J.J. College of Arts and Science, (Autonomous)
PG and Research Department of Business Administration
PG Programme - M.B.A
Proposed Course Structure Based on UGC-LOCF
(Applicable for the Candidates Admitted from Academic Year 2023- 2024 onwards)

Sem	Subject Code	COURSE TITLE	Hrs/ Week	Credit	Exam Hrs	Marks		Total
						CIA	ESE	
I	P1R3BACC1	Management Principles Business Ethics	4	4	3	25	75	100
	P1R3BACC2	Quantitative Techniques and Research Methods in Business	4	4	3	25	75	100
	P1R3BACC3	Managing Organizational Behaviour	4	4	3	25	75	100
	P1R3BACC4	Accounting for Managers	5	4	3	25	75	100
	P1R3BACC5	Managerial Economics	4	4	3	25	75	100
	P1R3BACC6	Legal Systems in Business	4	4	3	25	75	100
	P1R3BAEDC1	Entrepreneurship Development	3	3	3	25	75	100
	P1R3BAAECC1	Soft Skill – I Executive Communication	2	2	3	25	75	100
		TOTAL	**30**	**29**		-	-	**800**
II	P2R3BACC7	Applied Operations Research	5	4	3	25	75	100
	P2R3BACC8	Human Resource Management	4	4	3	25	75	100
	P2R3BACC9	Marketing Management	4	4	3	25	75	100
	P2R3BACC10	Operation Management	4	4	3	25	75	100
	P2R3BACC11	Financial Management	4	4	3	25	75	100
	P2R3BACC12	Strategic Management	4	4	3	25	75	100
	P2R3BAEDC2	International Business	3	3	3	25	75	100
	P2R3BAAECC2	Soft Skill II Business Etiquette	2	2	3	25	75	100
		TOTAL	**30**	**29**		-	-	**800**
III	P3R3BACC13	Information Systems for Business	6	4	3	25	75	100
	P3R3BADSEM1/F1/H1	**Elective Course-I	6	4	3	25	75	100
	P3R3BADSEM1/F1/H1	**Elective Course-II	6	4	3	25	75	100
	P3R3BA DSEM1/F1/H1	**Elective Course-III	5	4	3	25	75	100
	P3R3BAEDC3	Employability Skills	3	3	3	25	75	100
	P3R3BAAECC3	Soft Skill III Computing Skills	2	2	3	25	75	100
	P3R3BAAECC4	Soft Skill IV Leadership and Team Building Skills	2	2	3	25	75	100
	P3R3BAINT	**Internship**	-	4	-	-	-	100
		TOTAL	**30**	**27**	-	-	-	**800**

*****Summer Internship will be carried out during the summer vacation after the Second Semester and before the Third Semester. Evaluation is done in the third semester. And Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in Third Semester marks Statement.**

Sem	Subject Code	COURSE TITLE	Hrs/ Week	Credit	Exam Hrs	Marks CIA	ESE	Total
	P4R3BACC14	Training and Development	5	4	3	25	75	100
IV	P4R3BACC15PW	Project Work	10	10	-	-	-	100
	P4R3BADSEM2/F 2/H2	**Elective Course –IV	5	4	3	25	75	100
	P4R3BADSEM2/F 2/H2	**Elective Course-V	5	4	3	25	75	100
	P4R3BADSEM2/F 2/H2	**Elective Course-VI	5	4	3	25	75	100
	Total		**30**	**26**				**500**
	Grand Total			**111**				**2900**

ELECTIVE PAPERS

Sem	Subject Code	COURSE TITLE
III	P3R3BADSEF1:1	**Finance: Elective course I** Corporate Finance
	P3R3BADSEF1:2	Security Analysis and Portfolio Management
	P3R3BADSEF1:3	Merchant Banking and Financial Services
	P3R3BADSEF1:4	Banking and Insurance
	P3R3BADSEF1:5	Behavioural Finance
IV	P4R3BADSEF2:1	**Elective course II** Capital Markets and Financial Services
	P4R3BADSEF2:2	Financial Planning and Wealth Management
	P4R3BADSEF2:3	Fixed Income Securities
	P4R3BADSEF2:4	International Financial Management
	P4R3BADSEF2:5	Risk Management Banks
III	P3R3BADSEM1:1	**Marketing: Elective course I** Advanced Marketing Research and Consumer Behaviour
	P3R3BADSEM1:2	Advertising Management and Sales Promotion
	P3R3BADSEM1:3	Sales and Distribution Management
	P3R3BADSEM1:4	Brand Management
	P3R3BADSEM1:5	Services Marketing
IV	P4R3BADSEM2:1	**Elective course II** Customer Relations Management
	P4R3BADSEM2:2	Retail Marketing

	P4R3BADSEM2:3	Rural Marketing
	P4R3BADSEM2:4	International Marketing
	P4R3BADSEM2:5	Digital Marketing

Sem	Subject Code	COURSE TITLE
III	P3R3BADSEH1:1	**Human Resource Management: Elective course I** Human Resources Development
	P3R3BADSEH1:2	Performance Management
	P3R3BADSEH1:3	Organizational Development
	P3R3BADSEH1:4	Industrial and Labour Relations
	P3R3BADSEH1:5	Career Management
IV	P4R3BADSEH2:1	**Elective course II** Strategic HRM
	P4R3BADSEH2:2	Workplace Counseling
	P4R3BADSEH2:3	Human Resource Information System
	P4R3BADSEH2:4	Stress Management
	P4R3BADSEH2:5	Compensation and Rewards Management

Title of the Course	**:**	**MANAGEMENT PRINCIPLESAND BUSINESS ETHICS**			
Course Code	**:**	**P1R3BACC1**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**60**
Semester	**:**	**I**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES:

1. To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
2. To provide insights on Planning & Decision Making
3. To throw light on Organizing, Managing Change and Innovation
4. To elucidate on Leadership, Communication and Controlling.
5. To create awareness and importance of Business Ethics and Social Responsibility.

UNIT I: **(Inst.Hrs:12)**

Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management

UNIT II: **(Inst.Hrs:12)**

Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models

UNIT III: **(Inst.Hrs:12)**

Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control –Optimum Span - Managing Change and Innovation.

UNIT IV: **(Inst.Hrs:12)**

Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements ofPerformance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)

UNIT V: (Inst.Hrs:12)

Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.

Text Book:

1. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2. S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.
3. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
4. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5. Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.

Reference Book:

1. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
2. Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

Web Resources:

1. https://deb.ugc.ac. In
2. http://wwww.managementconcepts. Com
3. International journal of Management Concepts and Philosophy
4. Journal of Management, Sage Publications

COURSE OUTCOMES:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	K1
CO2	Possess knowledge on planning & decision making.	K2
CO3	Have insights on organizing, managing change and Innovation	K3
CO4	Learn leadership, communication and controlling skills.	K3
C05	Have better understanding on business ethics and social responsibility.	K4

RELATIONSHIP MATRIX FOR CO, PO &PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3.0
CO2	2	3	2	3	3	3	3	3	3	3	3	3	3	2.8
CO3	2	3	3	3	3	3	3	3	3	3	3	3	3	2.9
CO4	2	3	3	3	3	3	3	3	3	3	3	3	3	2.9
CO5	2	2	3	3	3	3	3	3	3	3	3	3	3	2.8
													Mean overall Score	**2.9**

Title of the Course	**:**	**MANAGING ORGANISATIONAL BEHAVIOUR**			
Course Code	**:**	**P1R3BACC3**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Skill Development**	**Total Hrs**	**:**	**60**
Semester	**:**	**I**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES :

1. To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.
2. To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
3. To throw light on Group Dynamics and Interpersonal Communication
4. To elucidate on Leadership, Politics, Conflicts and Negotiation.
5. To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

UNIT I: **(Inst.Hrs:12)**

Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour

UNIT II: **(Inst.Hrs:12)**

Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson's stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. **Perception:** Meaning Process – Factors influencing perception – Attribution theory. **Learning:** Classical, Operant and Social Cognitive Approaches – Managerial implications**. Attitudes and Values**:– Components, Attitude – Behaviour relationship, formation, values. **Motivation**: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland's theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re-enforcement theory.

UNIT III: **(Inst.Hrs:12)**

Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making
Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication

UNIT IV: **(Inst.Hrs:12)**

Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and
Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics.
Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies – Negotiation Process.

UNIT V: **(Inst.Hrs:12)**

Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. **Emotional Intelligence,** Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.

Text Book:

1. Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2. C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4. Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.

Reference Book:

1. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
2. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

Web Resources:

1. www.himpub.com
2. https://iedunote.com.organisational-behaviour
3. www.yourarticlelibrary.com/organisation/
4. Journal of Organizational Behaviour – wiley Online Library

COURSE OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	K2
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	K2
CO3	Have insights on Group Dynamics and Interpersonal Communication	K3
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	K4
C05	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	K4

RELATIONSHIP MATRIX FOR CO, PO &PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	2	3	3	3	3	3	3	3	2.9
CO2	2	2	3	2	2	3	3	3	3	3	3	3	3	2.7
CO3	2	3	2	3	3	2	3	3	3	3	3	3	3	2.8
CO4	2	2	2	2	3	2	3	3	3	3	3	3	3	2.7
CO5	2	2	2	2	2	3	3	3	3	3	3	3	3	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**ACCOUNTING FOR MANAGERS**			
Course Code	**:**	**P1R3BACC4**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**I**	**Hrs / Week**	**:**	**5**

COURSE OBJECTIVES :

1. To acquaint the students with the fundamentals of principles of financial, cost and management accounting
2. To enable the students to prepare, analyses and interpret financial statements
3. To acquaint the students with the tools and techniques of financial analysis
4. To enable the students to take decisions using management accounting tools.
5. To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

UNIT I: **(Inst.Hrs:15)**

Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems)

UNIT II: **(Inst.Hrs:15)**

Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis. Fund Flow Statement - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.

Unit III: **(Inst.Hrs:15)**

Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.

UNIT IV: **(Inst.Hrs:15)**

Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

UNIT V: **(Inst.Hrs:15)**

Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.– Uses of Accounting information in Managerial decision-making. Reporting- Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.

Text Book:

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013

Reference Book:

1. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
2. Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

Web Resources:

1. http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/ accounting%20 for%20 managers.pdf

2. http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf

3. http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf

4. https://www.researchgate.net/publication/313477460_concept_of_working_capital_management

OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	K2
CO2	Be able to prepare, analyze and interpret financial statements	K2
CO3	Be able to use the tools and techniques of financial analysis.	K3
CO4	Be able to take decisions using management accounting tools.	K4
C05	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	K4

RELATIONSHIP MATRIX FOR CO, PO &PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	3	3	3	3	3	3	3	3	3	3	3	2.9
CO2	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
CO3	3	3	3	2	2	3	2	2	3	3	3	3	3	2.7
CO4	3	3	2	2	2	3	3	2	3	3	3	3	3	2.7
CO5	2	3	3	3	2	3	2	3	3	3	3	3	3	2.8
													Mean overall Score	**2.8**

Title of the Course	**:**	**MANAGERIAL ECONOMICS**			
Course Code	**:**	**P1R3BACC5**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**60**
Semester	**:**	**I**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES :

1. To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
2. To understand the concept of utility and demand analysis and demand forecasting
3. To know about production function and market structure
4. To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
5. To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.

