ii) sense of control over life events, (iii) sense of purpose in life and (iv) interpersonal relationships.	
CO3:	Exhibit better physical, mental and social abilities and capabilities.	
CO4:	Demonstrate good leadership, manage conflict skills and increase productivity, thereby creating a positive environment.	
CO5:	Generate positive outcomes by learning managing stress and establish clear lines of thought and action with others.	
REFERENCES		
1.	50 Mantras of Personality Development by Aarti Gurav, Buzzingstock Publishing House; 1 <sup>st</sup> edition.	
2.	The Ace of Soft Skills: Attitude, Communication and Etiquette for Success by Gopalaswamy Ramesh, Pearson Education; 1 <sup>st</sup> edition.	

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	1	2	-
CO2	2	1	-	1	2	1	1
CO3	1	1	2	-	-	1	-
CO4	2	1	-	2	-	1	1
CO5	2	-	1	-	1	-	-

## PROFESSIONAL ELECTIVES

(PEC)

MS22311	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Enables student to					
<ul style="list-style-type: none"><li>Understand the nuances of stock market operations.</li><li>Understand the techniques involved in deciding upon purchase or sale of securities.</li></ul>					
UNIT I	INVESTMENT SETTING				9
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock.					
UNIT II	FUNDAMENTAL ANALYSIS				9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd’s investor ratios.					
UNIT III	TECHNICAL ANALYSIS				9
Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns					

Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC - MACD. Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.		
UNIT IV	PORTFOLIO CONSTRUCTION AND SELECTION	9
Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model Construction of optimum portfolio - Multi-index model.		
UNIT V	CAPITAL ASSET PRICING	9
Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Proficiency in the concepts of investment and identify the investment alternatives to investors	
CO2:	Learn the nuances of fundamental analyses and technical analyses	
CO3:	Analyze and evaluate the value of securities	
CO4:	Ability to construct an efficient portfolio	
CO5:	Explore the various methods through which portfolio evaluation could be done	
REFERENCES		
1.	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8 <sup>th</sup> edition, 2011.	
2.	Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.	
3.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9 <sup>th</sup> edition, 2011	
4.	Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.	
5.	S. Kevin, Securities Analysis and Portfolio Management , PHI Learning , 2012	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
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CO1	-	2	1	-	1	-	1
CO2	1	2	-	1	1	1	-
CO3	1	-	1	1	2	1	1
CO4	2	-	1	1	-	1	1
CO5	1	1	-	1	-	1	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INVESTMENT SETTING	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: FUNDAMENTAL ANALYSIS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: TECHNICAL ANALYSIS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: PORTFOLIO CONSTRUCTION AND SELECTION	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: CAPITAL ASSET PRICING	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
Total Qns.	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.



MS22312	FINANCIAL MARKETS		L	T	P	C
			3	0	0	3
COURSE OBJECTIVES:						
• To understand the types and functions of the various financial markets in India, its instruments and Regulations.						
UNIT I	FINANCIAL MARKETS IN INDIA					9
Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market – financial instruments						
UNIT II	INDIAN CAPITAL MARKET- PRIMARY MARKET					9
Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc – Role of primary market – Regulation of primary market.						
UNIT III	SECONDARY MARKET					9
Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers –Stock market indices – calculation.						
UNIT IV	DEBT MARKET AND FOREX MARKET					9
Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds. Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures and basics of corporate forex risk management.						
UNIT V	MUTUAL FUNDS, DERIVATIVES MARKETS, VENTURE CAPITAL AND PRIVATE EQUITY					9
Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager. Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures and Swaps. Role of VCs and PEs in financial markets - Venture capital and Private equity						
Total: 45 Periods						
COURSE OUTCOMES:						
At the end of the course, the students will be able to:						
CO1:	Understanding the basic concepts of the finance markets in India					
CO2:	Identify the underlying structure and functions of Indian financial markets					

<b>CO3:</b>	Familiarize the methods of issuing shares and the role of intermediaries in the primary market
<b>CO4:</b>	Learn about the trading mechanism in stock market
<b>CO5:</b>	Describe the instruments, participants and trading in debt market
<b>REFERENCES</b>	
1.	Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8 <sup>th</sup> Edition published by McGraw Hill.
2.	Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, 4 <sup>th</sup> Edition, 2014.
3.	Saunders, Anthonu and Cornett, Marcia Millon, Financial markets and Institutions: An Introduction to the risk management approach, McGraw Hill, Irwin, New York, 3 <sup>rd</sup> Edition, 2017.
4.	Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, 6 <sup>th</sup> Edition, 2017.
5.	Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, 4 <sup>th</sup> Edition, 2009.

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	3	-	2
CO2	3	3	1	3	3	1	3
CO3	3	3	1	3	2	1	3
CO4	3	2	1	2	2	1	2
CO5	3	3	1	2	2	1	2

#### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: FINANCIAL MARKETS IN INDIA	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: INDIAN CAPITAL MARKET-	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-

PRIMARY MARKET						
Unit-III: SECONDARY MARKET	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: DEBT MARKET AND FOREX MARKET	2	1 either or	1(2) - CO4	1(2) - CO4 1 either or (16) –CO4	-	-
Unit-V: MUTUAL FUNDS, DERIVATIVES MARKETS, VENTURE CAPITAL AND PRIVATE EQUITY	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

<b>MS22313</b>	<b>BANKING AND FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>Grasp how banks raise their sources and how they deploy it and manage the associated risks</li> </ul>					
<ul style="list-style-type: none"> <li>Understand e-banking and the threats that go with it.</li> </ul>					
<ul style="list-style-type: none"> <li>Understand about other asset based and fund based financial services in India</li> </ul>					

UNIT I	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION	9
Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector – RBI Act, 1934/2006 – Banking Regulation Act, 1949 – Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA’s -Overview of Financial Statements of banks –Balance Sheet –Income Statement-CAMEL		
UNIT II	MANAGING BANK FUNDS / PRODUCTS & RISK MANAGEMENT	9
Capital Adequacy –Deposit and Non-deposit sources –Designing deposit schemes and pricing of deposit sources –loan management –Investment Management –Asset and Liability Management –Financial Distress –Signal to borrowers –Prediction Models –Risk Management – Interest rate – Forex –Credit market –operational and solvency risks –NPA’s Current issues on NPA’s –M&A’s of banks into securities market		
UNIT III	DEVELOPMENT IN BANKING TECHNOLOGY	9
Payment system in India – paper based – e payment –electronic banking –plastic money – e-money – forecasting of cash demand at ATM’s –The Information Technology Act, 2000 in India RBI’s Financial Sector Technology vision document – security threats in e-banking & RBI’s Initiative.		
UNIT IV	ASSET BASED FINANCIAL SERVICES	9
Introduction – Need for Financial Services – Financial Services Market in India –NBFC –RBI framework and act for NBFC –Leasing and Hire Purchase –Financial evaluation –underwriting –mutual funds		
UNIT V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES	9
Insurance Act – 1938 – IRDA – Regulations – Products and services – Venture Capital Financing – Bill discounting – factoring – Merchant Banking – Role of SEBI.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Understand the overall structure and functions of Indian Financial System	
CO2:	Gain knowledge about regulations governing the Indian Banking system	
CO3:	Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks	
CO4:	Familiarize the students with the concept of e-banking	
CO5:	In-depth understanding of fee-based and fund-based financial services in India	
REFERENCES		

1.	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017.
2.	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010
3.	Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	2	1	-
CO2	2	-	1	-	-	1	1
CO3	1	2	1	-	1	2	-
CO4	-	1	-	1	1	-	1
CO5	1	-	2	-	1	-	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: MANAGING BANK FUNDS / PRODUCTS & RISK MANAGEMENT	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: DEVELOPMENT IN BANKING TECHNOLOGY	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: ASSET BASED FINANCIAL SERVICES	2	1 either or	1(2) - CO4	1(2) - CO4	-	1 either or (16) –CO4
Unit-V:	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or	-

INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES					(16) –CO5	
<b>Total Qns.</b>	10	5 either or	7(2)	1(2) 1 either or (16)	3 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	22	48	16
<b>Weightage</b>	20%	80%	14%	22%	48%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22314	FINANCIAL DERIVATIVES	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
To enable students					
➤ Understand the nuances involved in derivatives					
➤ Understand the basic operational mechanisms in derivatives					
UNIT I	INTRODUCTION				9
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.					
UNIT II	FUTURES CONTRACT				9
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.					
UNIT III	OPTIONS				9
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –					

Differences between future and Option contracts.		
UNIT IV	SWAPS	9
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Ware housing – Valuation of Interest rate SWAPs and Currency SWAPs, Bonds and FRNs – Credit Risk.		
UNIT V	DERIVATIVES IN INDIA	9
Evolution of Derivatives Market in India – Regulations - framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Explain good skills in hedging risks using derivatives.	
CO2:	Demonstrate specifications of future contract and options.	
CO3:	Explain the exchange traded options and contracts.	
CO4:	Analyze the evolution of derivative markets.	
CO5:	Explain about stock options and index futures in NSE	
REFERENCES		
1.	John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9 <sup>th</sup> Edition, 2012	
2.	Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“, – PHI Learning, 2011.	
3.	Stulz, Risk Management and Derivatives, Cengage Learning, 2 <sup>nd</sup> Edition, 2011.	
4.	Varma, Derivatives and Risk Management, 2 <sup>nd</sup> Edition, 2011.	
5.	David Dubofsky – Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.	
6.	S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011.	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO1	1	1	-	1	1	1	1
CO2	1	-	2	-	-	-	1
CO3	-	1	-	1	-	2	-
CO4	1	1	-	1	1	2	1
CO5	1	-	1	1	-	1	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: FUTURES CONTRACT	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: OPTIONS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO5	-
Unit-IV: SWAPS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO4	-
Unit-V: DERIVATIVES IN INDIA	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) - CO3
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 1 either or (16)	3 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	22	48	16
<b>Weightage</b>	20%	80%	14%	22%	48%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.



