

J.J. COLLEGE OF ARTS AND SCIENCE,(Autonomous)
PG AND RESEARCH DEPARTMENT OF BUSINESS ADMINISTRATIONPG

PROGRAMME- M.B.A

Proposed Course Structure based on UGC-LOCF
(Applicable for the candidates admitted from academic year 2022- 2023 onwards)

Semester	Part	Subject Code	Course Title	Hrs/ Week	Credit	Exam Hrs	Marks Int Ext		Total
I		P1R2BACC1	Core Course-I Principles of Management	5	5	3	25	75	100
		P1R2BACC2	Core course – II Managerial Economics	5	5	3	25	75	100
		P1R2BACC3	Core Course- III Organizational Behaviour	5	5	3	25	75	100
		P1R2BACC4	Core Course -IV Accounting for Decision Making	5	5	3	25	75	100
		P1R1BACC5	Core Course - V Managerial Communication and Skill Development	5	5	3	25	75	100
		P1R2BACC6	Core Course - VI Probability & Statistics	5	5	3	25	75	100
Total				30	30	-	-	-	600
II		P2R2BACC7	Core Course –VII Production and Operations Management	5	5	3	25	75	100
		P2R2BACC8	Core Course -VIII Operations Research	5	5	3	25	75	100
		P2R2BACC9	Core Course- IX Marketing Management	5	5	3	25	75	100

		P2R2BACC10	Core Course -X Advanced Financial Management	5	5	3	25	75	100
		P2R2BACC11	Core Course -XI Human Resource Management	5	5	3	25	75	100
		P2R2BACC12	Core Course-XII Research Methods in Business	5	5	3	25	75	100
		P2R2BACC13PW	Project Work*		6				100
Total				30	36	-	-	-	700
*(Dissertation 80 +Vivo voce 20).Actual Project during II Sem Summer Holidays and Viva Exam at beginning of III Semester.									
III		P3R2BACC14	Core Course -XIV International Strategic Management	5	5	3	25	75	100
		P3R2BACC15	Core Course –XV Entrepreneurial Development	5	5	3	25	75	100
		P3R2BACC16	Core Course -XVI Management Information system	5	5	3	25	75	100
		P3R2BADSEM 1:1/F1:1/H1:1	Discipline Specific Elective Course - I Course A1/B1/C1	5	4	3	25	75	100
		P3R2BADSEM 1:2/F1:2/H1:2	Discipline Specific Elective Course - II Course A2/B2/C2	5	4	3	25	75	100
		P3R2BADSEM	Discipline Specific	5	4	3	25	75	100

		1:3/F1:3/H1:3	Elective Course - III Course A3/B3/C3						
Total				30	27	-	-	-	600
IV		P4R2BACC17	Core Course-XVII International Business Environment	5	5	3	25	75	100
		P4R2BACC18	Core Course-XVIII Business Laws	5	5	3	25	75	100
		P4R2BACC19	Core Course-XIX Total Quality Management	5	5	3	25	75	100
		P4R2BADSEM 2:1/F2:1/H2:1	Discipline Specific Elective Course - IV Course A4/B4/C4	5	4	3	25	75	100
		P4R2BADSEM 2:2/F2:2/H2:2	Discipline Specific Elective Course - V Course A5/B5/C5	5	4	3	25	75	100
		P4R2BAECM2: 3/F2:3/H2:3	Discipline Specific Elective Course - VI Course A6/B6/C6	5	4	3	25	75	100
Total				30	27	-	-	-	600
Grand Total					120				2500
			A.MARKETING E-Course-I Advertisement & Sales Promotion Management	5	4	3	25	75	100
			E-Course - II	5	4	3	25	75	100

			Consumer Behaviour						
			E- Course - III Marketing of services	5	4	3	25	75	100
IV			E-Course - IV Rural Marketing	5	4	3	25	75	100
			E- Course - V Customer Relationship Management	5	4	3	25	75	100
			E-Course -VI Brand Management	5	4	3	25	75	100
III			B.FINANCE E-Course-I Security Analysis and Portfolio Management	5	4	3	25	75	100
			E-Course - II Strategic Cost Management	5	4	3	25	75	100
			E- Course - III Global Financial Management	5	4	3	25	75	100
IV			E-Course - IV Merchant Banking and Financial Services	5	4	3	25	75	100
			E-Course -V Stock Exchange Practices	5	4	3	25	75	100

			E- Course -VI Banking and Financial Institutions	5	4	3	25	75	100
III			C.HUMAN RESOURCES E-Course -I Group Dynamics	5	4	3	25	75	100
			E- Course - II Compensation Management	5	4	3	25	75	100
			E-Course -III Stress Management	5	4	3	25	75	100
IV			E-Course - IV Training and Development	5	4	3	25	75	100
			E-Course -V Labour laws	5	4	3	25	75	100
			E- Course -VI Managing the global workforce	5	4	3	25	75	100

SEMESTER – I
CORE COURSE–I
PRINCIPLES OF MANAGEMENT

Course code: P1R2BACC1	Credit:5
Category: Core Course	Hrs. Week: 5 Total Hrs.75
Nature of the course: Employability	Marks:CIA:25+ Ext:75=100

OBJECTIVES

1. To make students understand the basics of management nature and its functions.
2. To relate the process of management in their day to day life.
3. To help the students in developing an integrated approach to management of various activities in an organization.
4. To imbibe the knowledge of contemporary management issues and challenges.
5. To help them develop professional competence in management processes, along with technical Knowledge

UNIT I- INTRODUCTION TO MANAGEMENT

Ins.Hrs-15

Management-Definition, Nature-Importance-Levels of Management- Scope -Functions –Evolution of Management thought-F.W.Taylor, Henry Fayol, Peter Drucker, Hawthorne studies-Management Process - Role of a Manager – Responsibilities of a Manager.

UNIT II-PLANNING

Ins.Hrs-15

Planning-Meaning, Nature-Importance of Planning-Steps in Planning-types of plans-Making plan Effective-Forecasting-meaning-importance-methods- Decision-Making-meaning-Steps involved in decision making.

UNIT III-ORGANISING

Ins.Hrs-15

Organizing –Meaning-Nature, Purpose-concepts of organization structure-Kinds of Organization–Departmentalization-types of Departmentation-Line and Staff function –Delegation and Decentralization-factors determining the degree of delegation staffing-concept of staffing-factors affecting staffing-sources of recruitment-selection process.

UNIT IV-LEADING

Ins.Hrs-15

Meaning-Function of leading-Leadership styles-trait theory-Behavioral theory-Ohio-Michigan Studies-Managerial Grid – Contingency theories-Fiedler contingency Model-LPC score-Path goal theory-Situation leadership of Hersey and Blanchard-Charismatic Leadership theory.

UNIT V –CONTROLLING

Ins.Hrs-15

Controlling-Meaning-Steps-Types of Control-Essentials of effective control system-control techniques-Operational, Financial and Inventory control techniques, Communication-Process and Methods- Barriers of Communication.

TEXT BOOKS

- 1.Principles and Practice of Management –L.M.Prasad, Sultan Chand & Sons,(I,II,III,IV,V) (Unit–I Chapter - 1,2,4,5 ,Unit-II chapter - 6,8,9,10,Unit-III Chapter-11,12,13,Unit-IV Chapter - 19,20,21,23,24,Unit- V Chapter - 25,26)
2. Fundamentals of Business Organisation and Management-Y.K.Bhushan, SultanChand &sons ,

REFERENCE BOOKS

1. Essentials of Management –Harold Koontz,HernzWelhrich - McGraw Hill
2. Principles of Management –T.Ramaswamy, Himalaya Publishing House.

E-RESOURCES:

- 1.<https://www.pdfdrive.com/principles-of-management-e34316162.html>
- 2.https://www.researchgate.net/publication/332110813_Principles_Practices_of_Management
- 3.https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL
CO 1	Frame out the functions of management and evaluationof management thought.	K2
CO 2	Sketch out the types of organisation structure alongwith delegation of authority and strategy	K2, K3
CO 3	Asses the various types of leadership styles and theories.	K2, K4
CO 4	Emphasis on process of communication and its types.	K2, K3, K4
CO 5	Focus on the controlling techniques and its applicationin management.	K2, K5

MAPPING OF CO WITH PO AND PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of Cos
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	2	2	2	3	2	3	3	3	2.6
CO2		3	2	3	3	3	2	3	2	2	2	2.5
CO3		3	2	3	3	2	3	2	3	3	3	2.7
CO4		3	3	2	3	2	3	3	3	3	3	2.8
CO5		3	3	3	3	3	2	2	3	3	2	2.7
Mean overall score												2.6

SEMESTER – I
CORE COURSE – II
MANAGERIAL ECONOMICS

Course code: P1R2BACC2	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability	Marks:CIA:25+ Ext:75=100

COURSE OBJECTIVES

- To understand the nature and scope of managerial economics
- To realize the need and relevance of studying Economic analysis
- To identify the price determination at different market conditions.
- To understand the factors in the measurement of National Income
- To gain knowledge of macroeconomic concepts

UNIT I- NATURE AND SCOPE OF MANAGERIAL ECONOMICS **Ins.Hrs-15**

Meaning and Definition - Link between Economics and Managerial Economics - Need and application of Economics in managerial decision making – Scope and subject matter of Managerial Economics - Role of Managerial Economics -Objectives of Business Firms - Fundamental Concepts used in Managerial Decisions.

UNIT II: DEMAND ANALYSIS & COST ANALYSIS **Ins.Hrs- 15**

Demand analysis – Meaning- Definition for Demand- Law of Demand– Determinants of Demand– Types of Demand – Elasticity of demand – Price – Income and cross elasticity's- Demand forecasting Methods of forecasting – Indifference curve analysis. Economies of scale- meaning – Internal Economies & External Economies of Scale

UNIT III: PRICING DECISION **Ins.Hrs-15**

Introduction to Pricing - Pricing Methods - Market structure – Perfect competition – Meaning- Characteristic Feature, Pure Monopoly- Meaning- Characteristic Feature & Monopolistic competition- Meaning- Characteristic Feature- Price determination in perfect competition- Price determination in Monopoly- Price determination in Monopolistic Competition Theories of Profit – Hawley's Risk theory – Knight's Uncertainty bearing theory- Dynamic theory of profit- Schumpeter's Innovation theory – Marginal productivity theory of profit.

UNIT IV: NATIONAL INCOME **Ins.Hrs-15**

Meaning & Definition of National Income, The Circular flow of National Income - Concepts of National Income, Measurement of National Income – Difficulties in the measurement of National Income- Factors determining National Income

UNIT V: MACRO ECONOMIC CONCEPTS **Ins.Hrs-15**

Business Cycle- Characteristics of Business Cycle- Phases of Business Cycle –Inflation & Deflation- Characteristics of Inflation & Deflation- Types of Inflation – Effects of Inflation & Deflation- Anti Inflationary Measures- Monetary and Fiscal Policies.

TEXT BOOKS:

Managerial Economics - D.N. Dwivedi,
 Managerial Economics -S. Sankaran,
 Managerial Economics - P.L. Mehta.

REFERENCE BOOKS:

Economic Analysis by Dr. S . Sankaran,
 Managerial Economics- P.L. Mehta
 Managerial Economics- Dutt Ruddar and K.P.M. Sundaram.

E- RESOURCES:

www.managementstudyguide.com/managerial-economics.htm,

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO1	understand the roles of managers in firms.	K2
CO2	analyze the demand and supply conditions and assess the position of a company.	K4
CO3	design competition strategies, according to the nature of products and the structure of the markets.	K4
CO4	analyze real world business problems with a systematic theoretical framework.	K5
CO5	Gain the skill of measuring elasticity.	K3

MAPPING OF CO WITH PO AND PSO

Course Outcomes		Programme outcomes (PO)					Programme Specific Outcomes (PSO)					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	2	3	3	2	1	2	3	2	3	2.4
CO2		2	1	3	2	3	2	3	1	3	3	2.3
CO3		2	3	2	2	3	2	3	2	2	3	2.4
CO4		3	2	2	3	3	1	2	2	2	3	2.3
CO5		2	1	3	3	2	3	2	3	2	3	2.4
Mean overall score												11.8

(2.36)

SEMESTER – I
CORE COURSE – III
ORGANISATIONAL BEHAVIOUR

Course code: P1R2BACC3	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability	Marks:CIA:25+ Ext:75=100

OBJECTIVES

- To make students understand the basic concepts of OB
- To introduce them to theories of individual
- To introduce them to theories of group behavior
- To help them define organizational change and development.
- To provide the learner the knowledge related to organizational cultural

UNIT I- CONCEPTUAL FRAMEWORK OF ORGANISATIONAL BEHAVIOUR **Ins.Hrs-15**

Organisational behavior –meaning–definition – evolution of organisational behavior - Concept of organisational Behavior – nature –scope - need - disciplines contributing to organisational Behavior-significance-organisational Behavior Models -Autocratic-Supportive-Custodial- Collegial model .

UNIT II- INDIVIDUAL DIMENSIONS OF ORGANISATIONAL BEHAVIOUR **Ins.Hrs-15**

Individual Behaviour – SOBC Model – Personality – factors influencing Personality –importance- Personality Traits Theory - Big Five Model –Allport’s Trait Theory -MBTI –Psychodynamic theory of Sigmund freud-Erik Erikson’s theory-Perception- components-process –Factors- importance - Stereotyping – Halo Effect - Learning – Classical conditioning theory -Operant conditioning theory -Social learning theory –cognitive learning theory-Attitudes-Effects of employee Attitude- formation process of attitude – Values- Meaning and Definition –Sources –Importance of values.

UNIT III- GROUP DIMENSIONS OF OB **Ins.Hrs-15**

Interpersonal Behaviour – Transactional Analysis – Johari Window - Group – Formation of Group – Reasons – Types – Process-Group Dynamics-Meaning and Definition-nature- importance –Group norms-Group Cohesiveness-Meaning and Definition-Determinants of Group Cohesiveness-Limitation of Group Cohesiveness -Group Decision making-Process-advantages-Power- Meaning and Definition-sources-importance-Politics- Meaning and Definition-Tactics used to gain political power. .

UNIT IV- CULTURAL DIMENSIONS OF OB **Ins.Hrs-15**

Organisational Culture- Meaning and Definition-elements-role-types-factors-Creating of Organisational Culture – organisational Climate-Factors influencing organisational Climate –Importance- Difference between Organisational Culture and organisational Climate

UNIT V- ORGANISATIONAL CHANGE AND DEVELOPMENT **Ins.Hrs-15**

Organisational Change - Meaning and Definition-Factors influencing Organisational Change. Management of change- Organisational development - Concept, Nature and scope of OD - OD Interventions – Team, Group, Comprehensive interventions and structural interventions.