UNIT I: **(Inst.Hrs:12)**

Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.

Unit II: **(Inst.Hrs:12)**

Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium

UNIT III: **(Inst.Hrs:12)**

The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – CostThe Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs.
Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

UNIT IV: **(Inst.Hrs:12)**

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning

UNIT V: **(Inst.Hrs:12)**

Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.

Text Book:

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3. R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4. William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)

Reference Books:

1. H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
2. Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020.

Web Resources:

1. http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530

2. http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207

3. https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857

4. The Indian Economic Journal - SAGE Journals

COURSE OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	K1
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	K2
CO3	Have better idea and understanding about production function and market structure	K2
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	K4
C05	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	K3

RELATIONSHIP MATRIX FOR CO, PO &PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	2	2	2	3	3	3	3	3	3	3	3	3	3	2.8
CO2	2	2	2	3	3	3	3	3	3	3	3	3	3	2.8
CO3	2	3	3	2	2	3	3	2	3	3	3	3	3	2.7
CO4	2	3	3	3	2	2	2	2	3	3	3	3	3	2.7
CO5	2	3	3	3	2	3	3	3	3	3	3	3	3	2.8
	Mean overall Score													**2.8**

Title of the Course	**:**	**LEGAL SYSTEMS IN BUSINESS**			
Course Code	**:**	**P1R3BACC6**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability & Skill Development**	**Total Hrs**	**:**	**60**
Semester	**:**	**I**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVE :

1. To create knowledge and understanding on law of contracts
2. To describe about sale of goods and Negotiable instrument act
3. To have an overall understanding about partnership act and company law.
4. To familiarize various labor laws for effective administration of Human Resource of an organization.
5. To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.

UNIT I: **(Inst.Hrs:12)**

The Law of Contracts: Definition of Contact Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

UNIT II: **(Inst.Hrs:12)**

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1)Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics

UNIT III: **(Inst.Hrs:12)**

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rightsand Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organization - Kinds of Companies –Formation of Companies – General Idea About Memorandum and Articles of Association, Meetings - Winding up of Companies – General Idea of the Different Modesof Winding Up

UNIT IV: **(Inst.Hrs:12)**

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- RTI Act 2005.

UNIT V: **(Inst.Hrs:12)**

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.

Text Book:

1. Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2. Rao, P.M., Mercantile Law, PHI Learning, 2011.
3. Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.

Reference Books:

1. Intellectual Property Laws, Universal Law Publishing, 2012.
2. Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.

Web Resources:

1. http://www.legalserviceindia.com/article/
2. http://www.freebookcentre.net/Law/Law-Books.html 2
3. https://www.mooc-list.com/course/business-law-wma
4. https://ilj.law.indiana.edu/

COURSE OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Have knowledge on understandings on law of contract.	K2
CO2	Know the sale of Goods & Negotiable instrument act.	K3
CO3	Have understandings on partnership and company law	K3
CO4	Have familiarize with various labour laws.	K4
C05	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	K5

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	3	3	3	2	3	2	3	3	3	3	3	2.8
CO2	2	3	3	3	3	2	3	2	3	3	3	3	3	2.8
CO3	2	3	3	3	3	2	3	2	3	3	3	3	3	2.8
CO4	2	3	3	3	3	2	3	2	3	3	3	3	3	2.8
CO5	2	2	2	3	3	3	3	2	3	3	3	3	3	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**ENTREPRENEURIAL DEVELOPMENT**			
Course Code	**:**	**P1R3BAEDC1**	**Credits**	**:**	**03**
Category of the Course	**:**	**Extra Disciplinary Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Entrepreneurship & Skill Development**	**Total Hrs**	**:**	**45**
Semester	**:**	**I**	**Hrs / Week**	**:**	**3**

COURSE OBJECTIVE :

1. To introduce students to entrepreneurship and its growth in India.
2. To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
3. To orient the students on new venture creation
4. To enable students to prepare a feasible business plan
5. To give inputs on various types of financing available for new ventures.

UNIT I:

(Inst.Hrs:9)

Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.

UNIT II: **(Inst.Hrs:9)**

Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms

UNIT III: **(Inst.Hrs:9)**

New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels

UNIT IV: **(Inst.Hrs:9)**

Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas

UNIT V: **(Inst.Hrs:9)**

Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.

Text Books:

1. Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.

Reference Book:

1.Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland, ©2018 |Pearson

Web Resources:

1. http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf
2. https://www.cengage.com/highered
3. https://roadmapresearch.com/entrepreneurship-beyond-curriculum
4. The International Journal of Entrepreneurship and Innovation

COURSE OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be able to know about growth of entrepreneurship in India	K1
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	K2
CO3	Obtain knowledge on new venture creation	K3
CO4	Be able to prepare a business plan	K1
C05	Gain knowledge on various types of financing available for new ventures.	K5

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	2	3	2	3	3	3	3	3	2.7
CO2	3	3	3	3	2	2	3	2	3	3	3	3	3	2.7
CO3	3	3	3	3	2	2	3	2	3	3	3	3	3	2.7
CO4	3	3	3	3	2	2	3	2	3	3	3	3	3	2.7
CO5	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
	Mean overall Score													**2.7**

Title of the Course	**:**	**EXECUTIVE COMMUNICATION**			
Course Code	**:**	**P1R3BAECC1**	**Credits**	**:**	**02**
Category of the Course	**:**	**Soft Skill**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Skill Development**	**Total Hrs**	**:**	**30**
Semester	**:**	**I**	**Hrs / Week**	**:**	**02**

COURSE OBJECTIVES:

1. To acquire communication awareness they are going to get for the industry.
2. To make the customer realize that you can provide them with information and other essential things
3. To explore the skill of writing business proposals
4. To develop a plan for the meetings and interviews
5. To analyze the skills required for non-verbal communication

UNIT I:

(Inst.Hrs:6)

Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.

UNIT II **(Inst.Hrs:6)**

Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.

UNIT III **(Inst.Hrs:6)**

Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.

UNIT IV **(Inst.Hrs:6)**

Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.

UNIT V **(Inst.Hrs:6)**

Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.

Text Books:

1. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2. Chaturvedi, Business Communication, Person, 2 edition, 2011
3. Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4. American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.

Reference Books:

1. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

Web Resources:

1. https://www.skillsyouneed.com/ips/communication-skills.html
2. https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers
3. http://skillopedia.com
4. https://www.habitsforwellbeing.com/9-effective-communication-skills

COURSE OUTCOMES:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	K2
CO2	Development of skills on developing Business Correspondence	K3
CO3	Development of skills on preparing Business Reports and Proposals	K3
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	K4
C05	To demonstrate his/her verbal and non-verbal communication ability through presentations.	K5

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
CO2	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
CO3	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
CO4	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
CO5	3	3	2	3	2	3	2	2	3	3	3	3	3	2.7
													Mean overall Score	**2.7**

Title of the Course	**:**	**HUMAN RESOURCE MANAGEMENT**			
Course Code	**:**	**P2R3BACC8**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**60**
Semester	**:**	**II**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES

1. To embark importance of HRM role, functions and need
2. To assimilate theoretical and practical implications of HRP
3. To critically use appropriate training tools
4. To analyze and implement an effective performance management
5. To extrapolate and design compensation management techniques

UNIT I **(Inst.Hrs:12)**

Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functionsof Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting andAudit- Gig Economy.

UNIT II **(Inst.Hrs:12)**

Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.
Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.
Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management

UNIT III **(Inst.Hrs:12)**
Training, Development & Career Management:
Importance and benefits of Training and Development, Types of Training Methods,Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.

UNIT IV **(Inst.Hrs:12)**
Performance Management:
Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.

UNIT V **(Inst.Hrs:12)**
Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation

of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewardsand Recognition.

TEXT BOOKS

1. Ashwathappa, K., Human Resource Management, 9th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2. Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.
3. Gary Dessler & Biju Varrkey, Human Resource Management, 16th Edition, Pearson India Pvt. Ltd., 2020.

REFERENCE BOOKS

1. DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11th Edition,Wiley India Pvt. Ltd., 2015.
2. Leigh Thompson, Making the team, A guide for Managers, Pearson, 6th Edition 2019.
3. Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4th Edition 2017.

WEB RESOURCES

1. https://businessjargons.com/performance-management.html
2. https://www.hr-guide.com/data/G400.htm
3. https://www.managementstudyguide.com/training-development-hr-function.htm
4. https://www.tandfonline.com/toc/rijh20/current

COURSE OUTCOMES

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Gain an understanding of HRM policies and importance.	K2
CO2	Implement appropriate HRP in workplace.	K3
CO3	Apply feasible Training method and manage career progressions.	K3
CO4	Demonstrate managing performance of human resources.	K4
C05	Design and justify compensation framework.	K5

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
CO2	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3.0
CO4	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
CO5	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
													Mean overall Score	**2.8**

Title of the Course	:	**MARKETING MANAGEMENT**			
Course Code	:	**P2R3BACC9**	**Credits**	:	**04**
Category of the Course	:	**Core Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**60**
Semester	:	**II**	**Hrs / Week**	:	**4**

COURSE OBJECTIVES

1. To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
2. To provide with opportunities to analyze marketing activities within the firm.
3. To analyze and explore the buyer behavior pattern in marketing situations.
4. To understand the branding, pricing and strategies in marketing a product.
5. To upgrade the knowledge and awareness of Consumer Rights in the Market.

UNIT I **(Inst.Hrs:12)**

Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.

UNIT II **(Inst.Hrs:12)**

Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.

UNIT III **(Inst.Hrs:12)**

MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics

UNIT IV **(Inst.Hrs:12)**

Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.