		3	0	0	3
COURSE OBJECTIVES:					
• Making students to build financial models by including various fields of study viz Financial Management and Derivatives					
UNIT I	INTRODUCTION TO FINANCIAL MODELING & BUILT IN FUNCTIONS USING SPREADSHEETS				9
Introduction to Financial Modeling- Need for Financial Modeling- Steps for effective financial modeling-Introduction to Time value of money & Lookup array functions :FV,PV,PMT,RATE,NPER, Vlookup, Hlookup ,if, count if etc. - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modeling-Debenture redemption modeling					
UNIT II	BOND & EQUITY SHARE VALUATION MODELING				9
Bond valuation – Yield to Maturity(YTM): Rate method Vs. IRR method-Flexi Bond and Strip Bond YTM Modeling-Bond redemption modeling -Equity share valuation : Multiple growth rate valuation modeling with and without growth rates					
UNIT III	CORPORATE FINANCIAL MODELING				9
AltMan Z score Bankruptcy Modeling-Indifference point modeling – Financial Break even modeling -Corporate valuation modeling (Two stage growth)- Business Modeling for capital budgeting evaluation: Payback period ,NPV ,IRR and MIRR					
UNIT IV	PORTFOLIO MODELING				9
Risk ,Beta and Annualized Return –Security Market Line Modeling –Portfolio risk calculation (Equal Proportions)-Portfolio risk optimization (varying proportions) - Portfolio construction modeling					
UNIT V	DERIVATIVE MODELING				9
Option pay off modeling: Long and Short Call & Put options -Option pricing modeling (B-S Model)- Optimal Hedge Contract modeling					
Total: 45 Periods					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					
CO1:	Develop fast, efficient and accurate excel skills				
CO2:	Design and construct useful and robust financial modeling applications				
CO3:	Recognize efficient financial budgeting and forecasting techniques				
CO4:	Familiarize the students with the valuation modeling of securities				
CO5:	The course establishes the platform for students to develop various portfolio models				

<b>REFERENCES</b>	
1.	Wayne L Winston, “Microsoft Excel 2016-Data Analysis and Business Modeling ”,PHI publications, (Microsoft Press),New Delhi,2017.
2.	Chandan Sen Gupta, ”Financial analysis and Modeling –Using Excel and VBA” , Wiley Publishing House , 2014’
3.	Craig W Holden,”Excel Modeling in Investments” Pearson Prentice Hall, Pearson Inc, New Jersey, 5th Edition, 2015.
4.	Ruzbeh J Bodhanwala , ”Financial management using excel spreadsheet”,Taxmann Allied services Pvt Ltd, New Delhi,3 <sup>rd</sup> Edition, 2015.
5.	Wayne L Winston, “Microsoft Excel 2016-Data Analysis and Business Modeling ”,PHI publications, (Microsoft Press),New Delhi,2017.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	-	1	1
CO2	2	2	1	-	1	-	1
CO3	1	-	1	-	2	-	1
CO4	-	1	1	-	2	1	-
CO5	1	-	-	1	-	1	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO FINANCIAL MODELING & BUILT IN FUNCTIONS USING SPREADSHEETS	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: BOND & EQUITY SHARE	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-

VALUATION MODELING						
Unit-III: CORPORATE FINANCIAL MODELING	2	1 either or	1(2) - CO3	1(2) - CO3 1either or (16) –CO3	-	-
Unit-IV: PORTFOLIO MODELING	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
Unit-V: DERIVATIVE MODELING	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22316	INTERNATIONAL FINANCE	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To understand the International Financial Environment, Management and Risks involved					
UNIT I	INTERNATIONAL TRANSACTIONS				9
Overview and Evolution of International Finance – Institutions for International Finance – Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.					
UNIT II	MULTINATIONAL FINANCIAL MANAGEMENT				9
Process of overseas expansion –Reasons for cross-border investing – The theory of investment – techniques of project evaluation -Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in					

major countries.		
UNIT III	INTERNATIONAL MONETARY SYSTEM	9
Introduction to Institutions of the Foreign Exchange Interbank Market-Foreign Exchange Spot Transactions – forward market — Hedging and Speculation - Hedging FX Transaction Exposure – The Euro currency market–international banking–structure and instruments.		
UNIT IV	BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE	9
Bond Markets of various countries – Fixed and floating rate notes -Syndicate loans–Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yield – Bond Management – tools and techniques.		
UNIT V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	9
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country credit worthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Learn about evolution, process and system of International Finance	
CO2:	Identify the concepts of international merger and acquisitions, financial techniques and regulations	
CO3:	Develop construct about international monetary system	
CO4:	Enhanced insight about ADR, GDR and bond management	
CO5:	Explore the learning in international risk assessment.	
REFERENCES		
1.	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.	
2.	Jeff Madura, International Corporate Finance, Cengage Learning, 9 <sup>th</sup> Edition, 2011.	
3.	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5 <sup>th</sup> Edition, 2010.	
4.	Eunand Resnik, International Financial Management, Tata McGraw Hill, 5 <sup>th</sup> Edition, 2011.	
5.	Website of Indian Government on EXIM policy	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	1	2	1	-
CO2	1	2	-	2	-	1	1
CO3	-	1	1	-	1	-	1
CO4	1	2	1	-	1	1	-
CO5	1	-	1	1	1	1	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTERNATIONAL TRANSACTION S	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: MULTINATION AL FINANCIAL MANAGEMENT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: INTERNATION AL MONETARY SYSTEM	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: BORROWING AND LENDING: INTERNATION AL SOURCES OF FINANCE	2	1 either or	1(2) - CO4	1(2) - CO4	-	1either or (16) –CO4
Unit-V: INTERNATION AL RISK ASSESSMENT AND OTHER INTERNATION AL MARKETS	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	

<b>Total marks</b>	20	20	20	20	20
<b>Weightage</b>	20%	20%	20%	20%	20%

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22317	BEHAVIORAL FINANCE	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To identify and understand systematic behavioral factors that influence the investment behavior.					
UNIT I	INTRODUCTION: WHY BEHAVIORAL FINANCE				9
The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty – Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage					
UNIT II	DECISION AND BEHAVIORAL THEORIES				9
Nash Equilibrium: Keynesian Beauty Context and The Prisoner’s Dilemma - The Monty Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought – Pascal – Fermat to Friedman – savage					
UNIT III	DECISION MAKING BIASES				9
Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behavior – investing styles and behavioral finance					
UNIT IV	ARBITRAGEURS				9
Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading					
UNIT V	MANAGERIAL DECISIONS				9
Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers					

**Total: 45 Periods**

**COURSE OUTCOMES:**

**At the end of the course, the students will be able to:**

<b>CO1:</b>	Ability to interpret the need of behavioral finance
<b>CO2:</b>	Discover various decision and behavioral theories
<b>CO3:</b>	Learn about heuristic and behavioral biases of investors
<b>CO4:</b>	Analyze about arbitrageurs and managerial decision
<b>CO5:</b>	Thorough inference about the price discovery in markets

**REFERENCES**

1.	Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2.	Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty: Heuristics and biases, Oxford; New York: Oxford University Press.

**Mapping of Course Outcomes to Programme Outcomes**

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	-	1	2	1	1	-
CO2	1	-	1	-	1	-	-
CO3	1	1	-	1	-	1	1
CO4	-	1	1	-	2	1	1
CO5	1	1	2	1	2	1	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I:	2	1 either or	2(2) - CO1	1either or	-	-

INTRODUCTION: WHY BEHAVIORAL FINANCE				(16) - CO1		
Unit-II: DECISION AND BEHAVIORAL THEORIES	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: DECISION MAKING BIASES	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: ARBITRAGEURS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO4	-
Unit-V: MANAGERIAL DECISIONS	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) - CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22321	RETAIL MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To understand the concepts of effective retailing					
UNIT I	INTRODUCTION	9			
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.					
UNIT II	RETAIL FORMATS	9			



Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNCs role in organized retail formats.		
UNIT III	RETAILING DECISIONS	9
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.		
UNIT IV	RETAIL SHOP MANAGEMENT	9
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .		
UNIT V	RETAIL SHOPPER BEHAVIOR	9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – IT in retailing-Challenges in Retailing in India.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	To provide insights on retail operation.	
CO2:	To understand effective methods and strategies required for retail management.	
CO3:	To understand how to utilize resources and techniques used in retail management.	
CO4:	To understand analysis of store location, merchandising, products and pricing.	
CO5:	To gain knowledge about shopping behavior.	
REFERENCES		
1.	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 6 <sup>th</sup> Edition, 2007	
2.	Ogden, Integrated Retail Management, Biztantra, India, 2008.	
3.	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4 <sup>th</sup> Edition 2008.	
4.	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.	
5.	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 <sup>rd</sup> Edition, 2009.	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	2	1	1	-	1
CO2	1	1	-	1	-	1	-
CO3	-	1	1	-	1	1	1
CO4	1	3	1	-	-	1	-
CO5	1	-	1	-	1	2	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: RETAIL FORMATS	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: RETAILING DECISIONS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: RETAIL SHOP MANAGEMENT	2	1 either or	1(2) - CO4	1(2) - CO4 1 either or (16) - CO4	-	-
Unit-V: RETAIL SHOPPER BEHAVIOR	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22322	CONSUMER BEHAVIOR			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
• To study and understand the consumer' behavior in-order to effectively utilize the market potential							
UNIT I	INTRODUCTION						9
Understanding Consumer behavior - Consumption, Consumer orientation, Interpretive and Quantitative approaches - Effects of Technology, Demographics and Economy on Consumer behavior.							
UNIT II	INTERNAL INFLUENCES						9
Influences on consumer behavior – motivation – perception – Attitudes and Beliefs - Learning and Experience - Personality & Self Image.							
UNIT III	EXTERNAL INFLUENCES						9
Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior							
UNIT IV	CONSUMER BEHAVIOR MODELS						9
Traditional and Contemporary Consumer behavior model for Individual and industrial buying behavior and decision making.							
UNIT V	PURCHASE DECISION PROCESS						9
Consumer decision making process – Steps, Levels and decision rules - Evolving Indian consumers – Opinion Leadership - Diffusion and Adoption.							
Total: 45 Periods							
COURSE OUTCOMES:							
The student understands :							
CO1:	Understand consumer orientation and consumption.						
CO2:	Analyze the intrinsic factors influencing the buying behaviors of individuals.						
CO3:	Analyze the effects of external influences.						
CO4:	Gains knowledge on models of consumer and industrial buying.						
CO5:	Learn about decision making process of consumer.						