TEXT BOOKS

1. “Organisationalbehaviour”- L.M.Prasad, Sultan Chand and Sons, Fourth Edition, 2016. (Unit I : Chapter 1 & 2, 19, 20, 21, 23, Unit II: Chapter 3, 4, 5, Unit III: chapter 6, 7, 15 ,Unit IV: Chapter 12, 13, 15, 16, Unit V: Chapter 25, 26)
2. “Organisational Development”-Wendell French and Cecil .H. Bell Jr.,Prentice Hall India, Unit V: Chapter 8, 9, 10, 11, 12,edition 2008.

REFERENCES BOOKS

1. Organisational Behaviour - Jit.S. Chandan, Print Links, Delhi, Third Edition, 2008.
2. Organisational Behaviour - John.W. Newstrom/ Keith Davis, "Tata Mcgraw Hill.
3. Organisational Behaviour - Schermerhorn, Hunt, Osborn, Wilsey, Ninth Edition, 2005.
4. Organisational Behaviour - Dr.M.Latha Natarajan - Thakur Publication Pvt.Ltd.Lucknow, 2017-18

E -RESOURCES

1. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf
2. http://www.tmv.edu.in/pdf/Distance_education/BCA%20Books/BCA%20VI%20SEM/BCA-629%20OB.pdf
3. <https://www.geektonight.com/organisational-behaviour-notes-pdf/>

COURSE OUTCOMES

Upon completion of the course students would be able to

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL
CO1	understand the basic concepts of organizational behavior.	K2
CO2	identify attitudes and understand of patterns of individual behavior	K4
CO3	adapt to different organizational structures	K4
CO4	fulfil one's role in the fulfilment of organizational goals.	K5
CO5	To adapt to the cultural changes.	K3

Mapping of COs with Pos and PSOs

[illegible]

SEMESTER – I
CORE COURSE – IV
ACCOUNTING FOR DECISION -MAKING

Course code: P1R2BACC4	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course:Skill Development	Marks:CIA:25+ Ext:75=100

OBJECTIVES

- To understand the basics of financial Accounting and Financial statements
- To describe the principles and procedure of cost accounting
- To impart knowledge on standard costing and variance.
- To Adopt a decision-maker perspective on accounting and finance.
- To Examine management accounting and related analytical methodologies for decision-making and control in profit-directed organizations.

UNIT I: INTRODUCTION TO FINANCIAL ACCOUNTING **Ins.Hrs-15**

Accounting- Definition- - Accounting concepts and conventions- - Journal – Ledger - Trial balance- Subsidiary books - Human resource accounting- Meaning- Advantages and Limitations of HR accounting.

UNIT II: FINAL ACCOUNTS AND DEPRECIATION **Ins.Hrs-15**

Preparation of final accounts- Trading account- Profit and loss account- Balance sheet- Depreciation- Causes of depreciation- Methods- Straight line method- Diminishing balance method- Annuity method- Sinking fund method.

UNIT III: FUNDAMENTALS OF COST ACCOUNTING **Ins.Hrs-15**

Cost accounting- Meaning- Definition- Objectives- Advantages- Limitations- Classification of cost- Difference between Cost accounting and Financial accounting- Elements of cost- Preparation of cost sheet- ABC – objectives – merits – demerits.

UNIT IV: OVERHEAD COST ANALYSIS **Ins.Hrs-15**

Overheads- Meaning- Definition- Importance of overhead cost- Allocation- Apportionment of overheads- Primary apportionment- Secondary apportionment- Absorption- Methods- Machine hour rate- Computation of machine hour rate- Merits and demerits of machine hour rate

UNIT V: BASICS OF MANAGEMENT ACCOUNTING **Ins.Hrs-15**

Management accounting- Meaning- Scope- Objectives- Functions- Difference between Management accounting and Cost accounting- Marginal costing- Definition- Advantages and limitations- Applications of marginal costing- Standard costing- Merits and demerits- Variance analysis- Meaning- Computation of variance

TEXT BOOKS

1. Financial And Management Accounting - T.S. Reddy & Y. Hari Prasad Reddy -4th Edition 2008, Reprint 2018 – Margham Publications, Chennai. (Unit-I – Chapter - 1,2,3: Unit – II - Chapter 3 :Unit – III - Chapter 9 : Unit–IV- Chapter 9: Unit –V - Chapter 1,11)
2. Financial Accounting - T.S. Reddy & Y. Hari Prasad Reddy -6th Edition 2011, Reprint 2018– Margham Publications, Chennai. (Unit – II -Chapter 11)
3. Corporate Accounting - T.S. Reddy & Y. Hari Prasad Reddy -6th Edition 2015, Reprint 2018 – Margham Publications, Chennai. (Unit-I –Chapter 17, 18).

REFERENCE BOOKS

1. Financial Accounting -S.N.Maheswari&Maheswari, ,UBS,New Delhi, 2014
2. Financial, cost and Management Accounting-P.Periasamy, Himalaya publishing house, Chennai,2005.
3. Accounting for management by S. N Maheshwari & S.k Maheshwari – 1st Edition 2006, VikasPblishing House.
4. Cost Accounting by S. P. Jain & k. L. Narang – 8th Edition 2007 – Kalyani Publishers

E-RESOURCES :

1. <https://www.civilserviceindia.com/subject/Management/notes/cost-accounting.html>
2. https://www.tutorialspoint.com/accounting_basics/cost_accounting_cvp_analysis.htm
3. <https://www.edupristine.com/blog/costing-methods>
4. <https://courses.lumenlearning.com/wm-accountingformanagers/chapter/cost-volume-profit-analysis-and-decision-making/>
5. <http://www.accountingnotes.net/cost-accounting/marginal-costing/profit-volume-ratio-with-formula-and-calculation/7718>

COURSE OUTCOMES : At the end of the course the students will

Number	Course outcome	Knowledge Level (According To Revised Bloom's Taxonomy)
CO1	Understand accounting concepts and conventions and Human Resource accounting.	K2
CO2	Analyse and interpret financial statements	K3
CO3	Have knowledge to prepare final accounts.	K3
CO4	Possess a managerial outlook at accounts	K4
CO5	Application of marginal costing and variance analysis.	K5

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	2	3	2	3	2	3	2.4
CO2	3	3	3	3	3	2	3	2	2	2	2.6
CO3	3	3	3	3	2	3	2	3	3	3	2.8
CO4	3	3	2	3	2	3	3	3	2	3	2.7
CO5	3	3	2	3	3	2	2	3	2	2	2.5
Mean overall score											2.6

SEMESTER – I
CORE COURSE – V
MANAGERIAL COMMUNICATION AND SKILL DEVELOPMENT

Course code: P1R2BACC5	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course:Skill Development	Marks:CIA:25+ Ext:75=100

OBJECTIVES :

To make students

- understand the techniques and skills of communication.
- identify the principles of effective communication.
- understand various aspects of business letters and help them to draft various letters and drafts
- discuss the functions and types of business letters and their format
- analyze the essentials of good report writing.

UNITI:COMMUNICATION

Ins.Hrs-15

Communication- Meaning and Definition - Importance of communication at workplace– Principles of communication - barriers- communication networking organizations

UNITII:NON-VERBALCOMMUNICATION

Ins.Hrs-15

Nonverbalcommunication–misinterpretationandproblems-barrierstoobservation,strategies for effective observation, non-verbal communication in a business context

UNITIII:ORALCOMMUNICATION

Ins.Hrs-15

Developing oral business communication skills: introduction, advantages of oral communication, oral business presentations

UNITIV:CORPORATE COMMUNICATION & BUSINESS CORRESPONDENCE

Ins.Hrs-15

Corporate communication – group discussions and interviews, attending job interviews - Business letter- Meaning and Definition – Needs –Kinds of letter Enquiries and reply letter-Collection letter-Circular letter- Sales letter- Bank correspondence - Import and Export correspondence-Agency correspondence-Correspondence of a company secretary.

UNIT V:WRITTEN COMMUNICATION

Ins.Hrs-15

Written communication: principles of business communication, type sand techniques of business letters, preparation of c.v.,resume and bio-data.

TEXT BOOKS

1. Business communication-R.C.Bhatia-Ane Books India-2nd Edition 2008 (II)Unit II – Chapter-16
2. Essential of business communication-Rajendra pal &J.S.Korlahalli-Sultan Chand & Sons –Edition 2013(I,III,IV,V)

REFERENCEBOOKS

1. Business Communication-K.K.Sinha-Golgotia Publishing-2nd Edition 2003
2. Effective Communication skills for technologists-II-Dr.S.M.Gupta-Sathyaprakashan-TechIndia Publications-1st Edition 2006
3. Business communication-Madhukantjha-Gen next Publication-Edition 2010.

E-RESOURCES:

<https://www.slideshare.net/andreymiler8/executive-communication-skills-pdf>

<https://www.researchgate.net/publication/287260311> READINGS ON EXECUTIVE COMMUNICATION A BIBLIOGRAPHY

<https://www.manage.gov.in/studymaterial/EC.pdf>

COURSE OUTCOMES : At the end of the course the students will

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO1	Identify workplace communication network	K2
CO2	Apply strategies for effective Non-verbal communication in business context	K2, K3
CO 3	Develop oral business communication skills	K2, K4
CO 4	Demonstrate corporate communication skills.	K2, K3, K4
CO 5	Use principles of business communication for written communication	K2, K5

Mapping of CO with PO and PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	3	2	3	2	3	2.8
CO2	3	3	2	2	3	3	3	3	2	3	2.7
CO3	3	3	2	1	3	3	2	3	3	3	2.6
CO4	3	3	3	3	3	3	2	3	3	2	2.8
CO5	2	3	3	3	3	1	3	3	3	3	2.7
Mean overall score											2.7

COURSE-VI
STATISTICS FOR MANAGERS

Course Code: P1R2BACC6	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability,Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To make students

- To apply probability theory via Baye's rule
- To use method of moments and moments generating function
- To Learn the Additive properties of Normal Distribution
- To known the most widely used t-distribution
- To interpret the procedure for testing of hypothesis

Unit I: Probability and Probability Distributions

(12 hours)

Basic Definitions and rules for probability, Conditional probability , Independence of events, Addition theorem and Random variables, probability Distributions : Binomial poisson, uniform and Normal Distributions.

Unit II: Sampling Distributions and Estimate

(12 hours)

Introduction to sampling Distributions, sampling Distributions of mean and proportion, Application of central limit Theorem, sampling Techniques Estimation : point and interval. Determining the sample size(Using Confidence Interval)

Unit III: Testing of Hypothesis – Parametric Tests

(12 hours)

Hypothesis Testing : one sample and two sample tests for means and proportions of large sample (z-test), One sample and two sample Tests for mean of small samples (t-test), F-test for two sample Deviations.ANOVA one and two way.

Unit IV: Non- Parametric Tests**(12 hours)**

Chi – Square test for single Sample standard Deviations, Chi – Square test for Independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorok smirnov – Test for goodness of fit, Comparing Two populations. Mann- whitney u test and kruskal wallis test. One sample run test introduction – meaning of correlation – Scatter diagram

Unit V: Correlation and Regression**(12 hours)**

Correlation – coefficient of Determination – Rank correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of Estimate.

Text Books:

[1] “ Statistics for management “ Dr. K.Subramani and Dr. A. Santha – Scitech publications pvt.Ltd.2013

Unit I: Chapter 1, sec 1.20-1.23 and 1.23.2, 1.24-1.24.4, 1.26.1 – 1.26.5 [1]

Unit II: Chapter 2, sec 2.1-2.1.10, 2.4-2.9.3 and 2.16[1]

Unit III: Chapter 3, sec 3.1-3.5, 3.7-3.11, 3.17-3.18 [1]

Unit IV: Chapter 3&4 Sec 3.12-3.15, 3.17-3.18 , sec 4.1- 4.5.1 [1]

Unit V: Chapter 5, Sec 5.1-5.18 [2]

Reference Books:

[1] “Mathematical Statistics” - J.N. Kapur,
H.C.Saxena - S.Chand & Company Ltd - New
Delhi (2011)

[2] “Introduction to Biostatistics” – Sokal and Rohlf – Toppan Co. Japan

[3] “Statistical and Numerical Methods”, by P.R. Vittal and V. Malini, Margham Publications

E-RESOURCES:

1. <https://youtu.be/ZmCBF5JXOPM>
2. <https://youtu.be/OTVvk28caCcw>

COURSE OUTCOMES :

At the end of the course the students will

CO1	Prove some basic theorems on probability theory	K5
CO2	Understand the concept that poisson distribution is limiting case of binomial distribution	K2
CO3	Know the most widely used probability distribution and recognize them in applications	K1
CO4	Develop skills to apply chi-square distribution	K6
CO5	Demonstrate a solid understanding of interval estimation and hypothesis testing	K3

Mapping of CO with PO and PSO

Course Outcome (CO)	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Marks Score of COs
CO/PO	PO1	PO2		PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2.7	3	1	3	3	3	3	3	2.7
CO2	3	2	2.1	3	2	3	3	1	3	3	2.1
CO3	3	2	2.4	3	2	3	3	2	3	1	2.4
CO4	3	1	2.3	3	3	3	3	3	3	2	2.3
CO5	3	3	3	3	3	3	3	3	3	2	2.2

Mean Overall Relationship is 2.7 which is HIGH

COURSE-VII PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: P2R2BACC7	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability,Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To help students to

- understand the nature and importance of production and operation management .
- identify the major aspects of production and operations management.
- analyze the functions and stages of Production Planning and Control
- understand the concept of purchasing
- see the key performance measures of operation, quality and plant maintenance.

UNIT I-INTRODUCTION AND TYPES OF PRODUCTION

Ins.Hrs-15

Production- Definition – Functions – Responsibilities of production manager – Types of productions system: Continuous production – Mass production – Process production – Assembly production – Intermittent production – Job production – Batch production – Strategic planning decisions for operations – Demand forecasting for operations.

UNIT II- PRODUCT DESIGN, CAPACITY PLANNING

Ins.Hrs-15

Product life cycle and product design-Characteristics of a good product design-Factors affecting the design of a product –Types of design-Stages in product design-Capacity planning-Importance and procedure for capacity planning-Determinants of effective capacity –Types of capacity-Plant location-Objectives of location-Factors influencing plant location.

UNIT III- PLAN LAYOUT, PRODUCTION PLANNING AND CONTROL

Ins.Hrs-15

Process planning – Procedure of Designing a Process – Factors influencing Process design – Plant Layout – Objectives of Plant layout – Advantages of Good layout – Types of layout – Production planning and control –Objectives, Functions and Advantages of Production planning and control- work measurement- Plant maintenance- types of plant maintenance.