UNIT V **(Inst.Hrs:12)**

Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management –

Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

TEXT BOOKS

1. Pillai & Baghawathy, Marketing Management, S.Chand , 2010.
2. Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017
3. G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022

REFERENCE BOOKS

1. **Warren J. Keegan**, Global Marketing Management, 8thEdition, Pearson, 2017.
2. Mullins, Marketing Management: A Strategic Decision MakingApproach, 7th Edition, McGraw-Hill, 2010.
3. Philip Kotler and **Keven Lane Keller**, Marketing Management, 15th Edition, Pearson, 2015

WEB RESOURCES

1. https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/
2. https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html
3. https://www.ama.org/ama-academic-journals/
4. https://www.emerald.com/insight/publication/issn/0736-3761

COURSE OUTCOMES

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	K1
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	K2
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	K6
CO4	Think strategically about branding, pricing and marketing issues.	K2
C05	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	3	2	3	3	3	3	3	3	3	3	3	2.8
CO2	2	2	3	3	3	3	3	3	3	3	3	3	3	2.8
CO3	3	3	2	2	3	3	3	3	3	3	3	3	3	2.8
CO4	3	3	2	2	3	3	3	3	3	3	3	3	3	2.8
CO5	3	3	2	2	3	3	3	2	3	3	3	3	3	2.8
													Mean overall Score	**2.8**

Title of the Course	:	**OPERATION MANAGEMENT**			
Course Code	:	**P2R3BACC10**	**Credits**	:	**04**
Category of the Course	:	**Core Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**60**
Semester	:	**II**	**Hrs / Week**	:	**4**

COURSE OBJECTIVES

1. To understand the production function, production design & capacity planning,
2. Exploring the Make or Buy decision, and thus understanding the role of inventory management
3. To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.
4. To elucidate the importance and usefulness of work-study and quality control tools
5. To provide insights on service operations management and waiting line analysis.

UNIT I **(Inst.Hrs:12)**

INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity- Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.

UNIT II **(Inst.Hrs:12)**

FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment.

UNIT III **(Inst.Hrs:12)**

INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs- Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.

UNIT IV **(Inst.Hrs:12)**

DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen

UNIT V **(Inst.Hrs:12)**

SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.

TEXT BOOKS

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2. Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3. Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.

REFERENCE BOOKS

1. William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
2. Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022.
3. Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.

WEB RESOURCES

1. www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2. zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3. https://www.emerald.com/insight/publication/issn/0144-3577
4. https://www.inderscience.com/jhome.php?jcode=ijaom

COURSE OUTCOMES

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	K2
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	K6
CO3	Understand the Inventory models and the importance of maintenance techniques.	K6
CO4	Be aware of work-study procedures and the importance on quality control tools	K6
C05	Have insight on service operations, service delivery and waiting line analysis.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
CO2	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
CO3	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
CO4	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
CO5	3	3	3	3	2	2	2	2	3	3	3	3	3	2.7
													Mean overall Score	**2.9**

Title of the Course	**:**	**FINANCIAL MANAGEMENT**			
Course Code	**:**	**P2R3BACC11**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**60**
Semester	**:**	**II**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES

1. To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
2. To create awareness on the various investment techniques on the investment decision making.
3. To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.
4. To educate on the concept of capital structure and the create understanding on the concept of dividend.
5. To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

UNIT I **(Inst.Hrs:12)**

Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.

UNIT II **(Inst.Hrs:12)**

Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.

UNIT III **(Inst.Hrs:12)**

Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.

UNIT IV **(Inst.Hrs:12)**

Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.

UNIT V **(Inst.Hrs:12)**

Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.

TEXT BOOKS

1. S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019
2. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
3. Van Horne, J.C., Financial Managememt and Policy, 13th Edition, Pearson, 2015.

REFERENCE BOOKS

1. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
2. Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
3. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

WEB RESOURCES

1. https://accountingexplained.com/managerial/capital-budgeting/
2. http://www.studyfinance.com/lessons/workcap/
3. Journal of International Financial Management & Accounting
4. The Management Accountant Journal - icmai-rnj.in

COURSE OUTCOMES

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	K6
CO2	Possess knowledge on investment decision making.	K5
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	K4
CO4	Have learnt the concept of capital structure and dividend	K5
C05	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	K3

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	2	3	3	3	3	3	3	3	3	3	3	2.8
CO2	2	3	2	3	3	3	3	3	3	3	3	3	3	2.8
CO3	3	2	2	3	3	3	3	2	3	3	3	3	3	2.8
CO4	3	2	2	3	3	3	3	2	3	3	3	3	3	2.8
CO5	2	2	2	3	2	2	3	3	3	3	3	3	3	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**STRATEGIC MANAGEMENT**			
Course Code	**:**	**P2R3BACC12**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**60**
Semester	**:**	**II**	**Hrs / Week**	**:**	**4**

COURSE OBJECTIVES

1. To enable the students understand the importance of vision and mission in framing corporate strategy.
2. To provide insights on how business is responsible socially and ethically.
3. To highlight on the environmental analysis framework.
4. To throw light on strategic formulation and strategic choice.
5. To understand strategic implementation and strategic control.

UNIT I **(Inst.Hrs:12)**

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

UNIT II **(Inst.Hrs:12)**

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

UNIT III **(Inst.Hrs:12)**

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.

UNIT IV **(Inst.Hrs:12)**

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS

UNIT V **(Inst.Hrs:12)**

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance-Strategy Audit-Strategic Control Process – Du Pont's Control Model – Balanced Score Card – Michael Porter's Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

TEXT BOOKS

1. V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2. Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.

REFERENCE BOOKS

1. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
2. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
3. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

WEB RESOURCES

1. Strategic Management Journal – Wiley online Library
2. Journal of strategy and Management – Emerald Insight
3. Mastering Strategic Management – WWW.opentextbooks.org.hk
4. Mastering Strategic Management – WWW.saylor.org.

COURSE OUTCOMES

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be able to frame vision and mission statements.	K2
CO2	Be social and ethically responsible.	K2
CO3	Possess insights on making environmental analysis.	K3
CO4	Possess knowledge on learning strategic formulation & strategy choice.	K4
C05	Understanding strategic implementation and control.	K4

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	2	2	3	3	3	3	3	3	3	3	3	3	3	2.8
CO2	2	2	3	3	3	3	3	3	3	3	3	3	3	2.8
CO3	3	3	2	3	3	3	3	3	3	3	3	3	3	2.9
CO4	3	3	2	3	3	3	3	3	3	3	3	3	3	2.9
CO5	2	2	2	3	3	3	3	3	3	3	3	3	3	2.8
													Mean overall Score	**2.8**

Title of the Course	**:**	**INTERNATIONAL BUSINESS**			
Course Code	**:**	**P2R3BAEDC2**	**Credits**	**:**	**03**
Category of the Course	**:**	**Extra Disciplinary Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**45**
Semester	**:**	**II**	**Hrs / Week**	**:**	**3**

COURSE OBJECTIVES

1. To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.
2. To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.
3. To throw light on international trade theories and the management of business functional operations in an international context.
4. To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.
5. To know about regional economic integration and contemporary issues in international business.

UNIT I **(Inst.Hrs:09)**

Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.

UNIT II **(Inst.Hrs:09)**

International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.

UNIT III **(Inst.Hrs:09)**

International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-

UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)- Central American Common Market(CACM)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).

UNIT IV **(Inst.Hrs:09)**

Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.

UNIT V **(Inst.Hrs:09)**

Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.

TEXT BOOKS

1. International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2. International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.

REFERENCE BOOK

1. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
2. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
3. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

COURSE OUTCOMES

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	K2
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	K6
CO3	Know the various international trade theories and the management of business functional operations in an international context.	K6
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	K6
C05	Have better understanding on regional economic integration and contemporary issues in international business.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	2	2	3	3	3	3	3	3	2.7
CO2	3	3	3	3	2	2	2	3	3	3	3	3	3	2.7
CO3	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
CO4	3	3	3	3	2	2	3	3	3	3	3	3	3	2.8
CO5	3	3	3	3	2	3	3	3	3	3	3	3	3	2.9
													Mean overall Score	**2.8**

Title of the Course	**:**	**BUSINESS ETIQUETTE**			
Course Code	**:**	**P2R3BAAECC2**	**Credits**	**:**	**02**
Category of the Course	**:**	**Soft skill**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Skill Development**	**Total Hrs**	**:**	**15**
Semester	**:**	**II**	**Hrs / Week**	**:**	**1**

COURSE OBJECTIVES

1. To analyze the Business etiquette at workplace
2. To determine the Principles of exceptional work behavior
3. To explore Tech etiquette in using various telecommunication devices and channels
4. To successfully handle Multi-cultural challenges
5. To ascertain sensitivity to new and emerging issues in etiquette

UNIT I **(Inst.Hrs:03)**

Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words

Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.

UNIT II **(Inst.Hrs:03)**

Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints.

Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.

UNIT III **(Inst.Hrs:03)**

Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold - Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients

Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines

UNIT IV **(Inst.Hrs:03)**

Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing

Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.

UNIT V **(Inst.Hrs:03)**

Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.

TEXT BOOKS

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.

REFERENCE BOOKS

1. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
2. Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.
3. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

WEB RESOURCES

1. https://accountingexplained.com/managerial/capital-budgeting/
2. http://www.studyfinance.com/lessons/workcap/
3. Journal of International Financial Management & Accounting
4. The Management Accountant Journal - icmai-rnj.in

COURSE OUTCOMES

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Learn using business etiquette at work place	K1
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	K2
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	K3
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	K1
C05	Become sensitive to new and emerging issues in etiquette	K5

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	3	3	3	3	3	3	3	2	3	3	3	3	3	2.9
CO2	3	3	3	3	3	3	3	2	3	3	3	3	3	2.9
CO3	3	3	3	3	3	3	3	2	3	3	3	3	3	2.9
CO4	2	2	3	3	3	3	2	2	3	3	3	3	3	2.7
CO5	2	2	2	3	3	3	3	3	3	3	3	3	3	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**Information Systems for Business**			
Course Code	:	**P3R3BACC13**	**Credits**	:	**04**
Category of the Course	:	**Core Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**90**
Semester	:	**III**	**Hrs / Week**	:	**06**

Objectives:

1. To enable students to understand the fundamentals of information system and its role of information in managerial decision making
2. To throw light on fundamentals of information systems like TPS, DSS, and EIS.
3. To manage system applications and data to best support functional areas of business
4. To provide insights in securely managing database and information using the process of
5. To elucidate the need and importance of ERP, its selection and implementation in workplace

Unit I: **(Inst.Hrs:18)**

Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

Unit II: **(Inst.Hrs:18)**

Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.

Unit III: **(Inst.Hrs:18)**

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

Unit IV: **(Inst.Hrs:18)**

System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenanc of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.

Unit V: **(Inst.Hrs:18)**

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how differentfrom conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.