<b>REFERENCES</b>	
1.	Ramanuj Majumdar, Consumer Behaviour - Insights from Indian Market, PHI, 2010.
2.	Leon G.Schiffman and Leslie Lazar Kanuk, Consumer Behavior, Pearson Education, India, 9 <sup>th</sup> Edition, 2010.
3.	Barry J.B., Eric G.H., Ashutosh M., Consumer Behavior - A South Asian Perspective, Cengage Learning, 2016.
4.	Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7 <sup>th</sup> Edition, 2005.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	1	3	3	3	2
CO2	2	3	2	3	2	3	3
CO3	2	2	3	3	3	2	3
CO4	3	3	2	3	2	13	3
CO5	2	3	2	3	2	3	3

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: INTERNAL INFLUENCES	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: EXTERNAL INFLUENCES	2	1 either or	1(2) - CO3	1(2) - CO3 1either or (16) -CO3	-	-
Unit-IV: CONSUMER BEHAVIOR MODELS	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) -CO4	-
Unit-V: PURCHASE DECISION PROCESS	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) -CO5	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2)	3 either or	-

				2 either or (16)	(16)	
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22323	INTEGRATED MARKETING COMMUNICATION	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.</li></ul>					
UNIT I	AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)				9
An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior					
UNIT II	UNDERSTANDING COMMUNICATION PROCESS				9
Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model					
UNIT III	PLANNING FOR MARKETING COMMUNICATION (MARCOM)				9
Establishing Marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as Marcom objective, DAGMAR approach for setting ad objectives. Budgeting for Marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine Marcom budget					

UNIT IV	DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME	9
Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.		
UNIT V	DIGITAL MEDIA & ADVERTISING	9
Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from broadcast to targeted social media.	
CO2:	This course introduces students to the essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.	
CO3:	To know how IMC fits into the marketing mix.	
CO4:	To develop awareness about marketing communications tools, and how each can be used effectively- individually or in an integrated mix.	
CO5:	To examine the process by which integrated marketing communications programs are planned, developed, executed and measured	
REFERENCES		
1.	Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 8 <sup>th</sup> Edition	
2.	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7 <sup>th</sup> Edition, 2007. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 3 <sup>rd</sup> Edition, 2006.	
3.	Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9 <sup>th</sup> Edition, 2016	
4.	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 3 <sup>rd</sup> Revised edition, 2008.	

5.	Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, 5 <sup>th</sup> Edition Edition, 2010.
6.	Jaishri Jethwaney, Advertising Management, Oxford University Press, 2 <sup>nd</sup> Edition, 2013.
7.	Dr Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing House, 2015

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	2	-	1	-	-
CO2	3	-	2	1	-	1	1
CO3	1	-	1	1	1	-	1
CO4	1	1	-	2	2	-	-
CO5	1	1	2	-	-	1	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: UNDERSTANDING COMMUNICATION PROCESS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: PLANNING FOR MARKETING COMMUNICATION (MARCOM)	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: DEVELOPING THE INTEGRATED	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO4	-

MARKETING COMMUNICATION PROGRAMME						
Unit-V: DIGITAL MEDIA & ADVERTISING	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22324	SERVICES MARKETING	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To appreciate the challenges involved in managing the services and analyze the strategies to deal with these challenges.					
➤ To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.					
UNIT I	INTRODUCTION				9
Introduction– Definition– Service Economy – Evolution and growth of service sector – Nature and Scope of Services –Difference between services and tangible products– Unique characteristics of services– Challenges and issues in Services Marketing.					
UNIT II	SERVICE MARKETING OPPORTUNITIES				9
Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.					



UNIT III	SERVICE DESIGN AND DEVELOPMENT	9
Service Life Cycle – New service development – Service Blueprinting – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.		
UNIT IV	SERVICE DELIVERY AND PROMOTION	9
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service – Integrated Service marketing communication.		
UNIT V	SERVICE STRATEGIES	9
Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services		
Total: 45 Periods		
COURSE OUTCOMES:		
On successful completion of the course students will be able to:		
CO1:	Demonstrate the skill of interpreting service-based and product based marketing activities.	
CO2:	Organize and justify marketing plans and control systems for service based activities.	
CO3:	Analyze marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.	
CO4:	Develop blueprint for the services sector and application of necessary strategies to create a service excellence.	
CO5:	Design services delivery system and promotional strategies for service products.	
CO6:	Plan unique marketing strategies for different service businesses.	
REFERENCES		
1.	Chiristopher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi, 8 <sup>th</sup> Edition, 2016.	
2.	John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4 <sup>th</sup> Edition, 2011.	
3.	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2 <sup>nd</sup> Edition, New Delhi, 2004.	
4.	Valarie Zeithaml et al, Services Marketing, 5 <sup>th</sup> International Edition, Tata McGraw Hill, 2007.	
5.	Christian Gronroos, Services Management and Marketing a CRM in Service Competition,	



	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Total marks</b>	20	20	20	20	20
<b>Weightage</b>	20%	20%	20%	20%	20%

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22325	SALES AND DISTRIBUTION MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To gain insights into the selling and distribution process.					
UNIT I	INTRODUCTION				9
Sales management - nature and scope. Sales management positions. Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions. Online selling - scope, potential, Merits and Demerits					
UNIT II	PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS				9
Selling process and relationship selling. Designing Sales Territories and quotas. Sales organization structures					
UNIT III	MANAGING THE SALES FORCE				9
Sales force - recruitment, selection, training, motivating, compensation and control.					
UNIT IV	MANAGING DISTRIBUTION CHANNELS				9
Distribution Management - Introduction need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management.					
UNIT V	BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT				9
Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness. Use of Information Technology in Online Selling and Goods tracking.					
Total: 45 Periods					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					

<b>CO1:</b>	The basics of sales management, theories and strategies.
<b>CO2:</b>	The process of personal and relationship selling.
<b>CO3:</b>	Managing sales force.
<b>CO4:</b>	Managing distribution channels.
<b>CO5:</b>	Inventory and supply chain.
<b>REFERENCES</b>	
1.	Krishna K. Havaladar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education, 2017
2.	Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008
3.	Pingali Venugopal, Sales and Distribution Management - An Indian Perspective, Response Books from Sage Publications, 2008.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	-	1	1	1	-
CO2	2	1	1	-	-	1	1
CO3	1	-	1	-	1	1	1
CO4	-	1	-	1	1	-	-
CO5	-	-	1	-	1	-	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-

Unit-III: MANAGING THE SALES FORCE	2	1 either or	1(2) - CO3	1(2) - CO3		1 either or (16) –CO3
Unit-IV: MANAGING DISTRIBUTION CHANNELS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: BASICS OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22326	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management					
➤ To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization					
➤ To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset, including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.					
UNIT I	INTRODUCTION				9
Management of New Product Development Process - Managing Product Life cycle -Brands and					

Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.		
UNIT II	PRODUCT AND BRANDS	9
Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning - Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.		
UNIT III	MANAGING BRANDS	9
Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management- Managing Brands Across Geographical Borders.		
UNIT IV	BRAND ANALYSIS	9
Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension scorecard-Culture and branding-Brand flashbacks-Future brand priorities.		
UNIT V	BRAND PROMOTION	9
Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing - Industrial Product Marketing Product Exports and International Marketing -Critical Success Factors in Brand Management.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Demonstrate the fundamental concepts of product and brand development and management.	
CO2:	Identify the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally and reposition a brand.	
CO3:	Develop tools and metrics to analyze competitors and develop positioning strategies.	
CO4:	Make use of the importance of teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.	
CO5:	Demonstrate the understanding of product manager’s role in product pricing, sales, and promotion.	
REFERENCES		
1.	Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin Lane Keller; Ambi M. G. Parameswaran; Issac Jacob; Fourth edition; Pearson Education India; 2015; ISBN-10: 9789332542204; ASIN: 9332542201	

2.	Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition ( January 2016);ISBN-10: 9780199460496; ISBN-13: 978-0199460496; ASIN: 0199460493
3.	Product and brand management by U C Mathur; Publisher: Excel Books ( December 2012) ISBN- 10: 9350620146;ISBN-13: 978-9350620144

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	2	1	1	-
CO2	2	-	1	-	-	-	1
CO3	1	2	1	-	1	1	-
CO4	-	1	1	1	-	1	-
CO5	2	2	1	-	1	1	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: PRODUCT AND BRANDS	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: MANAGING BRANDS	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: BRAND ANALYSIS	2	1 either or	1(2) - CO4	1(2) - CO4 1either or (16) –CO4	-	-
Unit-V: BRAND PROMOTION	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22327	DIGITAL MARKETING	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ The primary objective of this module is to examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.					
➤ It also focuses on how digital marketing can be utilized by organizations and how its effectiveness can measured					
UNIT I	INTRODUCTION	9			
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand-Website - Planning and Creation- Content Marketing.					
UNIT II	SEO AND SEM	9			
Search Engine optimization - Keyword Strategy- SEO Strategy - SEO success factors -On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement					
UNIT III	E-MAIL AND MOBILE MARKETING	9			
E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.					
UNIT IV	SOCIAL MEDIA MARKETING	9			
Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.					
UNIT V	DIGITAL MARKETING ANALYTICS	9			
Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.					
Total: 45 Periods					



<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
<b>CO2:</b>	To focus on how digital marketing can be utilized by organizations and how its effectiveness can be measured.
<b>CO3:</b>	To know the key elements of a digital marketing strategy
<b>CO4:</b>	To study how the effectiveness of a digital marketing campaign can be measured
<b>CO5:</b>	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.
<b>REFERENCES</b>	
1.	Fundamentals of Digital Marketing by Puneet Singh Bhatia; Publisher: Pearson Education; First edition ( July 2017); ISBN-10: 933258737X; ISBN-13: 978-9332587373.
2.	Digital Marketing by Vandana Ahuja; Publisher: Oxford University Press (April 2015)
3.	ISBN-10: 0199455449; ISBN-13: 978-0199455447
4.	Marketing 4.0: Moving from Traditional to Digital by Philip Kotler; Publisher: Wiley; 1 <sup>st</sup> Edition (April 2017); ISBN10: 9788126566938; ISBN 13: 9788126566938; ASIN: 8126566930
5.	Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.