UNIT IV- PURCHASE MANAGEMENT

Ins.Hrs-15

Definition-objectives of purchasing -functions of purchasing department-Method of purchasing-purchasing cycle-buying procedure-purchasing policy- rating techniques

UNIT V- QUALITY CONTROL, QUALITY CIRCLES AND ISO 9000

Ins.Hrs-15

Quality – Quality control – Objectives of Quality control – Importance and Advantages of Quality control system- Quality assurance, quality circles- Characteristics of Quality circles – Advantages of quality circle – ISO 9000 and emerging concept of TQM – Process obtaining ISO certification – Advantages of ISO certification-International quality standards

TEXT BOOKS

1. Production and Material Management – P.Saravanel and S.Sumathi. Margham publications, Chennai. – 2nd edition – 2002. (Unit I- Chapter 1,2 Unit II- Chapter- 5,6,8,11 unit III- Chapter 13,16 Unit IV – Chapter – 17,18 unit V – Chapter- 16)
2. Production and Operations Management – S.A. Chunawala and Patel. Himalaya Publishing House, Mumbai, 8th edition – 2013. (Unit I – Chapter 1 unit-II chapter 7 unit IV- chapter-16, unit V – Chapter-18)

REFERENCE BOOKS

1. Production and Operations Management – Aswathappa, k.K.SridharaBhat – Himalaya Publication.
2. Modern .Production/ Operations Management – Elwood.S.Buffa, Rakesh.K.Sarin. –John Wiley & Son

E-RESOURCES

1. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
2. <https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf>
3. http://www.missouricareereducation.org/doc/entrepreneur/ProdOpMngnt_InstrActivity2_IntroProdMngmnt.pdf

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	understand / Manage production processes.	K2
CO2	understand modern production techniques.	K2
CO3	develop skills needed for effective operations management.	K3
CO4	understand the purchasing integration for competitive advantage	K2
CO5	Solve issues in quality management	K3

Mapping of CO with PO and PSO

Course outcome	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	3	3	3	3	3	3	2	2	2.7
CO2	3	2	2	2	1	2	2	3	3	1	2.1
CO3	2	3	3	2	2	3	2	3	1	3	2.4
CO4	2	2	3	3	2	2	2	2	2	3	2.3
CO5	2	3	2	2	3	2	3	2	3	2	2.4
Mean Score Relationship											2.38

**COURSE-VIII
OPERATIONS RESEARCH**

Course Code: P2R2BACC8	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability,Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To help students

- understand the Scope, Models, Limitations and Applications of OR
- introduce the concept of Decision Theory
- solve a problem using Game Theory
- maintain the balance between the inventories
- analyze the sensitivity of a Decision Variable

Unit I: Linear Programming Problem

(15 hours)

Introduction – origin and development of OR – Nature and Features of OR – Scientific Method of OR – Modeling in OR – Advantages and disadvantages of Models - Operations Research and Decision Making – Applications in OR - Linear Programming Problem – Mathematical Formulation of the problem –Graphical Solution

UNIT II: Decision Analysis

(15 hours)

Introduction – Decision – making problems – Decision - making process – Decision - making environment - Decision - under uncertainty-Decision making under risk – Decision – Tree Analysis - Decisionmaking with utilities

UNIT III: Games and Strategies

(15 hours)

Introduction – Two Person Zero - Sum Games – Some Basic Terms – The Maximin – Minimax Principle – Games without Saddle Points - Mixed strategies – Graphical Solution $2 \times n$ and $m \times 2$ games – Dominance Property – Arithmetic Mean for $n \times n$ Games - General Solution of $m \times n$ Rectangular Games

Unit IV: Inventory Control**(15 hours)**

Introduction – Types of Inventories – Reasons for carrying Inventories – The Inventory Decisions – Objectives of scientific Inventory control – Cost associated with Inventories – Factors affecting Inventory control – An Inventory control problem – The concept of EOQ - Deterministic inventory problems with no shortages - Deterministic inventory problems with shortages – Problems of EOQ with Price Breaks

UNITV: Simulation**(15 hours)**

Introduction – Why Simulation? – Process of Simulation – Simulation Models – Event – Type Simulation – Generation of Random Numbers - Monte Carlo method – Simulation of Inventory Problems - Simulation of a Queueing System - Simulation of Maintenance Problems - Simulation of Investment and Budgeting - Simulation of Jobs sequencing - Simulation of Networks - Advantages and disadvantages of Simulation

TEXT BOOKS:

[1] “**Operations Research**”-Kantiswarup , PK.Gupta,Manmohan-Sultan Chand& sons.

Unit I : Chapter 1 Sec: 1.1- 1.6, 1.9, 1.10, Chapter 2 (sec: 2.1 – 2.3), Chapter 3(sec: 3.1 – 3.2)

Unit II: Chapter 16 Sec: 16.1 - 16.8

Unit III: Chapter 17 Sec: 17.1 – 17.9

Unit IV: Chapter 19 Sec: 19.1 - 19.12

Unit V: Chapter 22 Sec: 22.1 to 22.14

REFERENCE BOOKS:

- 1) Operations Research - An Introduction – Hamdy A. Taha - McMillan.
- 2) Fundamentals of Operation Research for Management-Gupta and Cozzlino - Hodeday,IUC.

E-RESOURCES:

1. <https://youtu.be/nLjopro7H7k>
2. http://www.swlearning.com/quant/asw/sbe_8e/decision_analysis.pdf

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	Apply solution methods for linear programming models.	K3
CO2	Process an effective decision making problems	K3
CO3	Solve the games without saddle points	K5
CO4	Describe the functions as costs of an inventory system.	K4
CO5	Known the Advantages and Disadvantages of Simulation	K1

Mapping of CO with PO and PSO

Course Outcome (CO)	Programme Outcomes (PO)					Programme Specific Outcomes (PSO)					Marks Score of COs
CO/PO	PO1	PO2		PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	3	3	3	3	3	3	2	2	2.2
CO2	3	2	2	2	1	2	2	3	3	1	2.7
CO3	2	3	3	2	2	3	2	3	1	3	2.1
CO4	2	2	3	3	2	2	2	2	2	3	2.4
CO5	2	3	2	2	3	2	3	2	3	2	2.3
Mean Score Relationship											2.38

Mean Overall Relationship is 2.38 which is **HIGH**

**SEMESTER-II
CORE COURSE-IX
MARKETING MANAGEMENT**

Course code: P2R2BACC9	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability	Marks:CIA:25+ Ext:75=100

OBJECTIVES

To help students

1. To understand the marketing concepts and practices.
2. To describe Marketing Mix of various types.
3. To define and assess the marketing strategies.
4. To acquire knowledge in planning and development of a product.
5. To analyze the marketing research process.

UNIT I-INTRODUCTION TO MARKETING MANAGEMENT

Ins.Hrs-15

Market – Meaning - Classification of market - Marketing management – Meaning – Definition – Scope of Marketing-Functions – Marketing process - Marketing mix.

UNIT II- BUYER BEHAVIOUR

Ins.Hrs-15

Analyzing consumer and Buying behaviour- the major factors influencing Buyer behaviour- Buying decision process and stages-Identifying competitors- Analysing competitors- Designing competitive intelligence system - Designing competitive strategies. Levels and patterns of market segmentation - segmenting consumer and business markets

UNIT III- PRODUCT STRATEGIES

Ins.Hrs-15

Product – Meaning - Product planning – Policies – Positioning - New product development - Product life cycle –Positioning the Market offering through the Product Life Cycle - differentiation tools- Managing product line and brands- product line decisions- brand decisions- packaging and labeling.

UNIT IV - PRICING AND PHYSICAL DISTRIBUTION

Ins.Hrs-15

Designing Pricing strategies-setting the price-adapting the price- work performed by marketing channels-channel design decisions -channel management decisions, channel dynamics- Retailing- wholesaling-market logistics.

UNIT V- PROMOTION

Ins.Hrs-15

Developing and managing an advertising program- Deciding on media and measuring effectiveness - sales promotion- public relations-Designing the sales force- managing the sales force- principles of personal selling.

TEXT BOOKS

1. Marketing Management -S.A. Sherlekar -, Himalaya Publishing House, 14th Revised Edition.(Unit I-Chapter 1,2,3,9 Unit II-Chapter 12,13,14, Unit III-Chapter 15,18, unit IV-Chapter 5,7,21,Unit v-Chapter 23)
2. Modern Marketing, -R.S.N PillaiandBagavathi, Revised Edition 2017. S.Chand publication.(Unit V-Chapter 39)

REFERENCE BOOKS

1. Marketing Management,-Philip Kotler and Keller, PHI Edition
2. Marketing Management -V.S Ramasamy&Namakumari, ,Macmilan Third Edition
3. Marketing Management -Text and Cases -H.Kaznil, - Excel Book Latest Edition
4. Marketing Management -Boyd Walker,McGraw hill .

E-RESOURCES:

1. https://www.researchgate.net/publication/225084026_Marketing_Management
2. https://www.tutorialspoint.com/marketing_management/marketing_management_tutorial.pdf
3. <http://mba.tepir.gr/files/UnderstandingMarketingManagement.pdf>

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO 1	Outline marketing management concept and current trends	K2
CO 2	Assess consumer behaviour and identify Competitors	K2, K3
CO 3	Analyse product life cycle and strategies relevant to them	K2, K4
CO 4	Discuss pricing and distribution strategies	K2, K3
CO 5	Design and Manage advertising programme	K2, K5

MAPPING OF CO WITH PO AND PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	2	2	2	2	3	2	3	1	3	2.3
CO2		2	1	3	3	3	2	3	2	2	2	2.3
CO3		3	2	3	2	1	3	2	1	3	3	2.3
CO4		3	3	2	3	2	3	3	3	2	3	2.7
CO5		2	3	2	3	3	2	2	3	2	2	2.4
Mean overall score												2.4

SEMESTER-II
CORE COURSE – X
ADVANCED FINANCIAL MANAGEMENT

Course code: P2R2BACC10	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Skill Development,Employability	Marks:CIA:25+ Ext:75=100

OBJECTIVES:

To help learners

- 1.enrich the understanding of the basic concepts of financial management.
2. make investment, financing,dividend and liquidity decisions
- 3.understand the financial tools needed to make good business decisions
- 4.acquire skills in investment analysis
- 5.assess Working Capital Management strategies

UNIT I: INTRODUCTION TO FINANCIAL MANAGEMENT

Ins.Hrs-15

Financial management- An overview - Time value of money- Meaning- Techniques of time value of money- Compounding technique- Present value technique.

UNIT II: INVESTMENT ANALYSIS

Ins.Hrs-15

Investment Analysis: Cash Flow Estimation - Capital budgeting- Meaning- Definition- Objectives- Advantages- Methods- Payback period- Accounting Rate of Return (ARR)- Discounted Cash Flow (DCF)- Net Present Value (NPV)- Internal Rate of Return (IRR) method- Profitability Index method - Factors affecting capital budgeting.

UNIT III: FINANCING DECISION

Ins.Hrs-15

Sources of Long-Term Finance: Equity - Preference Capital – Debentures - Term Loans –Venture Capital- Cost of capital- Meaning- Importance- Types- Factors affecting the cost of capital- Cost of Debt – Cost of Preference Capital – Cost of Equity Capital – Cost of Retained Earnings –Weighted Average Cost of Capital - Capital structure- Meaning- Importance- Theories of capital structure- Net Income(NI) approach- Net Operating Income (NOI) approach- Traditional approach- Modigliani and Miller (MM) approach- Factors determining capital structure.

UNIT IV: DIVIDEND DECISION AND LEVERAGE

Ins.Hrs-15

Dividend Decision: Types of Dividends - Dividend Policy - Factors Influencing Dividend Policy –Gordon's Dividend Growth Model - Walter's Model - MM Dividend Irrelevance Model – Issue of Bonus Shares.

Leverage- Meaning- Definition- Significance of leverage- Types of leverages- Computation of leverages-

UNIT V: WORKING CAPITAL MANAGEMENT

Ins.Hrs-15

Objectives of Working Capital - Types of Working Capital - Factors Influencing Working Capital - Estimation of Working Capital Requirements – Inventory Management –Cash Management-Receivables Management

TEXT BOOK

- 1.Financial Management - Dr. A.Murthy, Margham publications, Chennai

REFERENCE BOOKS

1. IMPandey, FinancialManagement, VikasPublishingHousePvtLtd.,Noida, 2013
2. MYKhan,PKJain,BasicFinancialManagement,McGrawHill,IndiaPvtLtd.,2012
3. Financial Management – V.R.Palanivelu, Sulthanchand& Sons, New Delhi, 2014
- 4.Financial Management – Prasanna Chandra, Tata McGraw Hill Publishing Company Limited, New Delhi, VII edition, 2008.
- 5.Fundamentals of Financial Management – S.N. Maheswari, Sulthan Chand & Sons, New Delhi, Fourth edition, 2006.
6. Financial Management – R.K. Sharma ShashiK.Gupta, Kalyani publishers, New Delhi.

E-RESOURCES:

1. <https://icmai.in/upload/Students/yllabus2008/StudyMaterialFinal/P12.pdf>
2. https://gurukpo.com/Content/MBA/Financial_Management.pdf
3. <http://docshare02.docshare.tips/files/13755/137553531.pdf>

COURSEOUTCOMES

On completion of the course students will be able to

- apply financial decisions in business (K3)
- evaluate and apply capital budgeting techniques to take wise investment decision (K5)
- identify strategies to arrange funds at minimum cost (K3)
- evaluate dividend policies and take effective dividend decision to enhance investors' confidence (K5)
- determine and maintain optimal levels of working capital (K5)

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	3	3	3	3	2	3	2.9
CO2		3	2	3	2	2	2	3	3	1	2	2.3
CO3		2	3	2	2	2	3	3	3	2	3	2.5
CO4		3	2	2	3	2	3	3	3	3	3	2.7
CO5		3	3	2	2	2	3	3	3	2	3	2.6
Mean overall score												2.6

SEMESTER- II
CORE COURSE- XI
HUMAN RESOURCE MANAGEMENT

Course code: P2R2BACC11	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability,Skill Development	Marks:CIA:25+ Ext:75=100

OBJECTIVES:

To make learners

- understand the concepts of Human Resource Management Concepts and Techniques.
- Acquire the knowledge of Human Resource Planning
- Provide the ideas to sustaining employee interest
- identify the stages in career planning.
- analyze the theories of motivation.

UNIT I- PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT Ins.Hrs-15

Human Resources management -Meaning and Definition-Objectives – scope –importance- functions of human resource management – evolution and development of HRM - Environment of HRM - Strategic Human resource management

UNIT II- ACQUISITION AND ABSORPTION Ins.Hrs-15

Human resource planning – Meaning and Definition –Features-Objectives and Significance – Steps in HR Planning-Factors influencing HRP- Job Analysis -Meaning and Definition-Purpose-Process-Problems-Recruitment - Features-Importance- Sources – Selection - Meaning and Definition-Selection Process-Tests-Types of Tests- Interviews – Types of Interview-Steps- Placement and Induction.

UNIT III- TRAINING AND DEVELOPMENT Ins.Hrs-15

Training- Meaning and Definition-need-Objectives-Importance-Methods of Training-Executive Development Programmes- Meaning and Definition-need- Objectives - Process- Internal Mobility and Separation-Career Planning and Development – Stages in Career Planning - Succession Planning .

UNIT IV – SUSTAINING EMPLOYEE INTEREST Ins.Hrs-15

Concept of Compensation – Compensation management –Concept of Incentives-Financial Incentives-Types of Incentives –Individual Output-linked-Group output linked- Team-based compensation –Bonus –Scanlon plan- Profit sharing – problems in Profit sharing scheme-Stock option-ESOS and ESPS -meaning-Performance appraisal-need-methods.