Text Books:

1) Information Systems for Business and Beyond – opentextbooks.site.
2) Management Information Systems: Managing the Digital firm – www.textbooks.com
3) Information systems Journal – Wiley Online Library.
4) Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

Reference Books:

1) Azam, M., Management Information System, McGrawHill Education, 2012
2) Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digita Firm, 11th Edition, Pearson, 2010.
3) Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 Edition, PHI, 2011.
4) O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5) Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wile India Pvt. Ltd., 2009.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Learn the importance of data and information in managerial decision making.	K2
CO2	Possess on the various IS and the its relevance to Organizational environment	K3
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	K5
CO4	To study the various models and new technologies	K4
C05	Be exposed on the importance of selecting the appropriate ERP and its implementation	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	2	3	2	2	3	2	2	2	2	2.9
CO2	2	2	3	2	3	2	2	3	2	2	3	2	3	2.9
CO3	2	2	3	2	2	2	2	3	2	2	2	2	2	2.9
CO4	3	3	2	2	2	2	3	2	3	3	2	2	2	2.7
CO5	3	2	2	2	2	2	2	3	3	2	2	2	2	2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**Human Resource Development**			
Course Code	**:**	**P3R3BADSEH1:1**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**90**
Semester	**:**	**III**	**Hrs / Week**	**:**	**06**

Objectives:

1. To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.
2. To analyse and explore the models and factors influencing employee behavior and Learning.
3. To explore the developing needs of Human capacity and its impact of HRD initiatives.
4. To understand the training need & explore the technique for development.
5. To explore the recent trends in career planning & development.

Unit I **(Inst.Hrs:18)**

Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.

Unit II **(Inst.Hrs:18)**

Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.
Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.

Unit III **(Inst.Hrs:18)**

Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.
Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.

Unit IV **(Inst.Hrs:18)**

Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.

Unit V **(Inst.Hrs:18)**

Career Planning and Development: Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning.

Recent Trends in HRD**:** Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.

Text Books

1. Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.
2. Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.
3. KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.
4. Tomas Chamorro-Premuzic, 'The Talent Delusion'.

Reference Books

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rdEdition, Palgrave Macmillan, 2011.
2. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5thEdition, Cengage Learning, 2012.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Understand the need of the HRD professionals.	K2
CO2	Integrate the concept and practical implication of learning & behavior.	K4
CO3	Understand the developing need of Human capacity.	K1
CO4	Understand Training need & its development.	K5
C05	Have a better understanding of career planning & development.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO’s
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													2.8

Title of the Course	**:**	**Performance Management**			
Course Code	**:**	**P3R3BADSEH1:2**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**90**
Semester	**:**	**III**	**Hrs / Week**	**:**	**06**

Objectives:

1. To summarize basic concepts of performance management.
2. To employ, and design performance management process.
3. To interpret optimal use of performance analysis techniques.
4. To elucidate role of Performance Management system and standards in place.
5. To constitute and appraise high performance teams.

Unit I **(Inst.Hrs:18)**

Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.

Unit II **(Inst.Hrs:18)**

Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.

Unit III **(Inst.Hrs:18)**

Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.

Unit IV **(Inst.Hrs:18)**

Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

Unit V **(Inst.Hrs:18)**

Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance
Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

Text Books:

1. Sir John Whitmore, 'Coaching for Performance'
2. Andrew S Grove, 'High output Management'
3. Camille Fournier, 'The Manager's Path'
4. Christopher D lee, 'Performance Conversations'

Reference Books:

1. Aguinis, H., Performance Management, 4th Edition, Chicago Business Press, 2019.
2. Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1st Edition, Kogan Page, 2018.
3. T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, SAGE response, 2015.
4. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
5. Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
6. Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Recognize and apply performance management techniques.	K2
CO2	Design performance management process across various business units.	K4
CO3	Formulate, comply and implement performance analysis tools and standards.	K1
CO4	Construct performance review and employ Performance Management system.	K5
C05	Critique team management strategies.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**Organizational Development**			
Course Code	:	**P3R3BADSEH1:3**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**90**
Semester	:	**III**	**Hrs / Week**	:	**06**

Objectives

1. To generalize a fair comprehension of basic concepts on OD.
2. To assimilate design elements of OD.
3. To summarize the effects of Organizational culture and reinforcing techniques.
4. To illustrate the effectiveness of working in teams.
5. To interpret constructs of well-being and approaches to achieving a balance.

Unit I **(Inst.Hrs:18)**

Introduction: Introduction- evolution- basic values and assumptions- foundations of OD-Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.

Unit II **(Inst.Hrs:18)**

Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.

Unit III **(Inst.Hrs:18)**

Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.

Unit IV **(Inst.Hrs:18)**

Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.

Unit V **(Inst.Hrs:18)**

Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.

Text Books

1. Laslo Bock, 'Work Rules-Insights from inside Google'
2. Edgar H Schein, 'Organisational Culture and Leadership
3. Kirk Blackard, James W Gibson, 'Capitalizing on conflict'
4. Peter S Cohan, 'Value Leadership'

Reference Books:

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, 5th Edition, Sage Publication 2019.
2. W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3rd Edition, Pearson FT Press, 2015.
3. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6th Edition, Pearson Higher Education, 2017.
4. Cummings, T., Theory of Organization Development and Change, 9th Edition, South-Western, 2011.
5. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practioner's Guide for OD and HR, Kogan Page, 2nd Edition, 2015.
6. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Comprehend and justify basic concepts on OD.	K2
CO2	Assimilate and design OD process.	K4
CO3	Summarize Organizational culture and use reinforcing techniques.	K1
CO4	Illustrate effectiveness of working in teams.	K5
C05	Interpret constructs of wellbeing and approaches to achieving a balance.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Industrial and Labour Relations**			
Course Code	:	**P3R3BADSE1:4**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**90**
Semester	:	**III**	**Hrs / Week**	:	**06**

Objectives:

1. To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.
2. To provide insights on Industrial Harmony and Conflicts
3. To throw light on Labour Relations, Joint consultation
4. To explicate on Trade Union, Problems and role of Indian Trade Unions.
5. To elucidate on Collective Bargaining, Tripartite Machinery

Unit I **(Inst.Hrs:18)**

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.

Unit II **(Inst.Hrs:18)**

Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure-Labour management co- operation; Worker's participation in management

Unit III **(Inst.Hrs:18)**

Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.

Unit IV **(Inst.Hrs:18)**

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives

of trade unions- Structure and governing of trade unions.
Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.

Unit V **(Inst.Hrs:18)**

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice.
Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.

Text Books:

1. Campbell Balfour, 'Industrial Relations in the common market'
2. Michael Poole, 'Theories of Trade unionism'
3. Srikanth Goparaju, 'Industrial Relations in Modern India'
4. Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'

Reference Books:

1. Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6th Edition 2020.
2. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan PublishersIndia, 2009.
3. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
4. PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3rd Edition, 2017.
5. Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1st Edition 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2nd Edition, 2017.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Generalize with the basic concepts of Industrial Relations.	K2
CO2	Enumerate insights on Industrial Harmony and Conflicts.	K4
CO3	Have insights on Labor Relations, Joint Consultation	K1
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	K5
C05	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Career Management**			
Course Code	:	**P3R3BADSEH1:5**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**90**
Semester	:	**III**	**Hrs / Week**	:	**06**

Objectives:

1. To comprehend the dimensions of career planning and career development, career management.
2. To demonstrate techniques of self-assessment and changing landscapes of career management.
3. To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.
4. To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.
5. To summarize and select appropriate Learning and Development for Career & Organizational growth

Unit I **(Inst.Hrs:18)**

Introduction to Career Management: Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.

Unit II **(Inst.Hrs:18)**

Self-Assessment and Career Management: Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.

UnitIII **(Inst.Hrs:18)**

Contemporary Issues in Career Management: Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.

Unit IV **(Inst.Hrs:18)**

Career Management System in Organization: Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.

Unit V **(Inst.Hrs:18)**

Role of Learning in Career Growth: Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.

Text Books:

1. Ben Horowitz, *'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'.*
2. Angela Duckworth, *'Grit: The Power Of Passion and Perseverance'.*
3. Elaine Welteroth, *'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'.*
4. Amy Cuddy, *'Presence: Bringing Your Boldest Self To Your Biggest Challenges'.*

Reference Books:

1. Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.
2. John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.
3. Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers
4. Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.
5. Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career Management,1st Edition 2016 Himalaya publishing house Pvt. Ltd.
6. Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	K2
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	K4
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	K1
CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	K5
C05	Summarize and select appropriate Learning and Development for Career & Organizational growth	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**ADVANCED MARKETING RESEARCH AND CONSUMER BEHAVIOUR**			
Course Code	:	**P3R3BADSEM1:1**	**Credits**	:	**04**
Category of the Course	:	**ELECTIVE COURSE**	**Marks**	:	**100**
Nature of the Course	:	**EMPLOYABILITY**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

OBJECTIVES:

1. To create an understanding of market research concepts.
2. To create awareness of sampling techniques and its implications on market research.
3. To throw light on models of consumer behavior.
4. To foster knowledge on determinants of consumer behavior.
5. To create awareness on the consumer decision-making process.

Unit I **(Inst.Hrs:15)**

Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.

Unit II **(Inst.Hrs:15)**

Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.

Unit III **(Inst.Hrs:15)**

Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment infuences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.

Unit IV **(Inst.Hrs:15)**

Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.

Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.

Unit V **(Inst.Hrs:15)**

Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis – Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA

Text Books:

1. Suja R Nairm Consumer Behaviour & Marketing Research, Himalaya Publishing 2015.
2. S. Sumathi, P. Saravanavel,Consumer Behaviour & Marketing Research , S.Chand,2003
3. Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017
4. G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013

Reference Books:

1. Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11th Edition, Pearson, 2015.
2. Naresh K.Malhotra and Satyabhusan., Marketing Research, 7th Edition, Pearson, 2019.
3. Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7th Edition, Pearson. 2020.
4. Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.
5. S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2nd Edition, 2021.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Understand the basic concepts of marketing research.	K2
CO2	Understand the complexity of sampling techniques and its implications on market research.	K4
CO3	Have insights on models of consumer behavior and helps them to develop models.	K1
CO4	Possess knowledge on determinants of consumer behavior.	K5
C05	Have insights on consumer decision process.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mea Scor of CO’
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Advertising management and sales promotion**			
Course Code	:	**P3R3BADSEM1:2**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

Objectives:

1. To introduce students to advertising fundamentals
2. To impart knowledge on advertising media and budget.
3. To orient students on advertising agencies and its operations.
4. To make students understand sales promotion campaigns.
5. To enable students understand the relevance of sales promotion

Unit I **(Inst.Hrs:15)**

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

Unit II **(Inst.Hrs:15)**

Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.

Unit III **(Inst.Hrs:15)**

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.

Unit IV **(Inst.Hrs:15)**

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns

Unit V **(Inst.Hrs:15)**

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.

Text Books

1. S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015
2. Vv Rathna & S L Guptha, Advertising and Sales Promotion Management,Sultan Chand,2011
3. S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel

Books,2008
4. Mishra M N ,Sales Promotion and Advertising Management , Mishra M N, Himalaya Publishing 2015

Reference Books:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021
2. Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3. Percy, L. and Rosenbaum-Elliot, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.

Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Possess knowledge and good understanding on the fundamentals of advertising	K2
CO2	Have good understanding and knowledge on advertising media and budget	K4
CO3	Have good orientation on advertising agencies and its operations.	K1
CO4	Understand sales promotion campaigns.	K5
C05	Understand the relevance of sales promotion	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**Sales and Distribution Management**			
Course Code	:	**P3R3BADSEM1:3**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

Objectives:

1. To introduce students to sales management and its related software
2. To impart knowledge on sales performance strategies and tactics.
3. To acquaint students with sales forecasting techniques, sales quotas and sales force planning
4. To provide inputs on sales force staffing, training and sales audit.
5. To orient students on role of distribution in sales management

Unit I **(Inst.Hrs:15)**

Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process

Unit II **(Inst.Hrs:15)**

Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.

Unit III **(Inst.Hrs:15)**

Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.

Unit IV **(Inst.Hrs:15)**

Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.

Unit V **(Inst.Hrs:15)**

Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport.
Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system.
Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution-Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.

Text Books

1. Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018
2. Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
3. Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016
4. Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011

Reference Books

1.Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.
Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Be able to understand sales management and its related software	K2
CO2	Know sales performance strategies and tactics.	K4
CO3	Understand sales forecasting techniques, sales quotas and sales force planning	K1
CO4	Know the concepts of sales force staffing, training and sales audit.	K5
C05	Have knowledge on the role of distribution in sales management	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mea Scor of C**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.
CO2		2				2			2				2	2.
CO3		2		2		2			2		2		2	2.
CO4		2				2			2				2	2.
CO5				2		2					2		2	2.
	Mean overall Score													**2.8**

Title of the Course	:	**Brand Management**			
Course Code	:	**P3R3BADSEM1:4**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

Objectives:

1. Understand brand equity & assess the equity of a brand by applying brand equity models
2. Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
3. Ability to develop a comprehensive go to market strategy for a brand
4. Evaluate various architecture types & examine brand extension strategies for success
5. Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods

Unit I **(Inst.Hrs:15)**

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase

Unit II **(Inst.Hrs:15)**

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.

Unit III **(Inst.Hrs:15)**

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

Unit IV **(Inst.Hrs:15)**

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

Unit V **(Inst.Hrs:15)**

Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

Text Books:

1. Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2nd Edition, 2013
2. Brand Management, Palgrave Mcmillan, 2021
3. Journal of brand management, Palgrave Macmillan
4. Journal of Product & brand Management ,Emerald Publishing

Reference Books:

1. Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6. Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	K2
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	K4
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	K1
CO4	Evaluate various architecture types & examine brand extension strategies for success	K5
C05	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mea Scor of CO’
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**Services Marketing**			
Course Code	**:**	**P3R3BADSEM1:5**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**III**	**Hrs / Week**	**:**	**05**

Objectives:

1. To familiarize the students to the basic concepts of Services marketing and Service Sector
2. To provide insights on Marketing Mix In Service Marketing
3. To throw light on Effective Management Of Service Marketing
4. To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing
5. To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services

Unit I **(Inst.Hrs:15)**

Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

Unit II **(Inst.Hrs:15)**

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.

Unit III **(Inst.Hrs:15)**

Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.

Unit IV **(Inst.Hrs:15)**

Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality

Unit V **(Inst.Hrs:15)**

Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.

Text Books

1. R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI,Edition, 2014
2. Jayantha Chatterjee Christopher Lovelock,Pearson,2017,Kindle
3. Journal of services marketing,Emerald Insight
4. Journal of service management,Emerald Group Publishing Ltd

Reference Books:

1. Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011.
2. Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India, 2011.
3. Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.
4. Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019.
5. Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.
6. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	K2
CO2	Possess knowledge on Marketing Mix in Service Marketing	K4
CO3	Have insights on Effective Management of Service Marketing	K1
CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	K5
C05	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mea Scor of CO’
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Corporate Finance**			
Course Code	:	**P3R3BADSEF1:1**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

Objectives:

1. To familiarize the students with the fundamental understanding of corporate finance.
2. To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.
3. To throw light on the investment techniques on the investment decision making
4. To educate the students on the various sources of international finance available to the Indian companies.
5. To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.

Unit I: **(Inst.Hrs:15)**

Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.

UnitII: **(Inst.Hrs:15)**

Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenturefinancing–GuidelinesfromSEBI,advantagesanddisadvantages

Unit III: **(Inst.Hrs:15)**

Investment Decision: Investment Analysis – Risk Analysis - Probability Approach. Business Failures Mergers, Consolidations and liquidation.

Unit IV: **(Inst.Hrs:15)**

Finance from international sources, – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.

Unit V: **(Inst.Hrs:15)**

Foreign Collaboration – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax

Text Books:

1. Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021
2. Mike Piper, Corporate Finance made simple, Kindle Edition, 2020
3. Journal of Corporate Finance, Elsevier
4. The Review of Corporate Finance, Oxford Academic

Reference Books:

1. Brealey,R.A.,Myers,S.C.,Allen,F.andMohanty,P.,PrinciplesofCorporateFinance,12thEdition, Paperback,TataMcGraw-HillPublishers,2018.
2. Damodaran,A.,AppliedCorporateFinance, 4th Edition,Wiley,2015.
3. Damodaran,A.,CorporateFinance:TheoryandPractice,2ndEdition Paperback,WileyIndiaPvtLtd.,2007.
4. Kidwell,D.andParrino,R.,FundamentalsofCorporateFinance,WileyIndiaPvt.Ltd.,2011.
5. Madura,J.,InternationalCorporateFinance,10th Edition,CengageLearning,2012.
6. Viswanath,S., Cases in Corporate Finance, McGraw-HillEducation,2009.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Understand the fundamentals of corporate finance.	K2
CO2	Summarize the role of SEBI and the structure of Indian capital market.	K3
CO3	Analyze the various investment techniques and the investment decision making.	K5
CO4	Appraise the various sources of finance that are available to the Indian companies.	K4
C05	Categorize the various modes through which corporate can go international and multinational.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mea Scor of CO’
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2				3			3	2				2.9
CO2			3		3			3			3		3	2.9
CO3	2		3		2			3	2		3		2	2.9
CO4	3	3				2	3		3	3				2.7
CO5	3	2			2			3	3	2			2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Security Analysis and Portfolio Management**			
Course Code	:	**P3R3BADSEF1:2**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**III**	**Hrs / Week**	:	**05**

Objectives:

1) To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.
2) To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.
3) To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.
4) To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.
5) To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.

Unit I: **(Inst.Hrs:15)**

Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.

Unit II: **(Inst.Hrs:15)**

Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.

Unit III: **(Inst.Hrs:15)**

Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

Unit IV: **(Inst.Hrs:15)**

Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

Unit V: **(Inst.Hrs:15)**

Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation

Text Books:

1. Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3. The Jounal of Portfolio Management, Springer
4. Financial Markets and Portfolio Management, Scimago Journal and Country Rank

Reference Books:

1. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2. Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4. Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5. Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	K4
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	K3
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	K5
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	K1
C05	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3				3	3			3				2.9
CO2		3		2		3				3		2		2.9
CO3		3		3		2				3		3		2.9
CO4				2		3	3					2		2.7
CO5						2	3							2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**Merchant Banking and Financial Services**			
Course Code	**:**	**P3R3BADSEF1:3**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**III**	**Hrs / Week**	**:**	**05**

Objectives:

1. To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.
2. To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.
3. To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.
4. Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.
5. Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

Unit I: **(Inst.Hrs:15)**

Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act-SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.

Unit II: **(Inst.Hrs:15)**

Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.

Unit III: **(Inst.Hrs:15)**

Fee based financial services:
Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.

Unit IV: **(Inst.Hrs:15)**

Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.

Unit V: **(Inst.Hrs:15)**

Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.

Text Books:

1. Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011
2. Pathak Barthi, Indian Financial System, 5th Edition, Pearson Education, 2018
3. Indian Journal of Finance, ISSN: 0973-8711, Researchgate
4. Journal of Corporate Finance, Elsevier

Reference Books:

1. M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012
2. NaliniPravaTripathy,Financial Services, PHI Learning,2011.
3. Machiraju,Indian Financial System,Vikas Publishing House, 2nd Edition,2010.
4. J.C.Verma,AManualofMerchantBanking,BharathPublishingHouse,NewDelhi,
5. VarshneyP.N.&MittalD.K.,IndianFinancialSystem,SultanChand&Sons,NewDelhi.
6. Sasidharan,FinancialServicesandSystem,TataMcgrawHill,NewDelhi.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	K2
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	K4
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	K1
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	K5
C05	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**Banking and Insurance**			
Course Code	**:**	**P3R3BADSEF1:4**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**III**	**Hrs / Week**	**:**	**05**

Objectives:

1. To provide a basic understanding of the insurance mechanism and principle of insurance.
2. To provide an overview of Indian insurance industry.
3. To understand the basics of Banking and the emergence of Banking in India.
4. To get acquainted with the functionality of the Banks.
5. To know the meaning and use of commonly used technologies in Banking.

Unit I: **(Inst.Hrs:15)**

Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.

Unit II: **(Inst.Hrs:15)**

Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments – Bankers' Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks-Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.

Unit III: **(Inst.Hrs:15)**

Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –**NACH** Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).

Unit IV: (Inst.Hrs:15)

Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.

Unit V: (Inst.Hrs:15)

General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

Text Books:

1. Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012
2. Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company
3. Journal of Banking and Finance, Elsevier
4. Indian Journal of Banking, Risk and Insurance, Pubishing India

Reference Books:

1. Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.
2. IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking,MacmillanIndiaLtd, Fifth Edition,2015.
3. Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,KalyaniPublishers,11th Edition, 2014.
4. Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.
5. Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015.
6. Gopinath. M. N. -Banking Principles & Operations, Snow White Publications, 7th Edition, 2021

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Understand, analyze and communicate on the Indian Financial System	K3
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	K4
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	K1
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	K5
C05	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				3		3	3				3		3	2.9
CO2				2		3	3				2		3	2.9
CO3				3		3	3				3		3	2.9
CO4				3		3	3				3		3	2.7
CO5				3		3	3				3		3	2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**Behavioral Finance**			
Course Code	**:**	**P3R3BADSEF1:5**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**III**	**Hrs / Week**	**:**	**05**

Objectives:

1. To enable the students to understand the basics of Behavioural Finance
2. To create awareness and understanding on the various theories of Behanvioural Finance
3. To elucidate the students on the various financial decision theory paradoxes
4. To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis
5. To educate the students on arbitrage, risks in share trade and on contemporary financial issues.

Unit I: **(Inst.Hrs:15)**

Introduction to Behavioral Finance: Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.

Unit II: **(Inst.Hrs:15)**

Behavioural Finance Theory and Bubbles: Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.

Unit III: **(Inst.Hrs:15)**

Decision Theory Paradoxes: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.

Unit IV: **(Inst.Hrs:15)**

Non-Behavioral Finance: Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.