#### **Mapping of Course Outcomes to Programme Outcomes**

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
CO1	1	-	1	1	-	1	1
CO2	-	1	1	1	1	-	-
CO3	1	2	-	1	1	-	-
CO4	2	1	1	-	-	1	1
CO5	-	2	1	1	1	-	-

#### **Table of Specifications for End Semester Question Paper**

<b>Unit No. and Title</b>	<b>Total 2 Marks Qns.</b>	<b>Total 16 Marks Qns.</b>	<b>Cognitive Level</b>			
			<b>Remember (Un)</b>	<b>Understand (Un)</b>	<b>Apply (Ap)</b>	<b>Analyze (An) Evaluate (Ev)</b>

			<b>No. of Qns. (marks) and CO</b>			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: SEO AND SEM	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: E-MAIL AND MOBILE MARKETING	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: SOCIAL MEDIA MARKETING	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO4	-
Unit-V: DIGITAL MARKETING ANALYTICS	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) - CO5
Total Qns.	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22331	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To help students understand the transformation in the role of HR functions from being a support function to strategic function</li></ul>					
UNIT I	CONTEXT OF SHRM				9
SHRM - SHRM models - strategic HRM vs. Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Benchmarking.					

UNIT II	HUMAN RESOURCE DEVELOPMENT	9
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.		
UNIT III	E-HRM	9
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.		
UNIT IV	CAREER & COMPETENCY DEVELOPMENT	9
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.		
UNIT V	EMPLOYEE TRAINING & COUNSELING	9
Need for Training – Role of HR in training –  Training and Performance – Skills for Effective training – training Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Demonstrate the relationship of HR strategy with overall corporate strategy	
CO2:	Apply the tools and techniques used by organizations to meet current challenges in changing forms of organizations.	
CO3:	Explain the cross cultural issues of international approaches and to deal with complex issues and manifold risks.	
CO4:	Analyze the counseling and coaching processes to develop alternative approach dealing with problems solving situations in organizations.	
CO5:	Identify the career development models and gain necessary self-insight, skills and techniques to become effective HR managers.	
REFERENCES		
1.	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development,	

	Cengage Learning, 7 <sup>th</sup> Edition, 2016.
2.	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3 <sup>rd</sup> Edition, 2011.
3.	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
4.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5.	Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4 <sup>th</sup> Indian Reprint - 2013.
6.	Teresa Torres Coronas & Mario Arias Olivia.e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
7.	Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications - 2007.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	1	-	2	-
CO2	1	1	-	1	1	-	1
CO3	1	-	1	-	1	-	-
CO4	-	1	2	-	-	1	-
CO5	1	2	1	-	1	1	-

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: CONTEXT OF SHRM	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: HUMAN RESOURCE DEVELOPMENT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: E-HRM	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: CAREER & COMPETENCY	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-

DEVELOPMENTS						
Unit-V: EMPLOYEE TRAINING & COUNSELING	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22332	INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To explore contemporary knowledge and gain a conceptual understanding of industrial relations.					
➤ To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.					
UNIT I	INDUSTRIAL RELATIONS				9
Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.					
UNIT II	INDUSTRIAL CONFLICTS AND LABOUR WELFARE				9
The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary-welfare funds-welfare of unorganized labour					
UNIT III	LABOUR LEGISLATIONS-I				9
Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948-					

Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-		
UNIT IV	LABOUR LEGISLATIONS-II	9
The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013		
UNIT V	LABOUR LEGISLATIONS-III	9
Employees’ Provident fund and Miscellaneous provisions act, 1952 - Employees’ state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Identify various Industrial relations systems and trade unions.	
CO2:	Explain about Industrial disputes and labour welfare measures.	
CO3:	Describe labour legislation and legal provisions for factory workers, wages and bonus.	
CO4:	Illustrate legal provisions for equal remuneration, gratuity, compensation, industrial employment and apprenticeship.	
CO5:	Discuss legal provisions for EPF, ESI, maternity, contract labours, and child labour prevention.	
REFERENCES		
1.	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.	
2.	Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2014.	
3.	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations & Labour Laws.Tata McGraw Hill. 2012	
4.	P.K. Padhi, Industrial Laws, PHI, 2017.	
5.	P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO1	3	3	3	2	3	3	2
CO2	2	3	3	2	3	3	3
CO3	2	2	3	3	2	3	2
CO4	2	2	2	3	3	3	3
CO5	3	2	3	3	2	3	2

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INDUSTRIAL RELATIONS	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: INDUSTRIAL CONFLICTS AND LABOUR WELFARE	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: LABOUR LEGISLATIONS -I	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: LABOUR LEGISLATIONS -II	2	1 either or	1(2) - CO4	1(2) - CO4	-	1either or (16) –CO4
Unit-V: LABOUR LEGISLATIONS -III	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22333	ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively					
➤ To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.					
UNIT I	ORGANIZATIONAL DESIGN	9			
Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.					
UNIT II	ORGANIZATIONAL CHANGE	9			
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.					
UNIT III	ORGANIZATIONAL DEVELOPMENT	9			
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.					
UNIT IV	OD INTERVENTION	9			
Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.					
UNIT V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9			
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.					
Total: 45 Periods					
COURSE OUTCOMES:					
The student gets to learn about					



<b>CO1:</b>	Demonstrate the fundamentals of organizational design and structure.
<b>CO2:</b>	Illustrate the Change process, types and models of change to overcome resistance in organizations.
<b>CO3:</b>	Summarize the fundamentals of organizational development and utilize them.
<b>CO4:</b>	Utilize the various organizational development interventions and imply them in current scenario.
<b>CO5:</b>	Demonstrate the models of learning and decision making for taking decisions.
<b>REFERENCES</b>	
1.	French & Bell: Organizational Development, McGraw-Hill, 2005
2.	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, 6 <sup>th</sup> Edition 2017
3.	Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organizational Design And Development, Vikas Publishing House.
4.	Thomas G. Cummings, Christopher G. Worley: Organization Development And Change, Thomson Learning.
5.	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	1	-	1
CO2	-	2	2	-	1	-	-
CO3	1	-	1	1	1	1	-
CO4	1	2	1	-	-	1	-
CO5	-	-	1	1	-	1	1

#### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: ORGANIZATIONAL DESIGN	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II:	2	1 either or	2(2) - CO2	-	1 either or	-

ORGANIZATIONAL CHANGE					(16) - CO2	
Unit-III: ORGANIZATIONAL DEVELOPMENT	2	1 either or	1(2) - CO3	1(2) - CO3 1 either or (16) –CO3		-
Unit-IV: OD INTERVENTION	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: ORGANIZATIONAL EVOLUTION AND SUSTENANCE	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22334	NEGOTIATION AND CONFLICT MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To develop an understanding of the nature and strategies of negotiation.					
➤ To understand conflict and strategies to resolve the conflict.					
UNIT I	FUNDAMENTALS OF NEGOTIATION				9
Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence- Techniques of Negotiation- Issues in negotiation					

UNIT II	NEGOTIATION STRATEGIES	9
strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.		
UNIT III	INTRODUCTION TO CONFLICT MANAGEMENT	9
Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.		
UNIT IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT	9
Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict-organizational conflict strategies.		
UNIT V	CONFLICT RESOLUTION AND COST	9
Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.		
Total: 45 Periods		
COURSE OUTCOMES:		
The student gets to learn about		
CO1:	The fundamentals of Negotiation, Types, process and techniques	
CO2:	Strategies and tactics in Negotiation	
CO3:	The basics of Conflict management, models, approaches and process	
CO4:	Managing interpersonal, group and organizational conflict	
CO5:	Conflict resolution models and cost of workplace conflict	
REFERENCES		
1.	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014	
2.	Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007	
3.	Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008	
4.	Managing conflict and negotiation, B.D. Singh, 1 <sup>st</sup> edition, Excel books, 2008.	



	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>
<b>Total marks</b>	20	20	20	20	20
<b>Weightage</b>	20%	20%	20%	20%	20%

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22335	REWARD AND COMPENSATION MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.					
➤ To understand the various dimensions of Compensation Management.					
UNIT I	INTRODUCTION				9
Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India					
UNIT II	EMPLOYEE COMPENSATION AND LABOUR MARKET				9
Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.					
UNIT III	MANAGING EMPLOYEE BENEFITS AND REWARDS				9
Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation					
UNIT IV	PERFORMANCE RELATED COMPENSATION				9
Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan-					

ESOPs		
UNIT V	EXECUTIVE AND SALES COMPENSATION PLAN	9
Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multinational organizations.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	The basics of Compensation Management and Reward system, Theories and strategies	
CO2:	Macro and micro economics of labour market and employee compensation	
CO3:	Managing employee benefits and rewards	
CO4:	Performance related compensation	
CO5:	Executive and sales compensation plans, theories and design	
REFERENCES		
1.	Richard.I. Henderson: Compensation Management In Knowledge Based World – Prentice Hall, 2007.	
2.	Richard Thorpe Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000	
3.	Reward Management: A Handbook of salary administration by Armstrong, Michael and	
4.	Marlis, Kogan page business books, 2005	
5.	Thomas.P. Plannery, David.A. Hofrichter Paul.E.Platten: People Performance & Pay – Free Press.	
6.	Michael Armstrong & Helen Murlis: HandBook Of Reward Management – Crust Publishing House.	
7.	Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall.	
8.	Edward.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	1	-	1