UNIT V – CONTROL Ins.Hrs-15

Human resource Accounting (HRA)- Meaning and Definition-Objectives-Characteristics-Valuation of Human Assets – Human Resource Auditing –Scope and Objectives- Human Resource information systems (HRIS) – Need- Advantage-Aid to HRIS – Designing of HRIS - Discipline – Disciplinary Action - Grievance – Grievance Handling Procedure .

BOOKS OF STUDY

1. “Human resource management”- S.S.Khanka, S.Chandpublications, First Edition 2013. (Unit I: Chapter 1, 2, 3, Unit V: Chapter 29, 30, 31)
- 2.“ Human Resource Management”-L.M.Prasad , Sultan Chand and Sons, Second Edition, 2007 (Unit II : Chapter 7, 8, 9, 10, 11, Unit III: Chapter 13, 14, 15, 22,Unit IV: Chapter 16, 17, 18, Unit V : Chapter 6)

BOOKS FOR REFERENCE

1. Human Resource Management-Gary Dessler PHI Learning private limited, Eleventh Edition, 2009.
2. Essentials of Human Resource Management and Industrial Relations -SubbaRao.P Himalaya Publishing House, Second Enlarged Edition, Jan 1999
3. Human Resource Management- H. John Behardin&Joycee R.A. Russel.
- 4.Human Resource Management”Dr.K.Karuppiyah and M.Karthik- Thakur Publication Pvt.Ltd.Lucknow 2013

E-RESOURCES

- http://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf
- https://www.researchgate.net/publication/305954894_Human_Resource_Management_Theory_and_Practice
- <https://www.slideshare.net/versatileBschooll/human-resource-management-full-notes>

COURSE OUTCOMES

Upon completion of the course students would be able to

- enhance the knowledge about principles and practice of Human Resource Management by further reading .(
- make job analysis and procurement by self study.
- organize training and development programme.
- handling grievance procedure .
- fit into HRD roles (with practical training)

Mapping of COs with Pos and PSOs

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	Marks score of COs
CO1	2	2	2	1	2	3	2	3	2	3	2.2
CO2	2	3	1	2	2	2	3	2	2	2	2.1
CO3	3	1	3	3	2	2	1	3	2	2	2.2
CO4	2	3	2	3	3	2	2	2	3	2	2.4
CO5	2	2	3	2	3	2	1	2	2	3	2.2
Mean Overall Score											2.22

SEMESTER- II
CORE COURSE- XII
RESEARCH METHODS IN BUSINESS

Course code: P2R2BACC12	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability,Skill Development	Marks:CIA:25+ Ext:75=100

OBJECTIVES:

To make learners

- To develop understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- understand some basic concepts of research and its methodologies
- organize and conduct research in a more appropriate manner

UNIT I: INTRODUCTION

Ins.Hrs:15

Meaning and Importance of Research - Process of Research - Types of Research - Defining Research Problem - Formulation of Hypothesis.

UNIT -II: RESEARCH DESIGN

Ins.Hrs.15

Exploratory Research - Descriptive Research - Causal Research - Sampling and Sampling Design - Sampling Techniques - Sample Size determination Decision Theory, Decision making under Certainty, Risk, Uncertainty, Criteria for Decision Making Pessimism, Regret, EMV, EOL, Cost and Value of Information, Determination of EVPI

UNIT- III: DATA COLLECTION

Ins.Hrs.15

Primary and Secondary Data, Sources of Gathering Information- Respondents, Experiments, Simulation and Panels - Construction of Questionnaire - Editing, Coding and Classification of Data - Tables and Graphic Presentation, Measurement and Scaling- Nominal Scale - Ordinal Scale - Interval Scale - Ratio Scale - Guttman Scale - Likert Scale Semantic Differential.

UNIT- IV: NON-PARAMETRIC TESTS

Ins.Hrs-15

Mc Nemar, Sign Test - One and Two Samples, Run Test, Wilcoxon Matched Pair Test, Mann Whitney-U Test, Kolmogorov-Smirnov D Test, Kruskal- Wallis Tests.

UNIT- V: DATA ANALYSIS

Ins.Hrs-15

Multi-Variate Analysis - Multiple Regression Analysis - Concepts and Applications of Discriminant Analysis and Factor Analysis, Cluster Analysis for Market Segmentation, Multidimensional Scaling for Brand Positioning, Conjoint Analysis for Product Design. Report Preparation and Presentation.

TEXT BOOK:

1. Green, Donald & Tull, Research for Marketing decisions, Prentice Hall of India

REFERENCE BOOKS

1. CR Kothari, Research Methodology, New Age International
2. Naresh K Malhotra, Marketing Research, Pearson Education Asia, 2001
3. Brown, Marketing Research: A Structure for Decision making, Addison, Wesley Publishing Company.
4. Siegel and Castellan, Non-parametric Statistics for Behavioral sciences, McGrawHill Book

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO 1	apply a range of quantitative and / or qualitative research techniques to businessand management problems / issues	K4
CO 2	understand and apply research approaches, techniques and strategies in theappropriate manner for managerial decision making	K2
CO 3	demonstrate knowledge and understanding of data analysis and interpretation inrelation to the research process	K2
CO 4	develop necessary critical thinking skills in order to evaluate different research approaches utilised in the service industries	K3
CO 5	identify the overall process of designing a research studyfrom its inception to its report.	K3

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	2	2	2	2	3	2	3	1	3	2.3
CO2		2	1	3	3	3	2	3	2	2	2	2.3
CO3		3	2	3	2	1	3	2	1	3	3	2.3
CO4		3	3	2	3	2	3	3	3	2	3	2.7
CO5		2	3	2	3	3	2	2	3	2	2	2.4
Mean overall score												2.4

SEMESTER-III
CORE COURSE-XIV
INTERNATIONAL STRATEGIC MANAGEMENT

Course code: P3R2BACC14	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course: Employability	Marks:CIA:25+ Ext:75=100

OBJECTIVES

- To understand the basic steps of international strategic management
- To define SWOT and Environment Analysis
- To discuss the approaches of strategic formulation.
- To identify the various strategies.
- To describe the strategic implementation and control.

UNIT –I STRATEGIC MANAGEMENT

Ins. Hrs. 15

Introduction – definition – Levels of strategic management – Core competence- strategic management process–Limitations– Principles of good strategy. Corporate Mission ,Vision.

UNIT –II ENVIRONMENTAL ASSESSMENT

Ins.Hrs. 15

Environmental analysis – importance, types of environments – environmental factors – methods of scanning, Resource profile – SAP analysis — analysis of management concern – SWOT analysis - value chain approach.

UNIT –III STRATEGIES

Ins. Hrs. 15

Strategic formulation – strategic options – 17 grand strategies – choice of strategy, portfolio analysis – BCG growth share matrix – GE multifactor portfolio matrix – ANSOFF's products – market matrix – competitive analysis - 7 s framework. International operations – globalization of business – complexity of international environmental analysis

UNIT –IV STRATEGIC IMPLEMENTATION

Ins. Hrs. 15

Corporate strategy and Tactics . Activating strategy – structural implementation- functional implementation – behavioral implementation – procedural implementation.

UNIT –V STRATEGIC CONTROL

Ins. Hrs. 15

Process – operational control – Types of operational control
Management of Change - Barriers to change – Change requirements – Implementation of strategic change.

TEXT BOOKS

1. Business policy and Strategic Management-Francis Cherumilam Himalaya Publishing House.
2. Strategic Management -V.S.P.Rao,,Excel Books

REFERENCE BOOKS

3. Business Policy and Strategic Management - .P.SubbaRao Himalaya publishing house.
- 4.Paul Joyce &Adrian Woods Strategic Management Kogan Page Ltd.

E-RESOURCES:

https://www.researchgate.net/publication/272352897_Strategic_Management
https://ebooks.lpude.in/commerce/mcom/term_4/DCOM506_DMGT_502_STRATEGIC_MANAGEMENT.pd

COURSE OUTCOMES

At the end of the course the students will be able to

NO.	COURSE OUTCOMES	BLOOM'S TAXONOMY
CO 1	Provide framework on strategicmanagement.	K2
CO 2	Analyse the environment for suitablestrategies.	K3
CO 3	Explain various strategies thatcorporate can adapt.	K4
CO 4	Identify the process of implementinga strategy	K4
CO 5	Assess the strategic Control process and suggest suitable ways for effective implementation of strategies	K5

Mapping of CO with PO and PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	2	3	2	2	3	1	2.5
CO2		3	3	3	2	2	3	3	3	3	2	2.7
CO3		3	3	3	3	3	2	3	3	3	2	2.8
CO4		3	3	3	2	2	3	2	3	3	2	2.6
CO5		2	3	2	2	3	2	3	2	3	3	2.5
Mean overall score												2.6

**SEMESTER – III
CORE COURSE – III
ENTREPRENEURIAL DEVELOPMENT**

Course code: P3R2BACC15	Credit:5
Category:Core Course	Hrs.Week: 5 Total Hrs.75
Nature of the course:Entrepreneurship	Marks:CIA:25+ Ext:75=100

COURSE OBJECTIVES

- To understand the Growth of entrepreneurship in India
- To study the role of various institutions in EDP
- To identify the port folios in business
- To perceive the role of small enterprises in economic development
- To work on project reports

UNIT –I INTRODUCTION

Ins.Hrs-15

Definition & concept – characteristics of an entrepreneur – Functions of an entrepreneur- Distinction between an entrepreneur and a manager- Growth of entrepreneurship in India -types of entrepreneurs Entrepreneurial traits – role of an entrepreneur in economic development – Factors affecting entrepreneurial growth.

UNIT II -PROMOTIONAL AND DEVELOPMENTAL INSTITUTIONS

Ins.Hrs-15

Entrepreneurship Development Programmes -Entrepreneurial training-phases of EDPs-performance of EDPs-Training to entrepreneurs-Industrial estates Industrial estates- Khadi and village industries commission(EVIC)--The National Institute for Entrepreneurship and Small Business Development(NIESBUD)-Small Industries Development Corporations(SIDCs)-Technical Consultancy Organisations(TCOs)-Small Industries service Institutions(SISI)-State Industries promotion corporation of Tamilnadu Limited(SIPCOT)-(ITCOT)-District Industrial Centre(DIC)-The National Institute of Small Industries Extension Training(NISIET)-National Small Industries Corporation Limited(NSIC)-Schemes relating to self-employed.

UNIT III-BUSINESS PLAN

Ins.Hrs-15

Business idea-sources of business idea-identifying business opportunities-Starting a small scale industry - Form of ownership-preparation of detailed project report-location-procurement of land-Applying for registration-Applying for term loans and working capital loans-statutory requirements and clearance.

UNIT IV -SMALL ENTERPRISES

Ins.Hrs-15

Definition-Characteristics-Relationship between small and large units-Objectives-Scope-opportunities for an entrepreneurial career-Role of small enterprise in economic development problem of small scale industries- Strategies in small business-Objectives of growth –Stages of growth-Types of growth strategies-Signals and symptoms of sickness-Causes and consequences of industrial sickness.

UNIT V-PROJECT MANAGEMENT

Ins.Hrs-15

Meaning of project-project identification-Project selection-Meaning and significance of project report-Contents of a project report-Formulation of project report-Planning commissions guidelines for formulating a project report-Specimen of a project report-Concept of project appraisal-Methods of project appraisal.

TEXT BOOKS:

1. Entrepreneurial development-S.S.Khanka-S.Chand&
- 2 .Entrepreneurial development-E.Gordon& ,K.Natarajan

REFERENCE BOOKS:

- ## 2. Entrepreneurial development-C.B.Gupta and Srinivasan

E-RESOURCES:

https://scholar.google.co.in/scholar?q=entrepreneurial+development+pdf&hl=en&as_sdt=0&as_vis=1&oi=scholar

COURSE OUTCOMES

On the successful completion of the course, students will be able to:

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO1	Know the parameters to assess opportunities and constraints for new business ideas.	K2
CO2	Understand systematic process to select and screen business ideas.	K3,K4
CO3	Be able to design strategies for successful implementation of ideas.	K5
CO4	Be able to apply critical thinking and technological skills to select appropriate software to solve a business problem	K3
CO5	Be able to describe funding sources and capital structure of a business	K2,K3

Mapping of CO with PO and PSO

Course Outcomes		Programme outcomes (PO)					Programme Specific Outcomes (PSO)					Marks score of COs
		PO1	PO 2	PO 3	PO 4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	2	2	2	3	1	3	3	2	3	2.4
CO2		2	1	3	2	3	2	3	2	3	3	2.4
CO3		3	2	3	2	3	2	1	2	2	2	2.2
CO4		3	2	3	2	3	1	2	3	2	3	2.4
CO5		2	1	3	2	3	3	2	2	3	2	2.3
Mean overall score												2.34

**SEMESTER – III
CORE COURSE-XVI
MANAGEMENT INFORMATION SYSTEM**

Course Code: P3R2BACC16	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability & Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

1. To understand the basic knowledge on information system
2. To describe various functional areas of business information system
3. To identify and assess business processes in decision -making
4. To define and understand business ethics
5. To inculcate knowledge on Outsourcing and Offshoring IS

UNIT I- INTRODUCTION TO BUSINESS INFORMATION SYSTEM Ins.Hrs.15

Information System :- Information- Meaning, Need for IS in business- Fundamental roles of IS- System Concepts- Components of IS- IS resources- Overview of IS- Operation support system, Management support system, Other classifications- System approach to problem solving- Global business scenario.

UNIT II- FUNDAMENTAL INTERACTIVE SYSTEMS IN MANAGEMENT Ins. Hrs.15

Business information system- Marketing system:- Interactive marketing, Targeted marketing – Manufacturing system- Human resource system :- HRM and corporate intranets- Accounting system :- Online Accounting system – Financial Management system :-Financial forecasting and planning – Transaction Processing system.

UNIT III-INFORMATION SYSTEM AND DECISION SUPPORT SYSTEM. Ins Hrs.15

Management information and decision support system- DSS models- Expert system – Execution information system- Artificial intelligence technologies- Domains of AI

UNIT IV- IT FOR STRATEGIC ADVANTAGE AND SECURITY CHALLENGES Ins. Hrs.15

Strategic roles of IS- Reengineering business processes- Creating a virtual company- Building a knowledge creating company- Business Ethics- Computer crime – Privacy Issues- Other Security Measures.

UNIT V- MANAGING GLOBAL IT Ins. Hrs.15

IT Planning- Organizing IT- Outsourcing and offshoring IS – Global IT Management- Global Business/IT Application

TEXT BOOKS

Management Information System – James O’Brien, Tata Megraw Hill ,5th Edition,2013,2002 (I,II,III,IV,V) (Unit-I-Chapter -1,Unit II –Chapter 4,5,Unit –III- Chapter-6,Unit – IV-Chapter- 2,Unit V- Chapter- 9,7)

REFERENCE BOOKS

Management Information System- S.Sadagopan, Eastern Economy.
Management Information System – A Managerial View – Robert Shultz, McMillan 2012.