Unit V: **(Inst.Hrs:15)**

Demand by Arbitrageurs and Average Investors & Contemporary Issues: 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 (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues

Text Books:

1. Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.
2. Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
3. Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.
4. Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.

Reference Books:

1. Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020
2. Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017
3. Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000
4. Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021
5. Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019
6. Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Explain the basics of Behavioural Finance	K2
CO2	Compare and classify the awareness and understanding on the various theories of Behavioural Finance	K4
CO3	Categorize the various financial decision theory paradoxes	K1
CO4	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	K5
C05	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO’s
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1						2								2.9
CO2						2	2							2.9
CO3		2				2								2.9
CO4						2								2.7
CO5						2	2							2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**EMPLOYABILITY SKILLS**			
Course Code	**:**	**P3R3BAEDC3**	**Credits**	**:**	**03**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**45**
Semester	**:**	**III**	**Hrs / Week**	**:**	**03**

Objectives:

1. To learn about the employability skills
2. To understand dimensions of task oriented skills
3. To study on critical problem-solving techniques
4. To develop employability skills
5. To understand the logical and reasoning skills

Unit I: **(Inst.Hrs:9)**

INTRODUCTION TO EMPLOYABILITY SKILLS
Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.

Unit II: **(Inst.Hrs:9)**
UNPACKING EMPLOYABILITY SKILLS
Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.

Unit III: **(Inst.Hrs:9)**
INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS
Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.

Unit IV: **(Inst.Hrs:9)**
RESUME WRITING
Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.

Unit V: **(Inst.Hrs:9)**
Arithmetic and Logical Reasoning Skills – Exercise.

Text Books:

1. Soft Skills, Dr. K. Alex
2. Winning Interview Skills, Complied & Edited by J.K. Chopra.
3. A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4. Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.

Reference Books:

1. Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
2. Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
	After Completion of This Course, Students Would be able to	
CO1	Acquire employability skills	K2
CO2	understand dimensions of task oriented skills	K4
CO3	study on critical problem-solving techniques	K1
CO4	develop employability skills	K5
C05	understand the logical and reasoning skills	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				3		3					3		3	2.9
CO2				3		3					3		3	2.9
CO3		2		3		3			2		3		3	2.9
CO4				3	2	3	1				3	2	3	2.7
CO5				3		3					3		3	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**COMPUTING SKILLS**			
Course Code	:	**P3R3BAAECC3**	**Credits**	:	**02**
Category of the Course	:	**Soft skill**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Skill Development**	**Total Hrs**	:	**30**
Semester	:	**III**	**Hrs / Week**	:	**02**

COURSE OBJECTIVES

1. To create awareness and understanding on the basic functions of MS Excel
2. To elucidate the students on the various advanced functions of MS Excel
3. To educate the students on MS Access and its application in database management
4. To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
5. To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

UNIT I **(Inst.Hrs:06)**

MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions- Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.

UNIT II **(Inst.Hrs:06)**

MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct.
Functions: Mathematical - Financial - logic – Text – Statistical

UNIT III **(Inst.Hrs:06)**

MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.

UNIT IV **(Inst.Hrs:06)**

Cloud based apps – Google Drive, Google Sheets, Google Docs

UNIT V **(Inst.Hrs:06)**

Cloud based apps - Google Forms, Google Slides – Google Cloud Print

TEXT BOOKS

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.

REFERENCE BOOKS

1. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
2. Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.

COURSE OUTCOMES

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Have awareness and understanding on the basic functions of MS Excel	K6
CO2	Know the advanced functions of MS Excel	K5
CO3	Possess knowledge on MS Access and its application in database management	K4
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	K5
C05	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	K3

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1	3	3	2	3	2	3	3	2	3	3	3	3	3	2.7
CO2	3	3	2	3	2	3	3	2	3	3	3	3	3	2.7
CO3	3	3	2	3	3	3	3	2	3	3	3	3	3	2.8
CO4	3	3	2	3	3	3	3	2	3	3	3	3	3	2.8
CO5	3	3	2	3	2	3	3	2	3	3	3	3	3	2.7
	Mean overall Score													**2.7**

Title of the Course	**:**	**Leadership and team building skills**			
Course Code	**:**	**P3R3BAAECC4**	**Credits**	**:**	**02**
Category of the Course	**:**	**Soft skill**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Skill Development**	**Total Hrs**	**:**	**30**
Semester	**:**	**III**	**Hrs / Week**	**:**	**02**

Objectives:

1. To understand the characteristics, style, traits of leaders, and theories of leadership.
2. To learn more about self-leadership and developing team-building skills through case studies and examples.
3. To understand how to form, manage and lead the team.
4. To understand the measures of conflict in a team
5. To explore team roles & processes in developing and managing a team

Unit I **(Inst.Hrs:06)**

Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

Unit II **(Inst.Hrs:06)**

Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behavior leadership in different countries- leadership ethics & social responsibility.

Unit III **(Inst.Hrs:06)**

Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.

Unit IV **(Inst.Hrs:06)**

Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

Unit V **(Inst.Hrs:06)**

Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.

Text Books:

1. Uday Kumar Haldar, Leadership and Team Building,
2. D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
3. International Journal on Leadership, Publishing India Group
4. International Journal of Organizational Leadership, CIKD

Reference Books:

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5. Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.
6. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	K2
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	K4
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	K1
CO4	Development of skills in effective leadership and professional communication	K5
C05	Demonstrate effective written communication skills for plans, strategies and outcomes.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Internship**			
Course Code	:	**P3R3BAINT**	**Credits**	:	**04**
Category of the Course	:	**Skill Development**	**Marks**	:	**100**
Nature of the Course	:	**Internship**	**Total Hrs**	:	**-**
Semester	:	**III**	**Hrs / Week**	:	**-**

***Summer Internship will be carried out during the summer vacation after the Second Semester and before the Third Semester. Evaluation is done in the third semester. And Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in Third Semester marks Statement.

Title of the Course	**:**	**Training and Development**			
Course Code	**:**	**P4R3BACC14**	**Credits**	**:**	**04**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**05**

OBJECTIVES:

2. To understand the concepts of Training.
3. To enhance the knowledge of training design and types of training programme.
4. To analyze career planning and their development.
5. To identify team interventions. 5.Identify effective career networking.

UNIT I : INTRODUCTION TO TRAINING & DEVELOPMENT Ins.Hrs-15

Introduction -Training and development –Need-objectives – importance –functions of training and overview of training - principles – training and development plan – setting up of training programme.

UNIT II : ON-THE-JOB TRAINING Ins.Hrs-15

On-The Job Training Technique – Features – advantages & disadvantages – on –the job coaching,conference, career planning & guidance, critical incident, committee assignment, job rotation and assistant to position/under study.

UNIT III : OFF-THE-JOB TRAINING Ins.Hrs-15

Off – The – Job Training Technique – features – applications – lecture method – Conferences – group discussion –seminar – programmed instruction – sensitivity – case studies – role play – simulation s- special broadening assignment – multiple management or junior boards – syndicate sabbaticals. Evaluation process - significance – different evaluation technique.

UNIT IV: ORGANISATION DEVELOPMENT Ins.Hrs-15

Concept – nature – origin – unique characteristics –OD Process – diagnosis – action – program

Management – OD Interventions - classifications – team intervention – inter group – comprehensive – Structural.

UNIT V: OD IMPLEMENTATION Ins.Hrs-15

Introduction of OD - T-group – behavior modeling – life and career planning. OD strategies – action research requirements for successful OD implementation.

TEXT BOOKS:

1. Bhatia, S K. Training and Development: Concepts and Practices. Emerging developments,Challenges

and Strategies in HRD.,New Delhi: Deep & Deep Publications, 2007.

2. B.Janakiram Training And Development: Indian Text edition , 2007, Biztantra

REFERENCE BOOKS:

1. Bhatia, S K. Training and Development: Country Experiences / edited by K B S Kumar.Hyderabad: ICFAI University Press, 2007.
2. Bhatia, S K. Training and Development: Trends and Experiences., Hyderabad: Institute of CharteredFinancial Ananlysis of India, 2004.
3. Bramley Peter, Training Essentials: Evaluating Training, India: Universities Press Ltd, 2000.
4. Deb, Tapomoy, Training & Development: Concepts & Applications., New Delhi: Ane Books Pvt.Ltd., 2006.

E RESOURCES:

1. https://www.shrm.org/certification/for-organizations/academic-alignment/faculty

resources/Documents/09- 0171%20Gusdorf_T%20and%20D%20FINAL.pdf

2.https://ebooks.lpude.in/management/mba/term_4/DMGT518_TRAINING_AND_DEVELOPMENT_SYS TEM.pdf

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Outline the principles of training and development	K2
CO2	Explain the techniques of on the job training	K4
CO3	Identify the various techniques of the job	K1
CO4	Analyze the process and intervention if OD	K5
C05	Asses the OD strategies and the action research requirements for OD implication	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**Project work**			
Course Code	**:**	**P4R3BACC15PW**	**Credits**	**:**	**10**
Category of the Course	**:**	**Core Course**	**Marks**	**:**	**100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**10**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**150**

FINANCE ELECTIVE PAPERS

Title of the Course	:	**Capital Markets and Financial Services**			
Course Code	:	**P3R3BADSEF2:1**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives

1. To acquire knowledge on Indian financial systems and its regulators
2. To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.
3. To understand leasing and hire purchase
4. To familiarize with credit rating and securitization
5. To know Depositories & Contemporary Issues

Unit I **(Inst.Hrs:15)**
Indian Financial System:
Regulators: Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.
Primary Market: Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.
Indian Stock Exchanges: Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.

Unit II **(Inst.Hrs:15)**
Listing and trading of Securities:
Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.
Risk Management system in BSE & NSE: Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.
Index Management: Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India

Unit III **(Inst.Hrs:15)**
Leasing and Hire Purchase

Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications
Microfinance: Consumer Credit - Factoring and Forfaiting

Unit IV **(Inst.Hrs:15)**
Credit rating & Securitization:
Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.
Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.

Unit V **(Inst.Hrs:15)**
Depositories & Contemporary Issues
Depositary services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.

Text Books:

1. Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.
2. Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.
3. Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.
4. Micu, I., &Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.

Reference Books:

1. Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.
2. K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.
3. Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..
4. Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.
5. MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Estimate the Indian financial systems and its regulators	K2
CO2	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	K4
CO3	Explain the leasing and hire purchase	K1
CO4	Prioritize the credit rating and securitization	K5
C05	Summarize the depositories & contemporary Issues	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Financial Planning with Wealth Management**			
Course Code	:	**P3R3BADSEF2:2**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To give clarity on the concept of Personal Financial Planning
2. To acquire knowledge on the process of Comprehensive Financial Planning
3. To understand the concept of Insurance & Retirement Planning
4. To throw light on the Concept of Wealth Management
5. To provide knowledge on tax planning & issues

Unit I **(Inst.Hrs:15)**

Personal Financial Planning - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.