CO2	1	2	-	1	1	-	-
CO3	-	1	1	-	-	1	-
CO4	1	-	1	-	2	-	1
CO5	1	-	-	1	2	1	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: INTRODUCTION</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: EMPLOYEE COMPENSATION AND LABOUR MARKET	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: MANAGING EMPLOYEE BENEFITS AND REWARDS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: PERFORMANCE RELATED COMPENSATION	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: EXECUTIVE AND SALES COMPENSATION PLAN	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22336	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• The course aims to provide students insights to HR practices followed in Global organizations.					
UNIT I	INTRODUCTION TO IHRM				9
Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices					
UNIT II	HRM STRATEGIES				9
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM					
UNIT III	RECRUITMENT AND SELECTION				9
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices					
UNIT IV	TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL				9
Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training.					
UNIT V	INTERNATIONAL COMPENSATION				9
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues					
Total: 45 Periods					
COURSE OUTCOMES:					
The student gets to learn about					
CO1:	The basics of IHRM, models and practices				
CO2:	Strategic orientation and cultural context towards IHRM				
CO3:	International practices on recruitment and selection				
CO4:	International perspectives on Training, development, performance appraisal				



<b>CO5:</b>	International practices on Compensation management
<b>REFERENCES</b>	
1.	Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7 <sup>th</sup> Edition IE., 2017
2.	Monir H. Tayeb: International Human Resource Management ,A Multinational Company Perspective Oxford University Press, IE
3.	Ibraiz Tarique, Dennis Briscoe & Randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5 <sup>th</sup> Edition.
4.	Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3 <sup>rd</sup> Edition, Sage Publication.
5.	P L Rao, International Human resource Management - Text and Cases, Excel Books

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	1	-	1	1	-
CO2	-	1	2	1	1	-	1
CO3	1	-	-	1	-	-	1
CO4	2	-	1	-	1	1	1
CO5	2	1	1	-	-	-	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO IHRM	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: HRM STRATEGIES	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: RECRUITMENT AND SELECTION	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: TRAINING AND DEVELOPMENT,	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-

PERFORMANCE APPRAISAL						
Unit-V: INTERNATIONAL COMPENSATION	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	48	16
<b>Weightage</b>	20%	80%	14%	38%	48%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22341	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.					
UNIT I	INTRODUCTION	9			
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.					
UNIT II	SUPPLY CHAIN NETWORK	9			
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.					
UNIT III	PLANNING DEMAND, INVENTORY AND SUPPLY	9			
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain, Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and					

Revenue Management.		
UNIT IV	LOGISTICS	9
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition.3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.		
UNIT V	SUPPLY CHAIN INNOVATIONS	9
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – SCOR framework, AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Understanding of supply chain fundamentals	
CO2:	Ability to design supply chain networks to enhance supply chain performance	
CO3:	Ability to plan demand based on inventory and supply	
CO4:	Understanding the role of logistics in supply chain performance	
CO5:	Awareness of innovations for sustainable supply chains	
REFERENCES		
1.	Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.	
2.	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009	
3.	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5 <sup>th</sup> Edition, 2007.	
4.	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.	
5.	Pierre David, International Logistics, Biztantra, 2011.	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO1	1	2	1	-	2	-	1
CO2	1	1	-	1	1	1	-
CO3	1	-	1	1	-	1	1
CO4	-	1	-	-	1	-	1
CO5	1	-	-	1	-	1	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: SUPPLY CHAIN NETWORK	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: PLANNING DEMAND, INVENTORY AND SUPPLY	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: LOGISTICS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: SUPPLY CHAIN INNOVATIONS	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	-
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22342	TOTAL QUALITY MANAGEMENT			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
• To learn the various principles and practices of Quality Management							
UNIT I	INTRODUCTION						9
Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality – different perspectives. Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of quality.							
UNIT II	QUALITY MANAGEMENT PHILOSOPHIES AND PRINCIPLES						9
Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.							
UNIT III	STATISTICAL PROCESS CONTROL						9
Statistical Process Control (SPC) – Meaning, Significance. Construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma-concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.							
UNIT IV	QUALITY TOOLS AND TECHNIQUES						9
Quality Tools - The seven traditional tools of quality, New management tools. Six-sigma, Benchmarking, Poke-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.							
UNIT V	QUALITY MANAGEMENT SYSTEMS						9
Introduction Quality management systems – IS/ISO 9004:2000 – Quality System –Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.							
Total: 45 Periods							
COURSE OUTCOMES:							
At the end of the course, the students will be able to:							
CO1:	Understanding the evolution of Quality management						
CO2:	Understanding of quality philosophies and practices						

<b>CO3:</b>	Ability to apply statistical process control to enhance quality.
<b>CO4:</b>	Ability to apply quality tools to enhance organization's quality performance
<b>CO5:</b>	Awareness of quality management systems
<b>REFERENCES</b>	
1.	Dale H.Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
3.	Poornima M. Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.
4.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition 4th Edition, Wiley India Pvt Limited, 2008.
5.	Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	1	-	1	1	1
CO2	1	-	2	1	-	1	-
CO3	1	-	-	1	1	-	1
CO4	2	1	1	-	2	-	1
CO5	-	1	1	1	-	-	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: INTRODUCTION</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: QUALITY MANAGEMENT</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-

<b>T PHILOSOPHIE S AND PRINCIPLES</b>						
<b>Unit-III: STATISTICAL PROCESS CONTROL</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
<b>Unit-IV: QUALITY TOOLS AND TECHNIQUES</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
<b>Unit-V: QUALITY MANAGEMEN T SYSTEMS</b>	2	1 either or	1(2) - CO5	1(2) - CO5	-	1either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22343	MATERIALS MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To understand why materials management should be considered for profit in operations					
UNIT I	INTRODUCTION				9
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan					

UNIT II	MATERIALS PLANNING	9
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.		
UNIT III	INVENTORY MANAGEMENT	9
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.		
UNIT IV	PURCHASING MANAGEMENT	9
Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing		
UNIT V	WAREHOUSE MANAGEMENT	9
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Understanding basics of materials management	
CO2:	Understanding requirement analysis for material planning	
CO3:	Ability to apply inventory management models	
CO4:	Understanding purchasing practices	
CO5:	Understanding storage in warehouse	
REFERENCES		
1.	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.	
2.	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012	
3.	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2 <sup>nd</sup> Edition, 2006	
4.	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2 <sup>nd</sup> Edition, 2006	



5.	Ajay K Garg, Production and Operations Management, Tata McGraw Hill, 2012
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### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	2	-	1	-	-
CO2	1	1	-	1	-	1	1
CO3	-	1	1	2	-	1	-
CO4	1	1	-	-	1	1	-
CO5	1	-	2	1	1	-	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: MATERIALS PLANNING	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: INVENTORY MANAGEMENT	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: PURCHASING MANAGEMENT	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO4	-
Unit-V: WAREHOUSE MANAGEMENT	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22344	SERVICES OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To help understand how service performance can be improved by studying services operations management</li></ul>					
UNIT I	INTRODUCTION	9			
Services – Importance, role in economy, service sector – nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service-dominant logic, open systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.					
UNIT II	SERVICE DESIGN	9			
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, ecommerce, e-business, technology innovations.					
UNIT III	SERVICE QUALITY	9			
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.					
UNIT IV	SERVICE FACILITY	9			
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, and Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.					
UNIT V	MANAGING CAPACITY AND DEMAND	9			
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.					

**Total: 45 Periods**

**COURSE OUTCOMES:**

**At the end of the course, the students will be able to:**

<b>CO1:</b>	Appreciation of nature of service operations.
<b>CO2:</b>	Ability to design services.
<b>CO3:</b>	Ability to inculcate quality in service design and delivery.
<b>CO4:</b>	Apply models to design service facility.
<b>CO5:</b>	Ability to grow and sustain service business.

**REFERENCES**

1.	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8 <sup>th</sup> Edition 2018.
2.	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2 <sup>nd</sup> Edition, 2012.
3.	Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013.
4.	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2 <sup>nd</sup> Edition, 2005.
5.	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

**Mapping of Course Outcomes to Programme Outcomes**

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	1	2	1	1
CO2	-	1	-	-	1	-	-
CO3	1	-	1	-	-	-	1
CO4	1	1	-	1	2	1	1
CO5	-	1	1	-	1	1	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			

Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: SERVICE DESIGN	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: SERVICE QUALITY	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: SERVICE FACILITY	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: MANAGING CAPACITY AND DEMAND	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22345	SUPPLY CHAIN ANALYTICS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.</li></ul>					
UNIT I	INTRODUCTION				9
Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.					
UNIT II	WAREHOUSING DECISIONS				9

Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods		
UNIT III	INVENTORY MANAGEMENT	9
Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.		
UNIT IV	TRANSPORTATION NETWORK MODELS	9
Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms- Deficit function Approach and Linking Algorithms		
UNIT V	MCDM MODELS	9
Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Understanding of supply chain analytics fundamentals	
CO2:	Ability to design warehouse models to enhance supply chain performance.	
CO3:	Ability to analyses models and strategies in inventory management.	
CO4:	Ability to understand network models in transportation.	
CO5:	Ability to make decision using multi-criteria in applications of SCM	
REFERENCES		
1.	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.	
2.	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013.	
3.	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013.	
4.	Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House Pvt. Ltd., 2016.	