WEB RESOURCES

1. <https://www.sigc.edu/departement/mba/studymet/ManagmentInformationSystem.pdf>
2. https://www.tutorialspoint.com/management_information_system/mis_tutorial.pdf

3. <https://www.managementstudyguide.com/financial-management.htm>

COURSE OUTCOMES

At the end of course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	Build adequate knowledge on information system	K3
CO2	Relate MIS applications and system oriented management function	K2
CO3	A Better understanding of Electronic Commerce and business	K2
CO4	Measure various security systems to protect IS	K5
CO5	Compare IS with global IT management	K5

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	3	2	3	2	2	3	2	3	3	2	2.5
CO2	2	3	3	3	3	2	2	2	3	1	2.2
CO3	3	2	2	3	3	2	3	3	2	3	2.6
CO4	2	3	2	2	2	2	3	2	1	3	2.2
CO5	2	3	2	3	1	3	2	3	2	2	2.3
Mean Score Relationship											2.36

**SEMESTER-IV
CORE COURSE – XVII
INTERNATIONAL BUSINESS ENVIRONMENT**

Course Code: P4R2BACC17	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Entrepreneurship	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To make students

- understand the International environmental factors.
- know about the determinants of International Trade trends
- assess the issues relating to WTO
- comprehend the mechanism involved in foreign exchange market
- identify the factors influencing global trade
-

UNIT- I INTERNATIONAL BUSINESS: AN OVERVIEW

Ins.Hrs-15

International Business: An overview – Types of International Business; The External Environment Economic and Political Environment. The Human Cultural Environment; Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends

UNIT-II INTERNATIONAL TRADE ASPECTS

Ins.Hrs-15

Balance of Payments Accounts; Theories and Institutions: Trade Investment – Government Influence on Trade Investment; Determination of trading pattern - Independence, Interdependence and Dependence.

UNIT- III WTO ISSUES

Ins.Hrs-15

WTO and Environment; Cross-national Cooperation and Agreements; Tarrif and Non Tarrif Barrier - Regional Blocks; International production; Internationalisation of service Firms; Operation Management in International Firms

UNIT-IV FOREIGN EXCHANGE MARKET MECHANISM

Ins.Hrs-15

Foreign Exchange Market Mechanism; Determinants of Exchange Rates; Euro-current Market; Offshore Financial Centers; International Banks; Non Banking Financial Service Firms; Stock Markets

UNIT -V GLOBALISATION

Ins.Hrs-15

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with social Responsibility; Negotiating and International Business, Issues in Asset Protection; Multilateral Settlements.

TEXT BOOKS

- 1.International Business - Dr.P.SubbaRao Himalaya Publishing House Edition 2013
2. International Business Environment – Francis Cherunillam Himalaya Publishing House.

REFERENCE:

- EssentialsofBusinessEnvironment–K.Aswathappa,HimalayaPublishingHouse,Mumbai-2018
- BusinessEnvironment–S.Sankaran,MarghamPublications,Chennai-2017

E-RESOURCES:

Study.com/academy/lesson/what-is-business-environment-definition-factors-quiz.htm,
www.yourarticlelibrary.com/business/business-environment...business-environment/2.

COURSE OUTCOMES : At the end of the course the students will

Number	Course outcome	Knowledge Level (According To Revised Bloom's Taxonomy)
CO1	To know about business environment including micro and macro environment	K1,k2
CO2	To analyse objectives of business,culture,socialresponsibility,consumerismand corporategovernance in IndianContext.	K1,K2,K4
CO3	To assess NewIndustrial Policy1991,IDRAAct and Privatisation in India.	K1&K3
CO4	Tooutline thefunctions,economic roles of State and fundamental rights,duties and preamble,and responsibilities of business to government and vice-versa.	K1,K2,
CO5	To Evaluate technology, IT revolution and business environment,globalization and technology transfer.	K2&K1

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	2	3	2	3	3	3	2.6
CO2	3	2	3	3	3	2	3	2	2	2	2.5
CO3	3	2	3	3	2	3	2	3	3	3	2.7
CO4	3	3	2	3	2	3	3	3	3	3	2.8
CO5	3	3	3	3	3	2	2	3	3	2	2.7
Mean overall score											2.6

**SEMESTER-III
CORE COURSE-XV
BUSINESS LAWS**

Course Code: P4R2BACC18	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- The objective of this course is to acquaint students with various laws, forces and regulatory measures governing business operations in India.
- The students will be able to discuss about the Indian legal environment in which business is carried on.
- To understand the fundamental principles of business laws and company laws
- To identify problems in interpretation and implementation of Business Laws
- To understand information technology Act and GST.

UNIT I -INTRODUCTION TO LAW OF CONTRACT

Ins.Hrs.15

Definition of contract- Nature- Indian contract Act 1872, Elements of essential valid contract – Offer and acceptance, Consideration, Free consent, Quasi contract, Special contract – Indemnify & Guarantee – Kinds, Bailment and pledge.

UNIT II- COMPANIES ACT 2013

Ins.Hrs.15

Formation of company - Memorandum of Association- Meaning and Purpose Forms and Contents - Article of Association- Meaning and Purpose. Registration of articles- alteration -effects of alteration. Dissolution of firm-companies Act 2013.Types of companies-Memorandum of Association-Contents-Articles of Association -Contents -Prospectus-Contents-Winding up of company.

UNIT III - SALE OF GOODS ACT

Ins.Hrs.15

Contract of Sale of goods – Conditions and Warranties – Transfer of property – Performance of contract – Rights of an unpaid seller.

UNIT IV- CONSUMER PROTECTION ACT AND GST

Ins.Hrs.15

Consumer Protection Act 1986- Consumer right- Procedure for consumer redressal- redressal mechanism – GST- VAT and GST Comparison –Benefits of GST to consumer.(CGST –IGST-UTGST- SGST- meaning)

UNIT V- INFORMATION TECHNOLOGY ACT 2000

Ins.Hrs.15

Information Technology Act 2000-Digital Signature- Benefits- Electronic Records- Certifying Authority –Digital certificate.

Book of Study:

- 1.Business Law – N.D. Kapoor - Sultan Chand & Sons-2007 Edition
- 2.GST-V.S. Dately-Ready Reckoner-Taxmann Publishing

Books for Reference :

1. Business law – B. Satish Mathur -Tata Mcgraw Hill - Edition 2013.
2. Business law -M.C.Khuchal- Sultan Chand & Sons.
3. M.S.Pandit and Shobha Pandit, Business Law, Himalaya Publishing House, Mumbai, 2010.
4. Pathak, Legal Aspects of Business, TMH, 2009.
5. N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi.
6. M.C. Shukla, Mercantile Law, S. Chand & Co., New Delhi.
7. Relevant Bare Acts.

8. Balachandran and Thothadri, business Law,

E-RESOURCES :

- <https://www.slideshare.net/GEETHASRIRAM/business-law-ppt-12041616>
- <https://josephscollege.ac.in/lms/Uploads/pdf/material/BLAW.pdf>
- <http://teamslive.com/DOWNLOADS/Bharathiar%20University%20Study%20Materials/UG/BBA/Third%20Year/Business%20Law.pdf>
- [https://kulbhaskarpgcollege.com/images/docs/E_lectures_2019/BBA%20II%20SEM%20Business%20Law%20\(INDIAN%20CONTRACT%20ACT%201872\)%20%20By%20Richa%20Srivastava.pdf](https://kulbhaskarpgcollege.com/images/docs/E_lectures_2019/BBA%20II%20SEM%20Business%20Law%20(INDIAN%20CONTRACT%20ACT%201872)%20%20By%20Richa%20Srivastava.pdf)
- <https://examupdates.in/legal-environment-and-business-law/>
- <https://byjus.com/free-ias-prep/consumer-protection-act-2019/>
- <https://cleartax.in/s/gst-law-goods-and-services-tax>

Course Outcome : At the end of the course

Number	Course outcome	Knowledge Level (According To Revised Bloom's Taxonomy)
CO1	Understand about how business and legal matters intertwine.	K2
CO2	Gain a realistic understanding of how the law actually works.	K2
CO3	Be able to recognize and apply basic principles of law to various problems which business faces	K3
CO4	Apply and demonstrate Knowledge on Recent regulations in Legal Framework	K4
CO5	Application of various provisions of GST	K4

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of COs
	PO1	PO2	PO3	PO4	gstPO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	2	3	2	3	3	3	2.6
CO2	2	3	3	3	3	3	3	2	2	2	2.6
CO3	3	2	3	2	3	3	2	3	3	3	2.7
CO4	3	3	3	3	2	3	3	3	2	3	2.8
CO5	3	3	3	3	3	2	2	3	2	2	2.6
Mean overall score											2.6

SEMESTER-IV
CORE COURSE-XIX
TOTAL QUALITY MANAGEMENT

Course Code: P4R2BACC19	Credit:5
Category: Core Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Entrepreneurship	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

- To analyse the basic quality concepts
- To understand the quality information and TQM models
- To identify continuous process improvement tools for Quality
- To understand various tools and benchmarking in Quality
- To highlight the quality standards.

UNIT I-FUNDAMENTALS OF TOTAL QUALITY MANAGEMENT **Ins. hrs:15**

Quality- Meaning, Definition, Dimensions, Characteristics- Basis of Total Quality-Total Quality Management- Meaning, Definition- Principles of TQM – Advantage and disadvantages- Evolution of quality Management –Deming: – Fourteen Points, PDSA- Juran:- Trilogy, Ishikawa:- Fishbone Diagram, Taguchi's principle.

UNIT II- QUALITY TERMINOLOGY Ins.hrs :15

Total Quality Models – Quality Control – Quality Objectives- Quality Policies- Quality Education- Quality Process- Quality Council- Quality Information Feedback.

UNIT III- IMPLEMENTATION OF TQM Ins.hrs: 15

Employee Involvement- Motivation, Empowerment ,Teams,Team Building, Benefits of Employee Involvement- Concept of Six Sigma, FMEA (Failure Mode And Effective Analysis) – Continuous Process improvement –PDSA cycle, Kaizen, 5‘S, Re-engineering, Quality Circles- Cost of Quality- Service Quality.

UNIT IV – SEVEN TOOLS OF QUALITY AND BENCHMARKING **Inst hrs :15**

Seven tools of Quality, New Seven Tools- Affinity, Tree Diagram, Matrix Diagram- Benchmarking- Types of Benchmarking- Benchmarking Process- Benefits of Benchmarking.

UNIT V- ENVIRONMENT MANAGEMENT SYSTEM – 9000 SERIES **Inst hrs: 15**

Role of ISO 9000 Series of Quality System- Need for Quality System, Revised ISO 9001-2015 System Standards- ISO 14000- ISO Concepts, Requirements, Benefits- Pitfalls in Operationalizing Total Quality.

TEXT BOOKS

1. Total Quality Management – R.Ramakrishnan, Eswar Press, The Science and Technology Publisher, 2009. (Reprint) (I,II,III,IV,V) (Unit I- Chapter -1,2, Unit II- Chapter 4, Unit-III-Chapter 7,20,21, Unit IV –Chapter 13,14, Unit V –Chapter 22,23).
2. Total Quality Management- Poornimam. Charantimath, 2nd Edition, Pearson Publications.

REFERENCE BOOKS

1. Quality Management – C.S.Summers, Pearson Educatuion, 1st print ,2005
2. Total Quality Management – Masterfield, Person Publications,2012

WEB RESOURCES:

<https://blog.sage.hr>
<https://cgma.org>

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

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	2	1	2	2	3	2	3	2	3	3	2.3
CO2	2	2	3	1	2	3	2	3	3	2	2.3
CO3	3	2	2	3	2	3	1	2	3	3	2.4
CO4	2	3	2	3	1	2	2	3	2	3	2.3
CO5	3	3	3	2	2	2	3	2	2	2	2.4
Mean Score Relationship											2.34

SEMESTER -III

ADVERTISING AND SALES PROMOTIONMANAGEMENT

Course Code: P3R2BADSEM1:1	Credit:4
Category: Marketing-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability &Entrepreneurship	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

To help students to

- understand the basic concepts in Advertising and Sales Promotion
- analyse the effectiveness of advertisement measurement.
- gain knowledge about media planning and selection
- assess sales promotion initiated and its strategies.
- know about personal selling and PR

UNIT I INTRODUCTIONTO ADVERTISEMENT AND SALES PROMOTION **Ins.Hrs-15**

Advertising-definition-nature and scope of advertising –functions-types –approaches to advertising-advertising as a tool of communication-advertising as a marketing tool-Evolution of Indian advertisement-challenges and opportunities in advertising-client- agency relationship-functions of advertising agency-advertising budget-ethics in advertising.

UNIT II MEASURING ADVERTISING EFFECTIVENESS **Ins.Hrs-15**

Measuring Advertising Effectiveness- Advertising Research-pact principle of advertising-DAGMAR approach- advertising solution-pretesting-print media-post testing techniques-media research –film research-advertising research – -limitation of research.

UNIT III ADVERTISING COPY AND MEDIA **Ins.Hrs-15**

Advertising copy and media copy-how to write an advertising copy- different types of advertising copy-visualisation of development of ads-creative process in visualization-visual thinking-layout-definition – concepts –types of media- media planning and selection-concept of reach, frequency and continuity and selectivity.

IV SALES PROMOTION AND ITS STRATEGIES **Ins.Hrs-15**

Sales promotion-concept-objectives-significance–promotion- mix-methods of sales promotion- - sales promotion strategies-tools of sales promotion schemes-sales force decision-recruitment and selection-training methods-compensation and incentives—evaluation.