Unit II **(Inst.Hrs:15)**

Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals.
Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios

Unit III **(Inst.Hrs:15)**

Insurance Planning & Retirement Planning - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.

Unit IV **(Inst.Hrs:15)**

Wealth Management - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs.
Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation.
Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.

Unit V **(Inst.Hrs:15)**

Tax Planning & Contemporary Issues

Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.

Text Books:

1. Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.
2. Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.
3. Hanna, S. D., &Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.
4. Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.

Reference Books:

1. **Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.**
2. JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020
3. Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)
4. **Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA**
5. G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Express the concept of Personal Financial Planning	K2
CO2	Demonstrate the process of Comprehensive Financial Planning	K4
CO3	Explain the concept of Insurance & Retirement Planning	K1
CO4	Assess the concept of Wealth Management	K5
C05	Appraise on the tax planning & issues	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**Fixed Income Securities**			
Course Code	**:**	**P3R3BADSEF2:3**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**05**

Objectives:

1. To orient students about bond and money market instruments
2. To provide inputs on term structure, interest rates and bond price volatility
3. To impart knowledge on fixed income portfolio management
4. To enable them understand the concept of hedging
5. To enlighten the students on securitization and contemporary issues in securities management.

Unit I **(Inst.Hrs:15)**

Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.

Unit II **(Inst.Hrs:15)**

Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.

Unit III **(Inst.Hrs:15)**

Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement

Unit IV **(Inst.Hrs:15)**

Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives

Unit V **(Inst.Hrs:15)**

Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations

Text Books:

1. Tuckman, B., &Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.
2. Martellini, L., Priaulet, P., &Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.
3. Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.
4. Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.

Reference Books:

1. Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson
2. India, 2012.
3. Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments,
4. Applications, Mathematics, 2nd edition,Wiley Finance Series, 2014.
5. Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.
6. Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.
7. Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk
8. management and portfolio strategies, Wiley2005.
9. Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Identify the bond and money market instruments	K2
CO2	Summarize the concepts of term structure, interest rates and bond price volatility	K4
CO3	Compare and contrast the fixed income portfolios	K1
CO4	Appraise the hedging contracts done	K5
C05	Formulate the management of securities.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	**:**	**International Financial Management**			
Course Code	**:**	**P3R3BADSEF2:4**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**05**

Objectives:

1. To give clarity on the concept of international finance
2. To throw light on Foreign Exchange Market
3. To acquire knowledge on management of foreign exchange exposure and risk involved in it.
4. To understand cross-border investment decisions
5. To study about multinational financing institutions and contemporary issues

Unit I **(Inst.Hrs:15)**

Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.

Unit II **(Inst.Hrs:15)**

Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.

Unit III **(Inst.Hrs:15)**

Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect

Unit IV **(Inst.Hrs:15)**

Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.

Unit V **(Inst.Hrs:15)**

Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.

Text Books:

1. Madura, J. (2020). International financial management. Cengage Learning.
2. Apte, P. G., &Kapshe, S. (2020). International Financial Management|. McGraw-Hill Education.
3. Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.
4. Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.

Reference Books:

1. Machi Raju International Financial Management, Third Edition, HPH, 2016.
2. V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3. Eiteman&Stonchill, "Multinational Business Finance", 12th Edition, Pearson, 2010
4. Cheol Eul& Bruce Resnick, International Financial Management, 7th Edition, China Machine Press, 2016.
5. V.K.Bhalla. "International Financial Management for the Multinational Firm",4th Edition, S Chand,.2014

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Identify the concept of international finance	K2
CO2	Sketch on the functions of Foreign Exchange Market	K4
CO3	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.	K1
CO4	Appraise the cross-border investment decisions	K5
C05	Generalize on multinational financing institutions and contemporary issues	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**Risk Management Banks**			
Course Code	:	**P3R3BADSEF2:5**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives

1. To understand risk, risk management, Role of CFO in mitigating risk in banks
2. To expose to market and exchange rate risk
3. To familiarize with interest rate risk and liquidity risk
4. To explore credit risk
5. To acquire knowledge on operational & Technology risk and other contemporary issues

Unit I **(Inst.Hrs:15)**

Introduction to risk: Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks.

Unit II **(Inst.Hrs:15)**

Market risk & exchange rate risk: Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR- ConditionalVaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting- tools- futures, options and swaps.

Unit III **(Inst.Hrs:15)**

Interest rate risk & liquidity risk: Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures - Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk

Unit IV **(Inst.Hrs:15)**

Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps

(CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,

Unit V **(Inst.Hrs:15)**

Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification- measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk.

Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.

Text Books;

1. Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.
2. Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.
3. Adeusi, S. O., Akeke, N. I., Adebisi, O. S., &Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.
4. Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.

Reference Books:

1. Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.
2. Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rdedition, Pearson Education, India, 2014.
3. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4. Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5. John Hull, Risk Management and Financial Institutions, Wiley, 2012.
6. Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Understanding risk, risk management, Role of CFO in mitigating risk in banks	K2
CO2	critically assess market risk & exchange rate risk	K4
CO3	Assess the interest rate risk & liquidity risk	K1
CO4	Able to Estimate the credit risk	K5
C05	Formulate on the operational & Technology risk and other contemporary issues	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

SEMESTER IV MARKETING ELECTIVE PAPERS

Title of the Course	:	**Customer Relations Management**			
Course Code	:	**P3R3BADSEM2:1**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To familiarize the students to the basics and evolution of CRM
2. To provide insights on CRM Concepts
3. To throw light on Planning for CRM and strategy its development in an organization
4. To elucidate on CRM and Marketing Strategy
5. To create awareness and importance of CRM Planning and Implementation

Unit I **(Inst.Hrs:15)**

Evolution of Customer Relationship:

CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.

Unit II **(Inst.Hrs:15)**

CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit III **(Inst.Hrs:15)**

Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit IV **(Inst.Hrs:15)**

CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector

Unit V **(Inst.Hrs:15)**

CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Text Books:

1. "How to Win at CRM" Strategy, Implementation, Management,ebook
2. The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
3. Electronic Customer Relationship Management,Kindle Edition

Reference Books

1. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2. Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4. Peelen, E., Customer Relationship Management, Pearson, 2008.
5. Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	To familiarize the students to the basic and evolution of CRM	K2
CO2	To provide insights on CRM Concepts	K4
CO3	To throw light on CRM and strategy its development in an organization	K1
CO4	To elucidate on CRM and Marketing Strategy	K5
C05	To create awareness and importance of CRM Planning and Implementation	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO’s**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Retail Marketing**			
Course Code	:	**P4R3BADSEM2:2**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To educate students and enable to understand and analyze current retailing trends and strategies.
2. To develop the students towards managing the retail stores and organizations.
3. To identify the nuances of visual merchandising and its elements.
4. To know the consumer purchase decision process in the context of organized retailing.
5. To emphasis on global retailing strategies.

Unit I **(Inst.Hrs:15)**

Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.

Unit II **(Inst.Hrs:15)**

The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security.Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.

Unit III **(Inst.Hrs:15)**

Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.

Unit IV **(Inst.Hrs:15)**

Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty /

customer relationship management.Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.

Unit V **(Inst.Hrs:15)**

Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.

Text Books:

1. The Open University, Retail Marketing, Kindle
2. Barry Berman, Retail Management, Kindle Edition
3. Journal of retailing ,Elsevier
4. International Journal of Sales, Retailing and Marketing,Circle International

Reference Books:

1. Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11th Edition, Pearson, 2011.
2. Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.
3. Gilbert, D., Retail Marketing Management, 2nd Edition, Pearson, 2006.
4. Goldrick, P., Retail Marketing, 2nd Edition, McGraw-Hill Education, 2002.
5. Miller, D., Retail Marketing, Tilde University Press, 2011.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Be able to enhance knowledge about current retailing trends and strategies.	K2
CO2	The students would be able to develop insights towards managing the retail stores and organizations.	K4
CO3	Know the significance of visual merchandising strategies.	K1
CO4	Develop knowledge and Understanding on consumer buying behavior	K5
C05	Be able to understand the importance of global retailing strategies.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	2.8

Title of the Course	:	**Rural Marketing**			
Course Code	:	**P4R3BADSEM2:3**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
2. Differentiate the rural market environment from the urban and semi-urban
3. markets.
4. Understand the factors influencing the rural consumer behavior and their brandloyalty.
5. To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
6. To evaluate pricing and distribution strategies for rural consumers.

Unit I **(Inst.Hrs:15)**

Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.

Unit II **(Inst.Hrs:15)**

Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.

Unit III **(Inst.Hrs:15)**

Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.

Unit IV **(Inst.Hrs:15)**

Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.

Unit V **(Inst.Hrs:15)**

Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time.Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).

Text Books:

1. Sanal Kumar Velayudhan, Rural Marketing,Kindle
2. Pradeep Kashyap,Rural Marketing,Kindle
3. International journal of Rural Management,Sage
4. International Journal of trend in scientific research and development,

Reference Books:

1. Bhatia, T., Advertising and Marketing in Rural India, 2nd Edition, Macmillan Publishers India Ltd., 2007.
2. Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3. Kashyap, P., Rural Marketing, 2nd Edition, Pearson, 2012.
4. Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5. Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson, 2011.
6. Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Have an understanding about basic concepts of rural marketing.	K2
CO2	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	K4
CO3	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.	K1
CO4	Be able to apply the marketing concepts suitable to the rural markets.	K5
C05	Be able to understand pricing and distribution strategies for rural consumers.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**

Title of the Course	:	**International Marketing**			
Course Code	:	**P4R3BADSEM2:4**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To increase globalization by integrating the economies of different countries.
2. To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.
3. To assure sustainable management of resources globally.
4. To propel export and import of goods globally and distribute the profit among all participating countries.
5. To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.

Unit I **(Inst.Hrs:15)**

International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.

Unit II **(Inst.Hrs:15)**

Product Policy – International Product Life Cycle – Export Pricing.

International Marketing Decision: Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.

International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.

Unit III **(Inst.Hrs:15)**

International Sales Contract: Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.

International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.

Unit IV **(Inst.Hrs:15)**

India's Foreign Trade: Recent Tends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.

Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.

Unit V **(Inst.Hrs:15)**

World Trade and India: - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.