5.	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.
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### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	1	1	-	-
CO2	2	-	-	1	1	1	1
CO3	1	-	1	-	-	-	1
CO4	-	1	-	1	1	-	-
CO5	-	1	-	2	-	-	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: WAREHOUSING DECISIONS	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: INVENTORY MANAGEMENT	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: TRANSPORTATION NETWORK MODELS	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: MCDM MODELS	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22346	PROJECT MANAGEMENT		L	T	P	C
			3	0	0	3
COURSE OBJECTIVES:						
• To learn the fundamental principles and practices of managing projects.						
UNIT I	INTRODUCTION TO PROJECT MANAGEMENT					9
Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.						
UNIT II	PLANNING, BUDGETING AND RISK MANAGEMENT					9
The Planning Process – Work Breakdown Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.						
UNIT III	SCHEDULING & RESOURCE ALLOCATION					9
PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt’s Critical Chain.						
UNIT IV	PROJECT ORGANISATION & CONFLICT MANAGEMENT					9
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.						
UNIT V	CONTROL AND COMPLETION					9
Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.						
Total: 45 Periods						
COURSE OUTCOMES:						
At the end of the course, the students will be able to:						
CO1:	Ability to understand the roles and responsibilities of a project manager					

<b>CO2:</b>	Ability to plan and budget projects
<b>CO3:</b>	Ability to schedule and allocate resources to projects
<b>CO4:</b>	Ability to manage project organization
<b>CO5:</b>	Ability to control and complete projects
<b>REFERENCES</b>	
1.	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
2.	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
3.	Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
4.	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.
5.	Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	2	-	-	1
CO2	-	1	-	-	1	-	1
CO3	1	1	-	1	1	1	-
CO4	-	-	1	1	-	-	-
CO5	1	1	-	-	2	-	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO PROJECT MANAGEMENT	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: PLANNING, BUDGETING	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-



AND RISK MANAGEMENT						
Unit-III: SCHEDULING & RESOURCE ALLOCATION	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO3	-
Unit-IV: PROJECT ORGANISATION & CONFLICT MANAGEMENT	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: CONTROL AND COMPLETION	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22351	DATA MINING FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To know how to derive meaning from huge volume of data and information</li><li>To understand how the knowledge discovery process is used in business decision making.</li></ul>					
UNIT I	INTRODUCTION				9
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data warehouse and data marts.					
UNIT II	DATA MINING PROCESS				9
Data Mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross-validation,					

LOOCV, random subsampling, and bootstrapping.		
UNIT III	PREDICTION TECHNIQUES	9
Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.		
UNIT IV	CLASSIFICATION AND CLUSTERING TECHNIQUES	9
Classification- Decision trees, k nearest neighbor, Logistic regression, Discriminant analysis; Clustering; Market basket analysis;		
UNIT V	MACHINE LEARNING AND AI	9
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Learn to apply various data mining techniques into various areas of different domains.	
CO2:	Be able to interact competently on the topic of data mining for business intelligence. Know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.	
CO3:	Apply various prediction techniques.	
CO4:	Learn about supervised and unsupervised learning techniques.	
CO5:	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.	
REFERENCES		
1.	Jiawei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006	
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.	
3.	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.	
4.	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3 <sup>rd</sup> edition, 2013.	
5.	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2 <sup>nd</sup> Edition, 2011	

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	1	1	-	-
CO2	-	2	-	1	-	1	-
CO3	1	-	1	2	-	1	1
CO4	2	-	1	-	1	-	-
CO5	1	1	-	1	1	1	1

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: DATA MINING PROCESS	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: PREDICTION TECHNIQUES	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: CLASSIFICATION AND CLUSTERING TECHNIQUES	2	1 either or	1(2) - CO4	1(2) - CO4	-	1either or (16) –CO4
Unit-V: MACHINE LEARNING AND AI	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1either or (16)
<b>Total Marks</b>	20	80	14	22	48	16
<b>Weightage</b>	20%	80%	14%	22%	48%	16%
Weightage for COs						
	CO1	CO2	CO3	CO4	CO5	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22352	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To expose various algorithms related to Deep Learning and Artificial Intelligence.</li><li>To prepare students to apply suitable algorithms for the specified applications.</li></ul>					
UNIT I	DEEP NETWORKS	9			
Deep Networks: Modern Practices: Deep Forward Networks: ANN, CNN, RNN, Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.					
UNIT II	MODELS	9			
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta- Algorithms.					
UNIT III	INTELLIGENT SYSTEMS	9			
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.					
UNIT IV	KNOWLEDGE REPRESENTATION	9			
Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.					
UNIT V	APPLICATIONS	9			
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learning.					
Total: 45 Periods					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					
CO1:	Knowledge of Algorithms of Deep Learning & Artificial Intelligence.				

<b>CO2:</b>	Knowledge of applying Algorithms to specified applications.
<b>CO3:</b>	Ability to understand intelligent systems and Heuristic Search Techniques
<b>CO4:</b>	Understanding of Knowledge Representation, Semantic Networks and Frames
<b>CO5:</b>	Knowledge Of Expert systems, applications and Machine learning
<b>REFERENCES</b>	
1.	Ian Goodfellow, Yoshua Bengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2.	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3.	Yoshua Bengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
4.	Saroj Kaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
5.	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, NewDelhi.

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	-	1	2	1	-
CO2	1	1	-	-	1	-	1
CO3	-	1	1	-	-	-	1
CO4	1	-	2	-	1	-	1
CO5	2	-	1	1	1	-	-

#### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: DEEP NETWORKS	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: MODELS	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: INTELLIGENT SYSTEMS	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV:	2	1 either or	1(2) - CO4	1(2) - CO4	1either or	-

KNOWLEDGE REPRESENTATION					(16) –CO4	
Unit-V: APPLICATIONS	2	1 either or	1(2) - CO5	1(2) - CO5	-	1 either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 1 either or (16)	3 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	22	48	16
<b>Weightage</b>	20%	80%	14%	22%	48%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi. “either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22353	SOCIAL MEDIA WEB ANALYTICS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To showcase the opportunities that exist today to leverage the power of the web and social media					
UNIT I	INTRODUCTION				9
Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viral ness - Social theory and social media - technological determinism in popular discourse on social media technologies.					
UNIT II	COMMUNITY BUILDING AND MANAGEMENT				9
Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.					
UNIT III	SOCIAL MEDIA POLICIES AND MEASUREMENTS				9
Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports -					

Observations of social media use.		
UNIT IV	WEB ANALYTICS	9
Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.		
UNIT V	SEARCH ANALYTICS	9
Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	The students will be able to enhance their social media skills.	
CO2:	The students will be able to develop a mass communication strategy and guide campaigns.	
CO3:	To get an idea of social media policies.	
CO4:	Understand the fundamentals and concepts of web analytics.	
CO5:	How to effectively use the resulting insights to support website design decisions, campaign optimization, search analytics, etc.	
REFERENCES		
1.	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013	
2.	Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014	
3.	Bittu Kumar, Social Networking, V & S Publishers, 2013	
4.	Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007	
5.	Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7

CO1	1	2	1	-	-	-	1
CO2	-	-	-	1	-	1	1
CO3	-	1	2	-	1	2	-
CO4	1	-	1	1	-	-	1
CO5	-	1	-	1	-	1	-

**Table of Specifications for End Semester Question Paper**

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: COMMUNITY BUILDING AND MANAGEMENT	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: SOCIAL MEDIA POLICIES AND MEASUREMENTS	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO3	-
Unit-IV: WEB ANALYTICS	2	1 either or	1(2) - CO4	1(2) - CO4	-	1 either or (16) - CO4
Unit-V: SEARCH ANALYTICS	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO5	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	2 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	38	32	16
<b>Weightage</b>	20%	80%	14%	38%	32%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.



MS22354	E – BUSINESS MANAGEMENT			L	T	P	C
				3	0	0	3
COURSE OBJECTIVES:							
• To understand the practices and technology to start an online business.							
UNIT I	INTRODUCTION TO e-BUSINESS						9
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce							
UNIT II	TECHNOLOGY INFRASTRUCTURE						9
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.							
UNIT III	BUSINESS APPLICATIONS						9
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, email marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing							
UNIT IV	e-BUSINESS PAYMENTS AND SECURITY						9
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.							
UNIT V	LEGAL AND PRIVACY ISSUES						9
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.							
Total: 45 Periods							
COURSE OUTCOMES:							
At the end of the course, the students will be able to:							
CO1:	Ability to build and manage an e-business.						
CO2:	Knowledge about Technology Infrastructure						
CO3:	Understanding of customer oriented business applications						
CO4:	Knowledge of e business payment protocols and security						
CO5:	Understanding of ethical, legal , privacy issues and encryption policies						
REFERENCES							
1.	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers,						

	Pearson, 2011.
2.	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3.	Parag Kulkarni, Sunita Jahirabdkao, Pradeep Chande, e business, Oxford University Press, 2012.
4.	Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5.	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	-	1	1	-	1
CO2	-	1	-	-	1	-	1
CO3	1	-	1	1	-	-	-
CO4	-	-	1	-	-	1	-
CO5	1	1	-	1	2	1	1

### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION TO e-BUSINESS	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
Unit-II: TECHNOLOGY INFRASTRUCTURE	2	1 either or	2(2) - CO2	-	1 either or (16) - CO2	-
Unit-III: BUSINESS APPLICATIONS	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO3	-
Unit-IV: e-	2	1 either or	1(2) - CO4	1(2) - CO4	1either or	-

BUSINESS PAYMENTS AND SECURITY					(16) –CO4	
Unit-V: LEGAL AND PRIVACY ISSUES	2	1 either or	1(2) - CO5	1(2) - CO5	-	1either or (16) –CO5
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	1either or (16)
<b>Total Marks</b>	20	80	14	22	48	16
<b>Weightage</b>	20%	80%	14%	38%	48%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22355	ENTERPRISE RESOURCE PLANNING	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To exhibit the theoretical aspects of Enterprise Resource Planning.</li><li>To provide practical implication on ERP Suite implementation.</li></ul>					
UNIT I	INTRODUCTION	9			
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - warehouse management.					
UNIT II	ERP SOLUTIONS AND FUNCTIONAL MODULES	9			
Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow.					
UNIT III	ERP IMPLEMENTATION	9			
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Framework- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.					
UNIT IV	POST IMPLEMENTATION	9			
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.					