UNIT V PERSONAL SELLING AND PUBLIC RELATIONS **Ins.Hrs-15**

Personal selling-components of personal selling-sales- Salesmanship-aggressive selling-Defensive selling-publicity-features-public relation-components of public-event marketing-online marketing-internet marketing-ambush marketing

TEXT BOOKS

- 1.Foundation of Advertising -Theory and Practice- S.A .ChunawallaandK.C.Sethia,Himalaya publishing house.UNIT I(1,6,8) UNIT II(17,15,19),UNIT III(27,28),Edition -2010
- 2.Advertising and salesmanship - Sales Promotion and publicity-P.Saravanavel and S.Sumathi-Margham Publication(UNIT IV(27,28) UNIT V(18,20,21,22),Edition-2006

REFERENCE BOOKS

- 1Advertising Theory and Practice - A.Chunawalla, Himalaya publishing House
- 2.Advertising management-UC Mathur,New Age International Publishers
- 3.Advertising Theory and Practice-Sandars,Fryburger,Rotzoll - AITBS publishers and distributors,11th edition
- 4Advertising management-Rajeev Batra,John G Myers, David A.Aaker-Prentice Hall India, fifth edition

WEB RESOURCES

1. <http://www.eiilmuniversity.co.in/downloads/Advertising-Management.pdf>
2. http://www.cbsmohali.org/course_material/third_semester/Advertising%20Management%20MBA%20902.pdf

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	categorize advertisements and their types and assess their comparative effectiveness	K2
CO2	understand how advertisements are used as a strategic tool to achieve marketing objectives.	K2
CO3	critically evaluate a sales promotion packages.	K5
CO4	create ads for specific products targeted to specific markets.	K6
CO5	Take up a career in advertisement and sales promotion.	K4

Relationship Matrix of CO ,PO , PSO

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	3	3	2	3	2	2	2	1	3	3	2.4
CO2	2	2	3	3	1	3	3	3	3	2	2.5
CO3	3	2	2	2	2	3	2	3	2	2	2.1
CO4	2	2	2	2	3	2	2	2	1	3	2.1
CO5	2	1	3	3	2	3	3	2	2	2	2.3
Mean Score Relationship											2.28

SEMESTER –III

CONSUMER BEHAVIOUR

Course Code: P3R2BADSEM1:2	Credit:4
Category: Marketing-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

- To understand the factors involved in consumer behaviour
- To understand the consumer behaviour models.
- To identify the factors motivating consumers
- To identify factors influencing consumer behaviour and its applications
- To analyse consumers satisfaction and customization.
-

UNIT I INTRODUCTION TO CONSUMER BEHAVIOR

Ins.Hrs-15

The Diversity of consumer behaviour – Definition – Importance – Approches to the study of consumer behavior- The consumer movement – The Role of Consumer Research.

UNIT II LIFE STYLE

Ins.Hrs-15

Social – Measurement of social class – Social stratification – life style profile – Selected – Consumer Behaviour Models. Consumer Behaviour – Applications of social class.

UNIT III CULTURE

Ins.Hrs-15

Characteristics – Measurement of culture – cross culture - Sub cultural influences on Consumer Behavior – Customization.

UNIT IV CONSUMER'S DECISION MAKING

Ins.Hrs-15

Process, Personal influence & Opinion leadership process – Diffusion of innovations – Consumer decision Making model.

UNIT V CONSUMER PROTECTION

Ins.Hrs-15

Attitudes & Believes of the Consumer – Consumer Protection.

TEXT BOOKS

- 1.Consumer Behavior in Indian Perspectives- Suja R. Nair – Himalaya Publishing House
2. Schiffman,LeonG.,lesllie lazar Karuk,Consumer Behavior,10th ed, New Delhi: Prentice Hall of India Pvt Ltd, 2011 .

REFERENCE BOOKS

3. Consumer Behavior-C.R.Sontakki-Himalaya Publishing House-edition 2010
4. Consumer Behavior-Hawkins Best Coney-Tata Mc Graw-Hill-edition 2002.
5. Consumer Behavior-Kumar Dinesh-Oxford University.2015

E- RESOURCES:

http://www.sjput.in/pdf/markiii_cb.pdf

<https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Consumer-Behaviour-Course-Taster.pdf>

COURSE OUTCOMES

At the end of the course the students will

NO.	COURSE OUTCOMES	BLOOM'S TAXONOMY
CO 1	Explain the need for studying consumer behavior and consumer research	K2
CO 2	Discuss the role of social factors in consumer behavior	K2
CO 3	Analyze the role of culture in understanding consumers	K3
CO 4	Outline consumer decision process and models	K4
CO 5	Compile the influence of attitude and belief in consumer behavior	K5

Mapping of CO with PO and PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	3	3	2	3	2	3	2.8
CO2		3	3	2	2	3	3	3	3	2	3	2.7
CO3		3	3	2	1	3	3	2	3	3	3	2.6
CO4		3	3	3	3	3	3	2	3	3	2	2.8
CO5		2	3	3	3	3	1	3	3	3	3	2.7
Mean overall score												2.7

SEMESTER-III

MARKETING OF SERVICES

Course Code: P3R2BADSEM1:3	Credit:4
Category: Marketing-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

1. To Identify evolution and growth of Service Sector
2. To Understand Service Marketing Mix and the special features of services marketing
3. To analyze the features of marketing of financial services.
4. To analyse the role and relevance of quality in service.
5. To visualize future change in service industry.

UNIT-I EVOLUTION AND GROWTH OF THE SERVICE SECTOR

Ins.Hrs-15

Evolution and growth of the service sector – reasons for the growth of the service sectors- impact of social environment on the growth of services marketing – Significance of service marketing- Components of services : Physical product , Service product , Service environment , Service delivery. –characteristics of services

UNIT- II NATURE AND CLASSIFICATION OF SERVICE

Ins.Hrs-15

Nature of service – classification of services – Difference between goods and services – Type of Relationship a service organization should have with customer – nature of delivery system – nature of demand and supply for the services – methods of services delivery.

UNIT- III SERVICE MARKETING MIX AND PROMOTION MIX

Ins.Hrs-15

Service markets mix – definitions – characteristics of services marketing mix – total product concept Pricing – promotion –Promotion Mix – Advantages of personal selling – Cross Selling – Strategies for creating customer oriented service delivery.

UNIT- IV MANAGING DEMAND AND SUPPLY

Ins.Hrs-15

Forecasting demand – Understanding demand pattern – managing capacity constraints – Strategies for managing capacity to match demand –Strategies for demand and capacity mismatch – Waiting lines – Reservations, Triage, Delaying , Service delivery.

UNIT- V SERVICE MARKETING FOR DIFFERENT SECTORS

Ins.Hrs-15

Characteristics of marketing of financial of services – Role of personal Selling in financial service – Marketing mix in financial service – market segmentation in insurance organization – marketing Mix for hospital, market segmentation for consultancy organization – Telecommunication service.

TEXT BOOKS

1. Services Marketing – Dr. L. Natarajan – Margham Publications , Chennai – 1st Edition-2007 (Unit I – Chapter 1,Unit II – Chapter 2, Unit III – Chapter 4, Unit V –Chapter -14)
2. Services Marketing – Vasanti Venugopal& V N Raghu Himalaya Publishing House, Mumbai – 1st Edition -2013.. (Unit III – Chapter 3, Unit IV – Chapter 5)

REFERENCE BOOKS

1. Services Marketing – Dr. P N Reddy , H R Appannaiah, Dr.SAnilkumar, and Dr.Nirmala. Himalaya Publishing House , Mumbai.-1st Edition – 2000
2. Services Marketing - for People, Technology and Strategy – Christopher Lovelock and Johannaanwich. Himalaya Publishing House, Mumbai. – 1st Edition – 2001

COURSE OUTCOMES

At the end of course the students will

No.	Course Outcomes	Knowledge Level (According To Revised Bloom's Taxonomy)
CO1	Be able to gain knowledge of the extended marketing mix for service.	K2
CO2	Be able to develop and justify marketing planning and control systems appropriate to service based activities.	K2,K3
CO3	Exhibit the capability to work effectively within a team environment.	K4
CO4	Communicate and justify marketing mixes and information systems for service-based organization.	K3,K4
CO5	Application of quality in service.	K5

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	2	3	2	3	3	3	2.6
CO2	3	2	3	3	3	2	3	2	2	2	2.5
CO3	3	2	3	3	2	3	2	3	3	3	2.7
CO4	3	3	2	3	2	3	3	3	3	3	2.8
CO5	3	3	3	3	3	2	2	3	3	2	2.7
Mean overall score											2.6

SEMESTER – IV

RURAL MARKETING

Course Code: : P4R2BADSEM2:1	Credit:4
Category:Marketing- Elective Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

To make students

- To understand the importance of rural and urban marketing
- To identify the challenges in rural marketing
- To describe the strategies of the product
- To explain distribution channels in rural marketing
- To develop knowledge on recent trends

UNIT I : INTRODUCTION

Ins.Hrs.15

Rural Marketing – Definition – Characteristics, scope and importance of Rural Market – Rural Vs Urban Marketing.

UNIT II : CONSUMER BEHAVIOUR

Ins.Hrs.15

Rural Market Environment – Rural demand – Challenges in Rural Marketing – Consumer Behaviour in Rural Market.

UNIT III : SEGMENTATION

Ins.Hrs.15

Rural Market segmentation – Product strategies – Role of New Products – Packaging for Rural Markets – Role of Pricing in Rural Marketing.

UNIT IV : MARKETING IN RURAL MARKET

Ins.Hrs.15

Channel Management: Methods and Problems in Physical Distribution – Storage and Warehousing – function of Central & State Warehousing Corporation – Co-operative Marketing – Retailing – Marketingcommunication: Methods, Constraints, Message delivery, Media selection, Personal selling, and Opinion leaders

UNIT V: RECENT TRENDS

Ins.Hrs.15

Marketing of agricultural inputs, agricultural produce, Consumer products, Consumer durables, Marketing of Rural / Cottage industry / artisan products Indian companies specializing in rural Marketing – Trends in rural marketing

TEXT BOOK :

1.Gopaalswamy T.P. Rural Marketing – Environment, Problems and strategies,3rd ed., Vikas Publishing.,2014

REFERENCE BOOKS :

1.Ramkishen Y., New perspectives in Rural Agricultural Marketing 2nd Ed., Jaico Publishing House., Mumbai., 2007

2.Dogra Balram, Ghuman karminder., Rural marketing Concepts and Practices., TATA Mc Graw Hill Education pvt. Ltd.,NewDelhi, 2011

3.Krishnamacharyulu C.S.G., Lalitha Ramakrishnan, Cases in Rural marketing: An Integrated Approach, Dorling Kindersley Pvt. Ltd., New Delhi, 2009

E- RESOURCES:

1. <http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_RM_N_OTES_2.pdf

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
C01	discuss the characteristics of ruralmarket	K2
C02	analyse the challenges in ruralmarketing and rural marketconsumer behaviour.	K3
C03	assess rural marketing mix	K4
C04	explain channel management and communication in rural market.	K4
C05	outline industrial setup in ruralmarket and recent trends	K5

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcomes	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	3	2	3	3	2	2	2	3	2	2.4
CO2	2	3	2	2	2	2	3	3	2	2	2.3
CO3	3	3	3	3	3	2	2	2	3	1	2.5
CO4	2	2	3	2	3	3	3	3	2	3	2.6
CO5	3	2	2	3	2	3	2	2	2	3	2.4
Mean Score Relationship											2.44

SEMESTER-IV

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: : P4R2BADSEM2:2	Credit:4
Category: Marketing-Elective Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To understand the importance and dynamics of CRM
- To know about customer satisfaction, customer retention and customer identification.
- To train-up use of technological tools in CRM
- To gain knowledge on e-crm
- To understand and familiarize on call center functions

UNIT I- CRM OVERVIEW

Ins.Hrs-15

CRM Meaning-Definition- Objectives and Concepts –Emergence of CRM practices-CRM process. Framework-Knowledge management-Meaning-a conceptual framework,

UNIT II - CUSTOMER LOYALTY

Ins.Hrs-15

Building customer relationship- Customer acquisition, Customer interaction management, customer retention-, retention process, customer loyalty.

UNIT III- CRM IMPLEMENTATION

Ins.Hrs-15

CRM Implementation –Definition,meaning,concept-5 phase of CRM implementation , CRM projects-development of customizations-CRM for client server model.

UNIT IV - TECHNOLOGICAL TOOLS IN CRM

Ins.Hrs-15

Customer relationship management & data mining operation-Data mining tools & techniques-CRM in service sector;- Banking , Hotel & Hospital.

UNIT V - CALL CENTER MANAGEMENT

Ins.Hrs-15

Call center management-Meaning, Definition ,Objectives, Features, Technological components, call center planning-AOD (Automatic out bound dialing),Customer contact center reporting.

TEXT BOOKS

- 1 Customer Relationship Management- Peer Mohamed &Shadevan(Vikas publishing ltd 2013;Chapter 2-Unit II,Chapter 5-Unit III,V)
- 2, Customer Relationship Management- Kaushik Mukerjee(Prentice Hall Of India LTD -2007:UNIT I,IV)

REFERENCE BOOKS

1. Customer Relationship Management – Venkataramana Somayajulu ,Excel Books
2. Customer Relationship Management-.Mukesh Chaturvedi & Abhinav Chaturvedi ,(Excel Books - 2005;Unit-V)

WEB RESOURCES

1. https://www.onebusiness.ca/sites/default/files/MEDI_Booklet_Customer_Relationship_Management_Accessible_E.pdf
2. https://ebooks.lpude.in/management/bba/term_6/DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	have knowledge of customer's changing needs and tastes	K2
CO2	analyse and apply CRM in competitive market	K4
CO3	make use of client-server functions through CRM models	K3
CO4	analyse and assess various CRM techniques in service sector	K4
CO5	develop call centre and BPO services	K6

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	1	3	3	2	2	2	3	3	2	2	2.3
CO2	3	2	2	3	2	3	2	2	3	1	2.3
CO3	3	2	3	2	1	2	2	3	2	2	2.2
CO4	2	3	2	3	3	2	3	2	3	3	2.6
CO5	3	1	2	2	3	2	3	3	2	3	2.4
Mean Score Relationship											2.36

SEMESTER-IV

BRAND MANAGEMENT

Course Code: P4R2BADSEM2:3	Credit:4
Category: Marketing-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To help students to

- To understand the basic concepts of branding
- To analyse concepts like brand image, brand surviving competition and brand performance
- To understand the fundamentals of brand management
- To gain knowledge on brand promotion
- To analyse various measures of brand equity.

UNIT I – INTRODUCTION

Ins.Hrs-15

Brands-definitions-branding versus products-branding concepts-function of brand-basis-need-importance-significance of brands-different types of brands-co branding-store brands-production strategy-pricing strategy-channel strategy.

UNIT II - BRAND STRATEGIES

Ins.Hrs-15

Strategic brand management process-building a strong brand-four steps in brand building-brand building block-brand salience-brand performance-brand judgement-brand feelings-brand resonance-brand positioning-Establishing brand values-brand vision-brand elements-competing with foreign brands-Benefits.

UNIT III - BRAND COMMUNICATION

Ins.Hrs-15

Brand image building-Brand loyalty programmes-brand promotion methods-Role of brand ambassadors-celebrities-online brand promotion-designing and implementing brand strategies-brand product mix-brand hierarchy-branding of trade marks-registration of trademarks.