Text Books:

1. R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008
2. Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002
3. Journal of International Marketing, SAGE Publications
4. Journal of International Business Studies, Palgrave MmMillan

Reference Books:

1. Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.
2. Cateora, P., Graham, J. and Salwan, P., International Marketing, 13th Edition, Tata McGraw-Hill Education, 2008.
3. Czinkota, M. and Ronkainen, I., International Marketing, 8th Edition,South- Western, 2007.
4. Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3rd Edition, PHI Learning, 2009.
5. Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.
6. Salvatore, D., International Economics: Trade and Finance, 10th Edition, Wiley, 2012.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Identify and analyse opportunities within international marketing environments	K2
CO2	Utilise cases, readings and international business reports to evaluate corporateproblems/opportunities in an international environment; Select, research, and enter a new international market;	K4
CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	K1
CO4	Possess understanding and knowledge on Export trade	K5
C05	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Digital Marketing**			
Course Code	:	**P4R3BADSEM2:5**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives

1. Understand the digital marketing space and acquire knowledge on digital marketing strategy
2. To learn and comprehend on SEO and SEM
3. To acquire knowledge on the various channels of SMM
4. To learn, understand, and evaluate Search analytics and Web analytics
5. To create awareness and understanding on google analytics

Unit I **(Inst.Hrs:15)**

Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.

Unit II **(Inst.Hrs:15)**

SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.

Unit III **(Inst.Hrs:15)**

Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).

Unit IV **(Inst.Hrs:15)**

Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.

Unit V **(Inst.Hrs:15)**

Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.

Text Books:

1. M Bala, D Verma - … (2018). A Critical Review of **Digital Marketing** …, 2018 - papers.ssrn.com
2. **Digital marketing**: global strategies from the world's leading experts
3. YJ Wind, V Mahajan - 2002 - **books**.google.com
4. **Digital marketing**: A practical approach
5. A Charlesworth - 2014 - taylorfrancis.com
6. Modern trends in the development of **digital marketing**
7. NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series …, 2018 - ideas.repec.org

Reference Books:

1. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
2. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3. Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.
4. Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
5. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
6. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	K2
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.	K4
CO3	To know the key elements of a digital marketing strategy	K1
CO4	To study how the effectiveness of a digital marketing campaign can be measured	K5
C05	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	2.8

SEMESTER IV HUMAN RESOURCE MANAGEMNENT ELECTIVE PAPERS

Title of the Course	:	**Strategic HRM**			
Course Code	:	**P4R3BADSE2:1**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**90**
Semester	:	**IV**	**Hrs / Week**	:	**06**

Objectives:

1. To familiarize the students with the basic concepts of Strategic Management
2. To provide insights into Environmental Forecasting
3. To throw light on Human Resource Strategy
4. To elucidate on Strategic Human Resource Processes
5. To create awareness and importance of New Economic Policy and HRM Strategy

Unit I **(Inst.Hrs:15)**

Strategic Management: Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model

Unit II **(Inst.Hrs:15)**

Environment Forecasting: Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.

Unit III **(Inst.Hrs:15)**

Human Resource Strategy (HRS): Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation

Unit IV **(Inst.Hrs:15)**

Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.

Unit V **(Inst.Hrs:15)**

New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.

Text Books:

1. J.C. Spender, ‘Business Strategy: Managing Uncertainty, Opportunity, and Enterprise’.
2. Mark Schaefer, ‘Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing’.
3. Niraj Dawar, ‘Tilt: Shifting Your Strategy from Products to Customers’.
4. W. Chan Kim, ‘Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant’.

Reference Books:

1. Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1st Edition 2020.
2. Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1st Edition 2007.
3. Gary Rees & Paul Smith,Strategic Human Resource Management An International Perspective,Sage,3rd Edition, 2021.
4. Marielle G. Heijltjes,Strategic Human Resource Management, Sage Publications Ltd. (UK), 1st Edition 2000.
5. Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1st Edition 2010.
6. David Ulrich, Jon Younger, Wayne Brocbank, ‘HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)’, McGraw Hill. 1st Edition, 2012.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Comprehend the application of Strategic Management	K2
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	K4
CO3	Develop strategies, approaches for higher Organisational Performance	K1
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	K5
C05	Analyze and formulate New Economic Policy and HRM Strategy	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO’s
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	**:**	**Workplace Counseling**			
Course Code	**:**	**P4R3BADSEH2:2**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**05**

Objectives:

1. To familiarize the students to Understanding Workplace Counseling and role of counsellor.
2. To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.
3. To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.
4. To interpret counseling evaluation formats, documentations and resolving issues.
5. To justify ethical code of conduct in counseling and restricting undue influences at work.

Unit I **(Inst.Hrs:15)**

INTRODUCTION: Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History.
Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.

Unit II **(Inst.Hrs:15)**

SETTING UP COUNSELING IN THE WORKPLACE: Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization.
Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools.
Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare -Organizational Change.
Group counseling, Family Counseling- Preventive and Proactive Counseling.
Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.

Unit III **(Inst.Hrs:15)**

DEALING WITH SPECIFIC WORK PROBLEMS: Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.

Unit IV **(Inst.Hrs:15)**

EVALUATIONS: Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.

Unit V **(Inst.Hrs:15)**

ETHICS: Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.

Text Books:

1. The effectiveness of workplace counselling, J Mc Leod
2. Guidelines for counselling in the workplace, R Hughes A Kinder
3. Counselling in the workplace, A Coles
4. Counselling in organisations, M Carroll

Reference Books:

1. S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.
2. Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.
3. Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.
4. Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.
5. John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.
6. Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
	After Completion of This Course, Students Would be able to	
CO1	Understand Workplace Counselling need and assume role of a counsellor	K2
CO2	Summarize and establish setting a counseling ecosystem	K4
CO3	Design solutions to workplace counseling through interventions	K1
CO4	Contrast counseling evaluation formats and implement appropriately	K5
C05	Compare and justify ethical code of conduct in counseling and construct guidelines	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	2.8

Title of the Course	**:**	**Human Resource Information System**			
Course Code	**:**	**P4R3BADSEH2:3**	**Credits**	**:**	**04**
Category of the Course	**:**	**Elective Course**	**Marks**	**:**	**CIA: 25+Ext:75 = 100**
Nature of the Course	**:**	**Employability**	**Total Hrs**	**:**	**75**
Semester	**:**	**IV**	**Hrs / Week**	**:**	**05**

Objectives:

1. To familiarize the students to the basic concepts of Data & Information
2. To provide insights on Data Management for HRIS
3. To throw light on HR Management Process & HRIS
4. To elucidate on HR Management Process II & HRIS
5. To create awareness and importance of Security, Size & Style of Organizations & HRIS

Unit I **(Inst.Hrs:15)**

Data & Information: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.

Unit II **(Inst.Hrs:15)**

Data Management for HRIS: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design

Unit III **(Inst.Hrs:15)**

HR Management Process in HRIS: Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System's support for Planning & Control.

Unit IV **(Inst.Hrs:15)**

HRIS Application: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.

Unit V **(Inst.Hrs:15)**

HRIS Security and Privacy: Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.

Text Books:

1. Human resource information systems (HRIS) and technology trust

2. Susan K. Lippert, Paul Michael Swiercz
3. Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande
4. Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quaosar, Md. Siddikur Rahman
5. Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage
6. Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.

Reference Books:

1. Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.
2. Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1st Edition 2012.
3. Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1st Edition 2011.
4. P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1st Edition, 2015.
5. Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.
6. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Be familiarized with the basic concepts of Data & Information	K2
CO2	Have knowledge on Data Management for HRIS	K4
CO3	Know about HR Management Process & HRIS	K1
CO4	Will use HR Management Process II & HRIS	K5
C05	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Stress Management**			
Course Code	:	**P4R3BADSEH2:4**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To understand the concept of stress management
2. To understand the impact of stress
3. To analyse the stress reduction techniques
4. To study the strategies to cope up with stress
5. To develop resilience to stress

Unit I **(Inst.Hrs:15)**

Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,

Unit II **(Inst.Hrs:15)**

Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal

Unit III **(Inst.Hrs:15)**

Stress Reduction Techniques: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress

Unit IV **(Inst.Hrs:15)**

Coping Strategies: Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model

Unit V **(Inst.Hrs:15)**

Developing Resilience to Stress: Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management

Text Books:

1. Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini
2. Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson
3. Stress Management, Richard Pettinger
4. Stress and stress management,
5. Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.

Reference Books:

1. Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1st Edition, 2022.
2. Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1st Edition, 2011.
3. Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Livea Longer Life, 1st Edition, 2014.
4. Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1st Edition, 2019.
5. Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1st Edition 2016.
6. Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5th Edition 2010.

Course Outcomes:

	COURSE OUTCOMES	KNOWLEDGE LEVEL
After Completion of This Course, Students Would be able to		
CO1	Have a clear understanding on the concept of stress management	K2
CO2	Illustrate the impact of stress and predict Stress warning signals	K4
CO3	Develop ability to analyse the stress reduction techniques	K1
CO4	Acquire the ability to identify the strategies to cope up with stress	K5
C05	Develop resilience strategies to stress	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	Program Outcomes (Pos)								Program Specific Outcomes (PSO)					Mean Score of CO's
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
													Mean overall Score	**2.8**

Title of the Course	:	**Compensation and Rewards Management**			
Course Code	:	**P4R3BADSEH2:5**	**Credits**	:	**04**
Category of the Course	:	**Elective Course**	**Marks**	:	**CIA: 25+Ext:75 = 100**
Nature of the Course	:	**Employability**	**Total Hrs**	:	**75**
Semester	:	**IV**	**Hrs / Week**	:	**05**

Objectives:

1. To familiarize the students to the basic concepts of compensation
2. To provide insights on compensation planning
3. To throw light on compensation Pay
4. To elucidate on Executive compensation
5. To create awareness and importance of Wage administration in India:

Unit I **(Inst.Hrs:15)**

Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic

Unit II **(Inst.Hrs:15)**

Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

Unit III **(Inst.Hrs:15)**

Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

Unit IV **(Inst.Hrs:15)**

Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.

Unit V **(Inst.Hrs:15)**

Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.

Text Books:

1. A Strategic Perspective on Compensation Management, Milkovich, George T.
2. Compensation Management, Dipak Kumar Bhattacharyya
3. Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidience,Dr. Das Kishore Kumar
4. Compensation in Organizations, Sara L. Rynes, Barry Gerhart

Reference Books:

1. B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World,
3. Pearson Education,10th Edition, 2011.
4. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st
5. Edition, 2009.
6. Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.
7. Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12th Edition, 2020.

Course Outcomes:

	COURSE OUTCOMES	**KNOWLEDGE LEVEL**
After Completion of This Course, Students Would be able to		
CO1	Be familiarized with compensation	K2
CO2	Understand Compensation Planning	K4
CO3	Design Executive Compensation	K1
CO4	Understand Wage administration in India	K5
C05	Be aware of the importance of Wage administration in India	K2

RELATIONSHIP MATRIX FOR CO, PO & PSO :

Course Outcomes	**Program Outcomes (Pos)**								**Program Specific Outcomes (PSO)**					**Mean Score of CO's**
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	
CO1				2		2					2		2	2.9
CO2		2				2			2				2	2.9
CO3		2		2		2			2		2		2	2.9
CO4		2				2			2				2	2.7
CO5				2		2					2		2	2.7
	Mean overall Score													**2.8**