UNIT V	EMERGING TRENDS ON ERP	9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Knowledge of risk and benefits associated with Enterprise Resource Planning.	
CO2:	Knowledge of ERP solutions and functional modules	
CO3:	Exposure to the implementation environment	
CO4:	Understanding of post implementation impact and maintenance of ERP	
CO5:	Knowledge of emerging trends on ERP	
REFERENCES		
1.	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.	
2.	Simha R. Magal , Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.	
3.	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008	
4.	Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.	
5.	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009	

#### Mapping of Course Outcomes to Programme Outcomes

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	-	1	2	1	-	1	-
CO2	1	1	-	1	-	1	1
CO3	1	-	1	-	1	-	-
CO4	-	-	2	1	1	-	1
CO5	-	1	1	-	-	1	1

#### Table of Specifications for End Semester Question Paper

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Re)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: INTRODUCTION	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: ERP SOLUTIONS AND FUNCTIONAL MODULES	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: ERP IMPLEMENTATION	2	1 either or	1(2) - CO3	1(2) - CO3	-	1 either or (16) –CO3
Unit-IV: POST IMPLEMENTATION	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO4	-
Unit-V: EMERGING TRENDS ON ERP	2	1 either or	1(2) - CO5	1(2) - CO5 1 either or (16) –CO5	-	-
<b>Total Qns.</b>	10	5 either or	7(2)	3(2) 2 either or (16)	1 either or (16)	1 either or (16)
<b>Total Marks</b>	20	80	14	54	16	16
<b>Weightage</b>	20%	80%	14%	54%	16%	16%
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

## Open Electives Courses

<b>MS22681</b>	<b>MANAGEMENT CONCEPTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OBJECTIVES:</b>					
<ul style="list-style-type: none"> <li>To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide</li> </ul>					

variety of issues managers face in today’s business firms.		
UNIT I	INTRODUCTION TO MANAGEMENT	9
Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.		
UNIT II	PLANNING	9
Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.		
UNIT III	ORGANISING	9
Nature and purpose of organizing- Organization structure- Line and staff authority- Departmentation Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Career development- Career stages- Training- Performance appraisal		
UNIT IV	DIRECTING	9
Managing people- Communication- Hurdles to effective communication- Organization culture Elements and types of culture- Managing cultural diversity.		
UNIT V	CONTROLLING	9
Process of controlling- Types of control- Budgetary and non-budgetary control techniques - Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	The students should be able to describe and discuss the elements of effective management,	
CO2:	Discuss and apply the planning, organizing and control processes,	
CO3:	Describe various theories related to the development of leadership skills, motivation techniques, teamwork and effective communication,	
CO4:	Communicate effectively through both oral and written presentation.	
CO5:	students should be able to describe and discuss the elements of effective management,	
REFERENCES		
1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9 <sup>th</sup> edition,2012.	

2.	Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12 <sup>th</sup> edition, 2012.
3.	Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9 <sup>th</sup> edition, Tata McGraw-Hill Education, 2012.
4.	Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thomson South Western, 11 <sup>th</sup> edition, 2008.
5.	Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 13 <sup>th</sup> edition, 2010.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	-	1	-	1
CO2	2	2	1	1	-	-	-
CO3	1	-	1	-	1	1	-
CO4	1	-	-	1	1	1	1
CO5	1	1	-	-	1	-	1

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22682	INTRODUCTION TO MARKETING		L	T	P	C
			3	0	0	3
COURSE OBJECTIVES:						
<ul style="list-style-type: none"><li>To understand the changing business environment and the fundamental premise underlying market driven strategies.</li></ul>						
<ul style="list-style-type: none"><li>To identify the indicators of management thoughts and practices.</li></ul>						
UNIT I	INTRODUCTION					9
Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process – Scanning Business environment: Internal and External – Value chain – Core Competencies – PESTEL – SWOT Analysis – Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System – Marketing in global environment – International Marketing – Rural Marketing – Prospects and Challenges.						
UNIT II	MARKETING STRATEGY					9
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.						
UNIT III	MARKETING MIX DECISIONS					9
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods						
UNIT IV	BUYER BEHAVIOR					9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behavior Models – Online buyer behavior – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.						
UNIT V	MARKETING RESEARCH & TRENDS IN MARKETING					9
Marketing Information System – Marketing Research Process – Concepts and applications: Product –						



Advertising – Promotion – Consumer Behavior – Retail research – Customer driven organizations - Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital marketing	
<b>Total: 45 Periods</b>	
<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Applied construct of contemporary marketing theories to the demands of business and management practice.
<b>CO2:</b>	Enhanced infer of marketing strategies for consumer and industrial marketing
<b>CO3:</b>	Deep inference of choice of marketing mix elements and managing integrated marketing channels
<b>CO4:</b>	Ability to analyze the nature of consumer buying behavior
<b>CO5:</b>	Evaluation of the marketing research and new trends in the arena of marketing
<b>REFERENCES</b>	
1.	Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15 <sup>th</sup> Edition, 2017.
2.	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill Education, 2012
3.	Lamb, Hair, Sharma, McDaniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning, 2012.
4.	Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 5 <sup>th</sup> edition, 2019.
5.	Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6 <sup>th</sup> edition, 2018.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	1	1	-	1
CO2	2	1	-	2	1	1	-
CO3	1	1	1	2	-	-	1
CO4	1	1	-	-	1	1	1

CO5	-	1	1	1	-	1	1
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Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22683	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.</li></ul>					
UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT				9
Evolution of human resource management – The importance of the human capital – Role of human					

resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		
UNIT II	HUMAN RESOURCE PLANNING AND RECRUITMENT	9
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.		
UNIT III	TRAINING AND DEVELOPMENT	9
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self -development – Knowledge management.		
UNIT IV	EMPLOYEE ENGAGEMENT	9
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.		
UNIT V	PERFORMANCE EVALUATION AND CONTROL	9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Students would infer on the various aspects of HRM.	
CO2:	Students will gain competence needed for success as a human resources professional.	
CO3:	Students will develop the skills needed for a successful HR manager.	
CO4:	Students would be prepared to implement the concepts learned in the workplace.	
CO5:	Students would be aware of the emerging concepts in the field of HRM.	
REFERENCES		
1.	Gary Dessler and Biju Varkkey, Human Resource Management, 14 <sup>th</sup> Edition, Pearson Education Limited, 2015.	
2.	David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley, International Student Edition, 11 <sup>th</sup> Edition, 2014.	
3.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resources. PHI Learning. 2012	

4.	Bernardin , Human Resource Management ,Tata McGraw Hill,8 <sup>th</sup> edition 2012.
5.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	1	1	-	1
CO2	1	1	1	1	-	1	-
CO3	-	1	-	1	1	-	1
CO4	1	2	2	-	1	1	1
CO5	1	-	1	1	1	-	-

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1either or (16) –CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1either or (16) –CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1either or (16) –CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
Weightage for Cos						
	CO1	CO2	CO3	CO4	CO5	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22684	BUSINESS FINANCE	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Facilitate student					
<ul style="list-style-type: none"><li>Understand the operational nuances of a Finance Manager.</li><li>Comprehend the technique of making decisions related to finance functions.</li></ul>					
UNIT I	FOUNDATIONS OF FINANCE	9			
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.					
UNIT II	INVESTMENT DECISIONS	9			
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.					
UNIT III	FINANCING AND DIVIDEND DECISION	9			
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.					
UNIT IV	WORKING CAPITAL MANAGEMENT	9			
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.					
UNIT V	LONG TERM SOURCES OF FINANCE	9			
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.					
Total: 45 Periods					

<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Identify the concepts of financial decision of an organization
<b>CO2:</b>	Recognize the time value of money
<b>CO3:</b>	Apply the capital budgeting and cost of capital techniques
<b>CO4:</b>	Discover how to decide the decision of capital structure and distribution of dividend
<b>CO5:</b>	Assess the short-term and long-term sources of finance
<b>REFERENCES</b>	
1.	I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11 <sup>th</sup> edition, 2018
2.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8 <sup>th</sup> edition, 2017.
3.	AswathDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4.	James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13 <sup>th</sup> Edition, 2014.
5.	Brigham, Ehrhardt, Financial Management Theory and Practice, 14 <sup>th</sup> edition, Cengage Learning 2015.

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
CO1	2	1	-	1	1	-	-
CO2	-	1	1	1	-	-	1
CO3	1	-	1	-	1	1	1
CO4	2	1	1	-	-	-	1
CO5	1	1	-	-	1	-	1

<b>Unit No. and Title</b>	<b>Total 2 Marks Qns.</b>	<b>Total 16 Marks Qns.</b>	<b>Cognitive Level</b>			
			<b>Remember (Un)</b>	<b>Understand (Un)</b>	<b>Apply (Ap)</b>	<b>Analyze (An) Evaluate (Ev)</b>
			<b>No. of Qns. (marks) and CO</b>			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or	-	-

				(16) - CO2		
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for Cos</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22685	INFORMATION MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
➤ To understand the importance of information in business					
➤ To know about the recent information systems and technologies.					
UNIT I	INTRODUCTION				9
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.					
UNIT II	SYSTEM ANALYSIS AND DESIGN				9
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.					
UNIT III	DATABASE MANAGEMENT SYSTEMS				9
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data					

mining.		
UNIT IV	INTEGRATED SYSTEMS, SECURITY AND CONTROL	9
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		
UNIT V	NEW IT INITIATIVES	9
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Learn the basics of data and information systems.	
CO2:	Understand the system development methodologies.	
CO3:	Understand database management systems and its types.	
CO4:	Learn the various technologies in the information system and its security.	
CO5:	Gains knowledge on effective applications of information systems in business.	
REFERENCES		
1.	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager’s View, Tata McGraw Hill, 2008.	
2.	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 <sup>th</sup> edition, 2018.	
3.	Panneerselvam. R, Database Management Systems, 3 <sup>rd</sup> Edition, PHI Learning, 2018.	

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
CO1	1	-	-	1	-	1	-
CO2	1	1	-	-	1	-	1
CO3	-	2	1	-	1	1	1
CO4	-	1	2	-	-	1	-



CO5	1	-	1	2	1	-	1
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Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
Unit-I: Title	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
Unit-II: Title	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
Unit-III: Title	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
Unit-IV: Title	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO1	-
Unit-V: Title	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO1	-
Total Qns. Title	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
Total Marks	20	80	14	38	48	-
Weightage	20%	80%	14%	38%	48%	-
Weightage for Cos						
	CO1	CO2	CO3	CO4	CO5	
Total marks	20	20	20	20	20	
Weightage	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

MS22686	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
Learn to					
<ul style="list-style-type: none"><li>• Use business analytics for decision making</li></ul>					
<ul style="list-style-type: none"><li>• To apply the appropriate analytics and generate solutions</li></ul>					
<ul style="list-style-type: none"><li>• Model and analyze the business situation using analytics.</li></ul>					
UNIT I	INTRODUCTION TO BUSINESS ANALYTICS (BA)				9
Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage.					

UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9
Managing BA Personnel, Data and Technology. Organizational Structures aligning BA. Managing Information policy, data quality and change in BA.		
UNIT III	DESCRIPTIVE ANALYTICS	9
Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics		
UNIT IV	PREDICTIVE ANALYTICS	9
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics		
UNIT V	PRESCRIPTIVE ANALYTICS	9
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimization - Demonstrating Business Performance Improvement.		
Total: 45 Periods		
COURSE OUTCOMES:		
At the end of the course, the students will be able to:		
CO1:	Ability to infer the role of Business Analytics in decision making	
CO2:	Ability to identify the appropriate tool for the analytics scenario	
CO3:	Ability to apply the descriptive analytics tools and generate solutions	
CO4:	Develop Predictive Analytic skills and its applications	
CO5:	Application of Prescriptive Analytics and demonstrating business process improvement	
REFERENCES		
1.	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014	
2.	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making" , Fifth edition, Cengage Learning, 2015.	
3.	James R. Evans, "Business Analytics - Methods, Models and DECISIONS", Pearson Ed, 2012.	

<b>Course outcomes</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>
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<ul style="list-style-type: none"><li>To impart the learners’ entrepreneurial competencies needed for managing business efficiently and effectively.</li></ul>		
UNIT I	ENTREPRENEURIAL COMPETENCE	9
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.		
UNIT II	ENTREPRENEURIAL ENVIRONMENT	9
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services - Central and State Government Industrial Policies and Regulations.		
UNIT III	BUSINESS PLAN PREPARATION	9
Sources of Product for Business - Pre Feasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT IV	LAUNCHING OF SMALL BUSINESS	9
Finance and Human Resource Mobilization - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.		
UNIT V	MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of Small Business - Case Studies.		
Total: 45 Periods		
COURSE OUTCOMES:		
After the completion of the course, the students will be able to:		
CO1:	The learners will gain entrepreneurial competence to run the business efficiently.	
CO2:	The learners are able to undertake businesses in the entrepreneurial environment	
CO3:	The learners are capable of preparing business plans and undertaking feasible projects.	
CO4:	The learners are efficient in launching and develop their business ventures successfully	
CO5:	The learners shall monitor the business effectively towards growth and development.	
REFERENCES		
1.	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.	
2.	R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.	

3.	Rajeev Roy, Entrepreneurship, Oxford University Press, 2 <sup>nd</sup> Edition, 2011.
4.	Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
5.	Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, HPH, 2006.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	1	2	-	-
CO2	1	1	1	1	-	1	1
CO3	-	1	1	-	1	1	-
CO4	-	1	2	1	1	-	-
CO5	1	2	-	1	-	1	1

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

### VALUE ADDED COURSES

VA22301	BUSINESS TOOLS LAB - ADVANCED EXCEL	L	T	P	C
		0	2	0	1
COURSE OBJECTIVES:					
<ul style="list-style-type: none"><li>Students will learn the most useful shortcuts, tricks, and advanced features of Microsoft Excel that will help them handle huge amounts of data more quickly and effectively.</li></ul>					
SL. No	Topics	Hours			
1.	Auto & Advanced Filter	2			
2.	Sorting & Subtotal	2			
3.	D-Functions	2			
4.	Naming Concepts	2			
5.	Sum If & Count If	2			
6.	Charts and IF-IS	2			
7.	Conditional Formatting	2			
8.	Data Validation	2			
9.	Series in Excel & Macro	2			
10.	Pivot Table & Freeze Panes	2			
11.	Goal Seek & Scenario, Solver	2			
12.	Errors in Excel	2			
13.	V-Lookup	2			
14.	Password Protecting Excel File	2			
15.	Relative Reference and Absolute Reference	2			
Total: 30 Periods					
<ul style="list-style-type: none"><li>MS Excel Spreadsheet.</li></ul>					

<b>COURSE OUTCOMES:</b>	
<b>At the end of the course, the students will be able to:</b>	
<b>CO1:</b>	Students will learn Auto Filter & Advanced Filter, Sorting, D-functions, Charts, Conditional Formatting and many more functions.
<b>REFERENCES</b>	
1.	William J. Stevenson, CeyhunOzgur, "Introduction to Management Science with Spreadsheet", Tata McGraw Hill, 2009.
2.	Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017.
3.	David M. Levine et al, "Statistics for Managers using MS Excel" 6 <sup>th</sup> Edition, Pearson, 2010.
4.	Priya Sen "Advanced Excel Functions" Tutorial Points. e-book
5.	Lokesh Lalwani, "Excel 2019. All-in-One, master the new features of excel 2019/office 365", bpb.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	1	-	1	1	-	-
CO2	1	-	1	1	-	1	1
CO3	-	1	1	1	2	1	1
CO4	1	2	2	-	1	2	1
CO5	1	2	-	2	1	1	-

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) - CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) - CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) - CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or	3 either or (16)	-

				(16)		
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-COi represents one two marks question which measures the attainment of COi.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.

VA22401	BUSINESS TOOLS LAB– ERP - SAP	L	T	P	C
		0	0	2	1
COURSE OBJECTIVES:					
This course will prepare students to:					
<ul style="list-style-type: none"><li>Learn the SAP Applications and Components</li></ul>					
<ul style="list-style-type: none"><li>Explain basic functionality of SAP Business one</li></ul>					
<ul style="list-style-type: none"><li>Make entries in various modules of SAP business one.</li></ul>					
	ERP – SAP				30
Introduction to SAP business one an ERP software – Creation of Company - Charts of Accounts – Employee master data - Business partners – Banking process – Items, Inventory - Pricing – Accounting for Sales and Purchasing, Purchase A/P - Sales A/R - Warehouse management – Reports generation.					
Total: 30 Periods					
<ul style="list-style-type: none"><li>SAP – Business One Software</li></ul>					
COURSE OUTCOMES:					
After completing this course the students will be					
CO1:	Possessing the knowledge of working with SAP B 1				
CO2:	Able to make accounting entries in SAP B 1.				



<b>CO3:</b>	Able to make entries of common transactions in SAP B 1.
<b>CO4:</b>	Able to prepare and customize important reports in SAP B 1
<b>REFERENCES</b>	
1.	SAP Business One: Business User Guide - Carl Britton Lewis, Juanita Karan, Keith Taylor – A step by step guide for using SAP business one.
2.	SAP Business One Implementation – Wolfgang Niefert – Bring the power of SAP ERP to your small to midsize business.
3.	Beginner's Guide to SAP: An Introduction to the basics of using SAP – Moxon P.

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	-	1	-	-
CO2	-	1	1	1	-	-	-
CO3	1	1	1	-	-	1	1
CO4	-	2	-	-	1	-	1
CO5	2	-	1	1	1	-	1

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO1	-
<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	

<b>Total marks</b>	20	20	20	20	20
<b>Weightage</b>	20%	20%	20%	20%	20%

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

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VA22201	TOTAL QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3
COURSE OBJECTIVES:					
• To learn the quality philosophies and tools in the managerial perspective.					
UNIT I	INTRODUCTION	5			
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality.Dimensions of product and service quality. Cost of quality.					
UNIT II	PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT	6			
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques –Concepts of Quality circle, Japanese 5S principles and 8D methodology.					
UNIT III	STATISTICAL PROCESS CONTROL	7			
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel.					
UNIT IV	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT	7			
Quality functions development (QFD) – Benefits, QFD process, House of quality (HOQ), building a HOQ,.Failure mode effect analysis (FMEA), FMEA stages, design, process. Seven Tools (old & new). Benchmarking and POKA YOKE.					
UNIT V	QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION	5			
Introduction to IS/ISO 9004:2000 – quality management systems – Quality Audits. TQM culture,quality council. TQM framework, benefits, awareness and obstacles.					
Total: 30 Periods					
COURSE OUTCOMES:					
At the end of the course, the students will be able to:					

<b>CO1:</b>	To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.
<b>REFERENCES</b>	
1.	Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
3.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4 <sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
4.	James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
5.	Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition , 2011

Course outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	-	-	1	1	1	1
CO2	1	-	1	-	1	2	1
CO3	-	1	-	1	1	-	-
CO4	2	1	-	-	-	1	-
CO5	2	1	-	1	1	-	1

Unit No. and Title	Total 2 Marks Qns.	Total 16 Marks Qns.	Cognitive Level			
			Remember (Un)	Understand (Un)	Apply (Ap)	Analyze (An) Evaluate (Ev)
			No. of Qns. (marks) and CO			
<b>Unit-I: Title</b>	2	1 either or	2(2) - CO1	1 either or (16) - CO1	-	-
<b>Unit-II: Title</b>	2	1 either or	2(2) - CO2	1 either or (16) - CO2	-	-
<b>Unit-III: Title</b>	2	1 either or	1(2) - CO3	1(2) - CO3	1 either or (16) –CO1	-
<b>Unit-IV: Title</b>	2	1 either or	1(2) - CO4	1(2) - CO4	1 either or (16) –CO1	-

<b>Unit-V: Title</b>	2	1 either or	1(2) - CO5	1(2) - CO5	1 either or (16) –CO1	-
<b>Total Qns. Title</b>	10	5 either or	7(2)	3(2) 2 either or (16)	3 either or (16)	-
<b>Total Marks</b>	20	80	14	38	48	-
<b>Weightage</b>	20%	80%	14%	38%	48%	-
<b>Weightage for COs</b>						
	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>	<b>CO4</b>	<b>CO5</b>	
<b>Total marks</b>	20	20	20	20	20	
<b>Weightage</b>	20%	20%	20%	20%	20%	

“Total 2 marks Qns.” column can be removed if there is no 2marks question

Total marks and weightage may be different courses

More columns can be added in “weightage for Cos” if required

1(2)-CO<sub>i</sub> represents one two marks question which measures the attainment of CO<sub>i</sub>.

“either or” represents that there will be two questions, students need to answer any one, the two questions should be in the same cognitive level and measure the attainment of same CO.