UNIT IV - BRAND EXTENSION

Ins.Hrs-15

Brand adoption practices-different types of brand extension-factors influencing decision for extension-rebranding and re- launching-brand positioning and values-identifying and establishing brand positioning-basic concepts-target market-nature of competition-point of parity and point of difference

UNIT V - BRAND PERFORMANCE

Ins.Hrs-15

Measuring brand performance-Brand equity management-brand audit-brand equity measurement-Evaluation of brand performance-role of brand managers-branding challenges and opportunities-brand proliferation-media fragmentation

TEXT BOOKS

1.Strategic Brand Management-Kevin Lane Keller, Prentice Hall,Third Edition,2013

UNIT I(1,5),UNIT II(1,2,3,4)UNIT III(7,11,9)UNIT IV(3,12),UNIT V(1,2,3,14)

REFERENCE BOOKS

1.Managing Indian brand-S.RameshKumarvikas publications, second edition

2.Brand Immortality-Hamish Pringle and PeterField ,Kogan page publications

WEB RESOURCES

1. [https://ebooks.lpude.in/management/mba/term_4/DMGT508_PROD_UCT_AND BRAND MANAGEMENT.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT508_PROD_UCT_AND_BRAND_MANAGEMENT.pdf)
2. http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_ManagementBookFi.pdf

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	explain branding concepts and ideas to marketing personnel	K3
CO2	Understand the factors that govern brand image	K2
CO3	understand and measure brand equity and brand performance.	K2
CO4	practically develop a brand, and plan positioning and communication strategies.	K6
CO5	To know the brand equity and evaluate the brand performance of various brands	K5

Relationship Matrix of CO ,PO , PSO

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	3	2	2	3	2	3	3	2	2	3	2.5
CO2	2	3	3	3	3	2	2	3	1	3	2.5
CO3	3	2	2	1	2	3	2	3	3	2	2.3
CO4	2	3	3	2	3	1	3	3	3	2	2.5
CO5	3	2	1	3	2	2	3	2	3	1	2.2
Mean Score Relationship											2.4

SEMESTER – III

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: P3R2BADSEF1:1	Credit:4
Category: Finance-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To help students

- identify various investment avenues
- acquaint themselves with the working of security market and principles of security analysis and portfolio management
- evaluate industry and economic analysis
- understand the techniques of security analysis and portfolio construction and management
- predict future stock movements

UNIT I: INTRODUCTION TO INVESTMENT AND RISK

Ins.Hrs-15

Investment - Meaning – Objectives – Investment process – Financial System – Financial Markets- The role & functions of securities markets - Various types of securities market - Money Market & its instruments - Capital market - Indian stock market – Operations & functions – Role of SEBI – Objective of the Security Analysis - Derivatives Market

UNIT II: PORTFOLIO RISK AND RETURN

Ins.Hrs-15

Risk and Return : Concept and components of Total Risk - Security Returns: Measuring Historical and Ex Ante (expected) returns - Systematic and Unsystematic Risk - Quantifying Portfolio Risk & Return - Benefits of Diversification, valuation

UNIT III: SECURITY ANALYSIS

Ins.Hrs-15

Fundamental Analysis – Economic analysis – Industry analysis – Company analysis – Earnings of the company – Financial analysis – Technical analysis – assumptions – Tools – Dow theory – Indicators – Moving average – Rate of Change – Charts – Types – Efficient market theory – Market Inefficiencies.

UNIT IV: PORTFOLIO MANAGEMENT AND EVALUATION

Ins.Hrs-15

Portfolio objective – Process - Portfolio selection & diversification - Portfolio construction models: Markowitz, Sharpe & CAPM – Portfolio performance evaluation: Jensen, Sharpe & Treynor's measures

UNIT V: PORTFOLIO REVISION

Ins.Hrs-15

Portfolio revision – Passive management – Active management – Formula Plan – Assumptions – Variable Ratio Plan – Portfolio revision and Cost of revision.

TEXT BOOK

1. Security Analysis and Portfolio Management – Punnithavathy Pandian - Vikas Publishing House – Edition 2013.

REFERENCE BOOKS

1. Security Analysis and Portfolio Management - S. Kevin – PHI Learning Pvt. Ltd. – New Delhi - 2009.
2. Investment Management – V.A. Avadhani – Himalaya Publishing House – 7th Edition, 2008

E-RESOURCES

1. <http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf>
2. http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/6-3.pdf

COURSE OUTCOMES

Upon completion of the course students would be able to

- assess various investment avenues. (K5)
- analyse the risk – return relationship involved in the security investment.(K4)
- Examine the impact of economy, industry and company on security performance and apply investment theories to construct an optimal portfolio (K4)
- analyse by setting appropriate portfolio objectives and select appropriate portfolio and evaluate portfolio in the light of the set objectives, plan and advise on investment portfolio (K4)
- Apply knowledge on recent trends and issues relevant to the Investment and Portfolio Management (K3)

Relationship Matrix of CO ,PO , PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	2	3	3	3	3	2	2.8
CO2		3	3	3	2	2	3	3	3	3	2	2.7
CO3		3	3	3	3	2	3	3	2	3	2	2.7
CO4		3	3	3	3	3	3	3	3	3	2	2.6
CO5		3	3	3	3	3	3	3	3	2	3	2.9
Mean overall score												2.7

SEMESTER -III

STRATEGIC COST MANAGEMENT

Course Code: P3R2BADSEF1:2	Credit:4
Category: Finance-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To familiarize the existing costing patterns
- Understand about profit variance analysis.
- To compare and contrast ABC Analysis and TQM
- To describe the classification of cost of quality.

UNIT I - ANALYSIS OF COSTING SYSTEM

Ins.Hrs-15

Designing costing system for Job and process oriented manufacturing environment cost estimation and regression Analysis – Linear programming and cost volume Profit analysis – meaning –objective – marginal cost Equations – contribution – Break Even Analysis –Profit volume ratio – Margin of Safety - Learning Curves.

UNIT II- PROFIT VARIANCE ANALYSIS

Ins.Hrs-15

Cost as a Source of competitive Advantages - value chain concept – cost driver concept – strategic positioning concept – Profit Variance Analysis – Meaning – Application of marginal costing – Target costing – Life Cycle Costing.

UNIT III -ABC ANALYSIS

Ins.Hrs-15

Meaning – Different stages in activity Based costing – ABC and cost Drivers – Examples of cost drivers – classification of Activity - unit level activities - batch level activities - product level activities – Difference level activities - Difference between Activity -Based Costing and conventional costing – advantages of Activity Based Costing

UNIT IV- COST OF QUALITY

Ins.Hrs-15

Quality and cost, classification Quality cost – Characteristics – Hidden Quality cost – micro analysis of `Quality cost – prevention cost – Appraisal cost – Failure cost – cost of poor quality – profit curve through quality improvements – optimal cost relationship with quality

UNIT V–RECENT TRENDS IN BPR AND TQM

Ins.Hrs-15

Business process Reengineering TQM- Need- Methods-Fundamental tools- just in Time and Flexible manufacturing cost strategy their implementation for costing system- Six Sigma process- New seven tools- FMEA concept.

TEXT BOOKS

1. Strategy Cost Management - Vijay Govindarajan (Unit-I,II,V)
2. Total Quality Management BY L.SuganthiAnandA.samulel prentice – Hall all of India Private Limited New Delhi - 2004 – Unit-III
3. Financial Cost and Management accounting by Dr.P.Perisamy- 3rd edition 2006,Himalaya Publishing House – Unit- IV

REFERENCE BOOKS

1. Advanced Management by Robert, S.Kaplan and Antony Atkinson
2. Strategic Cost Management, Jawahar Lal,Himalya publishing

E-RESOURCES :

- https://www.academia.edu/38047486/STUDY_NOTES_STRATEGIC_COST_MANAGEMENT_DECISION_MAKING
- <https://globalcma.in/wp-content/uploads/2018/05/Final-Strategic-Cost-Management-Theory.pdf>
- <https://www.slideshare.net/lindasimon1/strategic-cost-management-mba>

COURSE OUTCOME : At the end of course the students will be

Number	Course outcome	Knowledge Level (According To Revised Bloom's Taxonomy)
CO1	Analyze the existing costing system.	K2
CO2	Assess profit variance analysis.	K3
CO3	Be able to take up ABC analysis.	K3
CO4	Identification of various costs in business.	K4
CO5	Be able to Plan TQM and BPR initiatives.	K5

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	3	3	3	2	2	3	2.8
CO2	2	2	3	3	3	2	3	3	3	2	2.6
CO3	3	2	3	2	2	3	2	2	3	3	2.5
CO4	3	3	2	3	2	3	3	3	3	3	2.8
CO5	2	3	2	3	3	2	2	3	3	3	2.6
Mean overall score											2.6

SEMESTER – III

GLOBAL FINANCIAL MANAGEMENT

Course Code: : P3R2BADSEF1:3	Credit:4
Category:Finance- Elective Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

To make students

- To understand the adequate knowledge on financial management
- To identify various factors influencing exchange rate.
- To develop knowledge on foreign exchange market.
- To analyze techniques for foreign exchange risks.
- To explain ADR and GDR concepts

UNIT- I -INTRODUCTION

Ins.Hrs:15

IFM – Nature and Scope, IFM and Domestic financial Management – Balance of payments significance – Preparation of BOP statement – Link between BOP and the economy.

UNIT- II- INTERNATIONAL MONETARY SYSTEM

Ins.Hrs:15

International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – Factors influencing exchange rate – Purchasing power parity and Interest rate Parity theorems.

UNIT- III-FOREIGN EXCHANGE MARKET

Ins.Hrs:15

Foreign Exchange market – Transactions – Spot, Forward, Features, Option and Swaps – Arbitrage and Speculation in Foreign exchange market – Exchange arithmetic, Spread, Premium and discount.

UNIT- IV- FOREIGN EXCHANGE EXPOSURE

Ins.Hrs:15

Foreign Exchange Exposure – Managing transaction, Translation and operating Exposure – Techniques for covering the foreign exchange risk – International and external techniques of risk

UNIT- V-INTERNATIONAL FINANCIAL MARKET

Ins.Hrs:15

International Financial market Instruments – International Equities – ADR and GDR – Foreign Bond and euro – Bond – Short term and medium term Instruments

TEXT BOOK

1.V.Sharn, International Financial Management, 4th edition, Prentice Hall of India.

REFERENCE BOOKS

- 1.Alan. C, Shapiro, International Financial Management, PHI
- 2.Levi, International Finance, McGraw Hill International series.
3. Adrian Buckley, Multinational finance, PHI.

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	demonstrate the understanding of international financial management and BOP	K2
CO2	assess the exchange rate determinants, foreign exchange exposure, foreign direct investment, interest rate parity.	K5
CO3	understand the concepts of Foreign Exchange market.	K2
CO4	identify and evaluate the techniques related to Foreign Exchange Exposure	K3
CO5	understand and Appraise various International Financial market Instruments.	K2

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	2	3	2	3	3	2	2	2	3	2	2.4
CO2	2	3	2	2	2	2	3	3	2	2	2.3
CO3	3	3	3	3	3	2	2	2	3	1	2.5
CO4	1	2	3	2	3	3	3	3	2	3	2.5
CO5	3	2	2	3	2	3	2	2	1	3	2.3
Mean Score Relationship											2.4

SEMESTER – IV

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: P4R2BADSEF2:1	Credit:4
Category: Finance-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

Objectives:

To make students understand

- The basic concepts of Merchant Banking and introduce them to the various aspects of financial services
- The procedures of issue management
- The various processes of portfolio management
- The issues involved in leasing and hire purchasing
- The various instruments and processes in the investment market

UNIT I MERCHANT BANKING

Ins.Hrs-15

Introduction – Structure of Indian Financial System – Merchant Banking services offered by banks – Relevant provisions of companies act – SEBI guidelines – FEMA – Relation with Stock exchanges and OTCEI

UNIT II ISSUE MANAGEMENT

Ins.Hrs-15

Issue Management – SEBI guidelines for Pre-Issue Management – Role of Merchant Banker in Issue Management - Designing Capital Structure and Instruments – Issue pricing – Book Building – E-IPO - Offer for sale- Private placement – Rights issue –Post Issue Activities

UNIT III OTHER FEE BASED SERVICES

Ins.Hrs-15

Mergers and Acquisitions – Definition – Types of Mergers – Merger Process – Advantages – Disadvantages of Mergers - Portfolio Management Services – Meaning – Responsibilities of Portfolio Manager - Credit Syndication –Meaning – Advantages – Disadvantages - Credit Rating –Meaning - Characteristics – Advantages – Disadvantages - Mutual Funds- Meaning and Definition –Features – Classification of Mutual Funds-Advantages and Disadvantages of Mutual Funds

UNIT IV FUND BASED FINANCIAL SERVICES

Ins.Hrs-15

Leasing – Concepts- features – Parties involved in Leasing – Types – Steps in Leasing Transactions- Hire Purchase- Meaning – Definition –Parties involved in Hire Purchase – Steps of Hire Purchase Transaction – Types of Hire Purchase – Difference between Leasing and Hire Purchase

UNIT V OTHER FUND BASED FINANCIAL SERVICES

Ins.Hrs-15

Consumer Credit – Credit cards – Bills Discounting – Factoring and Forfeiting

TEXT BOOK

Merchant Banking and Financial Services, Dr. S. Guruswami, McGraw Hill Education Pvt(Ltd), Fourth edition.

REFERENCE BOOKS

1. Investment Banking, Pratap Giri S. McGraw Hill Education Pvt(Ltd), Third edition.
2. Financial Markets and Services, E. Gordon and K. Natarajan, Himalaya Publishing house, Eleventh revised edition.
3. Merchant Banking and Financial Services, Prof. Anil Agashe, Everest Publishing House.

E-RESOURCES

1. <https://thenewcollege.edu.in/pdf/econtent/20211217091025MBFS%20NOTES.pdf>
2. <https://www.rccmindore.com/wp-content/uploads/2021/04/Merchant-Banking-and-Financial-Services-All-Units-AT.pdf>

COURSE OUTCOMES:

On completion of the course students will be able to

- Function in various jobs in merchant banking services (K4)
- Estimate and apply the procedures involved in issue management (K6)
- Interpret and practice the operational, legal, procedural and regulatory issues in various financial services (K5)
- Apply the protocols of recent trends and services in Merchant Banking (K3)
- assess trends in the financial market (K5)

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of Cos
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	2	3	3	3	3	2	2.8
CO2		3	3	2	3	3	3	3	3	3	2	2.8
CO3		3	3	3	2	2	3	3	2	3	2	2.7
CO4		3	3	3	2	3	3	3	3	3	2	2.8
CO5		3	3	3	2	3	3	3	3	3	2	2.8
Mean overall score												2.8

SEMESTER- IV

STOCK EXCHANGE PRACTICES

Course Code: P4R2BADSEF2:2	Credit:4
Category: Finance-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Skill Development	Marks: CIA:25+ Ext :75 =100

Objective:

1. To understand about stock exchanges.
2. To develop knowledge of SEBI and its Regulation.
3. To enhance knowledge of Trading Centre and their functions.
4. To evaluate the trading process in stock exchanges.
5. To identify investment opportunity.

UNIT I - CAPITAL MARKET

Ins.Hrs.15

Capital market-Meaning and Definition-Features-Functions-Different types of Securities dealt in Capital Market-New Issue market- Meaning and Definition-Features- Role of Primary market - Method of Floating New Issues –Steps in IPO- Advantages and Disadvantages of Public Issue-Rights Issue –Merits and Demerits-Private Placement - Merits and Demerits –Preferential Allotment - Advantages and Disadvantages.

UNIT II -STOCK EXCHANGES

Ins.Hrs.15

Stock exchanges- Meaning and Definition-,Functions-Major player of Stock exchanges-Advantages –Disadvantages of Stock Exchanges-- Inside Trading- Worlds Stock Exchanges-NYSE-NASDAQ-LSE-TSE -Inter Connected Stock Exchanges of India (ISE)

UNIT III - SEBI AND ITS ROLE

Ins.Hrs.15

CSEBI-objectives –Management of the Board-,Functions of SEBI-power- Role of SEBI in Regulating the Capital Market- Role of SEBI to protect the Investor in Secondary Market- Primary market -Limitation of SEBI- Major Indices of Indian Stock Exchanges –SENSEX- NIFTY .

UNIT I V - TRADING CENTER

Ins.Hrs.15

BSE-Trading system, securities traded, surveillance system, check on the bolt terminals, protection against default –NSE-;promoters of NSE ,capital market segment, types of order, advantage of NSE capital market segment, types of order, advantages of NSE - OTCEI-Promoters, trading system, settlement system.

UNIT-V - DEMAT TRADING

Ins.Hrs.15

Meaning and Significance; SEBI Guidelines and other Regulations Relating to Demat Trading; Procedure of Demat Trading; Role of Depositories and Custodial Services.

TEXT BOOK :

- 1.Capital Market- S.Gurusamy-Mcgraw Hill-Second Edition- UNIT I-CHAPTER I,II)
- 2.Security Analysis And Portfolio Management-Punithavadhy Pandian.second Vikas Publishing Pvt Ltd Edition 2013- Chapter IV-UNIT III and IV)
- 3.Security Analysis And Portfolio Management –Sindhu A.R .And Prof .S, Nagarajan- Edition2014- CHAPTER II- UNIT-II and V.

BOOKS FOR REFERENCES

- 1.Secretarial Practices-M.C.Kuchhal. Vikash Publishing .

E-RESOURCES :

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	2	2	3	2	3	3	3	2.6
CO2	3	2	3	3	3	2	3	2	2	2	2.5
CO3	3	2	3	3	2	3	2	3	3	3	2.7
CO4	3	3	2	3	2	3	3	3	3	3	2.8
CO5	3	3	3	3	3	2	2	3	3	2	2.7
Mean overall score											2.6

SEMESTER-IV

BANKING AND FINANCIAL INSTITUTIONS

Course Code: P4R2BADSEF2:3	Credit:4
Category: Finance-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To help students to

- understand the Financial Institutions in India, their role and functions
- realize the need for financial institutions in India
- To educate the learners risk management
- To impart basic knowledge on Operations of banking
- Know the emerging trends in Bank Technology

UNIT I : INTRODUCTION

[15 HRS]

Indian Financial system – Structure – overview of financial institutions – Unique economic functions – Classification of Financial institutions – Banking & Non-banking, Intermediaries & Non-intermediaries. Indian Banking system – Public and private sector banks – Indian banks' operations in abroad – Local area banks – Scheduled, Non-Scheduled banks – Banking system after Nationalization.

UNIT II : DEVELOPMENT FINANCIAL INSTITUTIONS (DFI)

[15 HRS]

Evolution of DFIs – Changing role – Policy measures – IFCI, IDBI, IIBIL, SIDBI, IDFC, EXIM Bank of India, NABARD, ICICI, SIDCs and SFCs.

UNIT III : RISK MANAGEMENT IN FINANCIAL INSTITUTIONS

[15 HRS]

Various types of risks incurred by Financial institutions – Credit risk – Liquidity risk – Interest rate risk – Country / Sovereign risk – Technology & operational risk – Insolvency risk – Other risks and interaction among risks.

UNIT IV : BANKING OPERATIONS AND REGULATIONS

[15 HRS]

Banker-customer relationship – NPAs – Impact – Consequences - Identification – Early warning signals – Innovative banking services – Retail banking – Retail lending schemes – Liability focused segment – RBI – Legal framework – Main functions – Functions of various departments - Banking regulations – CRR – SLR – CRAR – Income Recognition norms – RBI's Model policy on bank deposits .

UNIT V: TECHNOLOGY IN BANKS

[15 HRS]

Internet banking – Payment & settlement system – New age clearing – credit card operations – EFT – ECS – MICR – CBS – Cheque truncation – New Age payment – National Gateways – RTGS – National financial switch – SFMS – New Age payment – International gateways – SWIFT – Latest in banking – Autonomy package for banks – Tax matters – 12 hour banking – Dematerialization – Mutual fund – Insurance business by banks.

TEXT BOOKS :

1. Saunders Anthony and Marcia Millon Cornett, Financial Markets and Institutions: An Introduction to the Risk Management Approach,--3rd ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2007.
2. Saravanavel, P, Modern Banking in India and Abroad. ,New Delhi: Galgotia Publications Ltd, 2000.

REFERENCE BOOKS :

1. Bharati, V Pathak, Indian Financial System, --5th ed., Singapore: Pearson Education, Inc, 2014.
2. Vijaragavan Iyengar, G., Introduction to Banking, New Delhi: Excel Books, 2008.

E- RESOURCES:

1. <http://jnujprdistance.com/assets/lms/LMS%20JNU/Dual%20Degree%20Courses/PGDBA%20+%20MBA/Sem%20IV/Finance/Financial%20Institution%20&%20Services/Financial%20Institution%20&%20Services.pdf>
2. https://www.researchgate.net/publication/48990170_Finance_and_financial_institutions

COURSE OUTCOMES

Upon completion of the course students would be able to

- Have acquired adequate knowledge about the roles of intermediaries and regulatory bodies.
- Have a basic knowledge about the financial market and various services available therein
- Acquire the knowledge prevailing in financial and capital scenario.
- Acquired basic knowledge on Operations of banking
- Apply the emerging trends in Bank Technology

Mapping of COs with Pos and PSOs

CO/PO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	Marks score of COs
CO1	3	2	2	2	2	3	3	2	2	3	2.4
CO2	2	3	2	2	2	2	3	2	2	2	2.2
CO3	2	2	3	2	2	3	2	3	3	2	2.4
CO4	2	2	2	3	2	2	3	2	3	3	2.4
CO5	2	2	2	2	3	2	2	3	2	3	2.3
Mean	Overall Score										2.34

SEMESTER-III

GROUP DYNAMICS

Course Code: P3R2BADSEH1:1	Credit:4
Category: HR-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To understand the basic concepts of Group Dynamics
- To understand the importance of raising groups.
- To identify the factors that influence individual alignmental groups
- To analyze the factors that lead to group decision.
- To describe the skills in Team Building.

UNIT-I INTRODUCTION TO GROUPS

Ins.Hrs-15

Groups and its formation- Formal and informal groups-Functions fulfilled by groups-variable affecting the integration in groups of organization in groups of organizational groups and personal needs- Goal settings and Problem solving

UNIT-II GROUPS, BEHAVIOUR& TRAINING

Ins.Hrs-15

Training for effective group membership - T- Group training / sensitivity training-Lab exercises and feedback to individuals for improving interpersonal competence goals. Approaches and utilization of sensitivity- training in Organizations.

UNIT-III-GROUP DECISION-MAKING

Ins.Hrs-15

Process of decisions making in groups-Problems and approaches for 'consensus' formation-effective meetings. Theory and model of interpersonal behavior of C William Shultz – FIRO-B Test- its application –Achieving group compatibility- Problems in reaching compatibility.

UNIT-VI-INTERGROUP CONFLICTS AND ISSUES

Ins.Hrs-15

Role of leaders in team - Use of groups in Organizations Vs Individuals performance-Inter group Problems in Organization –Inter group competition-Reducing competition through training-Conflict-Management of conflict-Preventing interpersonal conflict and inter group conflict Achieving integration in groups.

UNIT-V ORGANIZATIONAL DEVELOPMEN

Ins.Hrs-15

Organization Development through better management of groups dynamic-The operational goals of OD-Conditions for the success of OD-Phases of Organization Development –Some guidelines for Organization Development –Team work development.

TEXT BOOKS

- 1.Group Process –Donald Son .R.Forisyth –Cengage Learning www.cengage.co.in
2. Organisational Development – Wendell L French&Cecil H. Bell, JR, Prentice Hall of India private Limited.

REFERENCE BOOKS

- 3.Organizational Behaviour By S.Faiyaz Ahamed and Others, Atlantic publishers & Distributers(P) Ltd., Chennai.

COURSE OUTCOMES:

Upon completion of the course students would be able to

NO.	COURSE OUTCOMES	BLOOM'S TAXONOMY
CO 1	Understand the basic concepts of Group Dynamics.	K1
CO 2	Able to identify the factors that influence individual alignments in groups.	K1, K2,
CO 3	Be able to develop skills in team building	K1 & K3
CO 4	Analyze the factors that lead to group decisions	K1, K2, & K3
CO 5	Understand and solve inter group conflicts and Issues.	K2 & K4

Mapping of CO with PO and PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	3	3	2	3	2	3	2.8
CO2		3	3	2	2	3	3	3	3	2	3	2.7
CO3		3	3	2	1	3	3	2	3	3	3	2.6
CO4		3	3	3	3	3	3	2	3	3	2	2.8
CO5		2	3	3	3	3	1	3	3	3	3	2.7
Mean overall score												2.7

SEMESTER-III

COMPENSATION MANAGEMENT

Course Code: : P3R2BADSEH1:2	Credit:4
Category: HR-Elective Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To understand the various concepts of compensation
- To analyse the significance of wage differentials
- To define executive remuneration system
- To know the essentials of collective bargaining.
- To discuss the components of executive compensation system.

UNIT I - INTRODUCTION OF COMPENSATION MANAGEMENT **Ins.Hrs-15**

Introduction – Compensation :-Meaning, Compensation Management –Definition,Objectives,Wage-, Concepts of wages ,factors influencing wage and salary administration – process - Theories of wages - Methods of wage payments .

UNIT II - PAY VARIABLES AND WAGE DIFFERENTIALS **Ins.Hrs-15**

wage differentials :-Meaning- significance of wage differentials – Industrial and Occupational Differentials – Regional Differentials – Organisational Differentials – Personal Differentials - wage boards in India

UNIT III- INCENTIVE PLANS AND FRINGE BENEFITS **Ins.Hrs-15**

Introduction – meaning – benefits and limitations of incentive plans - types of wage incentive plans:- Individual and Group Incentive plans – fringe benefits - Objectives and kinds of fringe benefits in India – Dearness allowance.

UNIT IV - EXECUTIVE COMPENSATION SYSTEM **Ins.Hrs-15**

Executive Compensation – Introduction – Special features - components - Executive compensation system in Indian Industries and Multinational companies including ESOP – Factors Affecting executive compensation.

UNIT V-COLLECTIVE BARGAINING **Ins.Hrs-15**

Introduction - essentials of successful collective bargaining – Role – Process of collective bargaining – Payment of wages Act – Minimum wages Act – Workmen compensation Act.

TEXT BOOKS

1. Human Resource management- Shashi.K.Gupta& Rosy Joshi Kalyani publishers, Fourth Edition, 2009 (Unit I : Chapter 14, 15, 18,Unit II: Chapter 15,Unit III: Chapter 16,Unit IV: Chapter 17,Unit V : Chapter 34)
2. Human Resource Management L.M.Prasad Sultan Chand and Sons, Second Edition, 2007 (Unit II: Chapter 17, Unit IV: Chapter 17)
- 3.,”Dynamics of Industrial Relations”Dr. C.B. Mamoria, Dr. SatishMamoria & S.V.Gankar, Himalaya Publishing Fourteenth Edition, 2000.Unit V: Chapter 2.

REFERENCE BOOKS

1. Reward Management .Michael Armstrong, Helen Murlis, Kogan Page, Fifth Edition, 2009.
2. A.M.Sharma, “Personnel & Human Resource Management”, Himalaya publishing house, sixth edition, 2009.
- 3.“ Human Resource Management” Dr.S.S.Khanka, Sultan Chand Publication.

WEB RESOURCES

1. <https://www.researchgate.net/publication/263421616> The developm
ent of managerial skills in MBA programs A reconsideration of lear
ning goals and assessment procedures
2. [https://www.academia.edu/4358901/managerial skill development
pdf?auto=download](https://www.academia.edu/4358901/managerial_skill_development_pdf?auto=download)
3. http://www.ebookbou.edu.bd/Books/Text/SARD/DYDW/module07.p_d_f

COURSE OUTCOMES

At the end of course the students will

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	understand employee and employer relationships and motivation	K2
CO2	assess the incentives offered	K5
CO3	understand employee compensation.	K2
CO4	compare and analyse ESOP with others	K4
CO5	Adapt Legal laws in framing compensation policies	K6

Relationship matrix for Course Outcomes ,Programme outcomes and Programme specific outcomes

Course outcome	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	2	2	3	3	2	2	3	2	2	1	2.2
CO2	3	3	2	2	2	3	3	3	2	2	2.5
CO3	2	3	3	3	3	2	2	1	3	2	2.4
CO4	3	2	3	2	2	3	2	3	2	3	2.5
CO5	2	3	1	3	2	2	2	2	2	3	2.2
Mean Score Relationship											2.36

SEMESTER – III

STRESS MANAGEMENT

Course Code: P3R2BADSEH1:3	Credit:4
Category: HR-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES

To make learners

1. To understand meaning and principles of stress.
2. To analyze sources of and coping strategies for stress.
3. To identify the stress and coping mechanism.
4. To understand the counseling and its types.
5. To imbibe the knowledge about stress response and stress reduction techniques.

UNIT- I INTRODUCTION TO STRESS

Ins.Hrs-15

Stress – Meaning, definition, Characteristics of stress-Causes of Stress- Types of stress: - Potential Sources of Stress - Environmental Factors - Organizational Factors - Individual Factors.

UNIT- II CAUSES OF STRESS

Ins.Hrs-15

Sources of stress; individual stressors – meaning, definition, concept, causes of individual stressors, coping strategies - group stressors, meaning, definition, concept, causes of group stressors, coping strategies – organizational stressors and extra organizational stressors; -Effects of Stress

UNIT-III STRESS MANAGEMENT

Ins.Hrs-15

Stress and Coping Mechanism - Individual Coping Strategies - Physical Exercise - Relaxation - Work Home Transition - Cognitive Therapy - Net Working ;Organizational Coping Strategies - Supportive Organizational Climate - Job Enrichment - Organizational Role Clarity - Career Planning and Counseling - Stress Control workshop & Employee Assistance programmes.

UNIT-IV COUNSELLING

Ins.Hrs-15

Counselling- Meaning (Concept) -Functions of Counseling - Advice - Reassurance - Communication - Release of Emotional Tension - Clarified Thinking - Reorientation - Types of Counseling - Directive Counseling - Participative Counseling - Non-directive Counseling - Stress Management Based On Indian Philosophy.

UNIT-V STRESS AND COPING MECHANISM

Ins.Hrs-15

Stress Response - 'Fight or Flight' Response, Stress warning signals; Coping Mechanisms:- Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused; Stress Reduction Techniques- Autogenic Training - Biofeedback - Relaxation - Yoga and Meditation.

TEXT BOOKS

1. Organisational Behaviour – L.M. Prasad - Sultan Chand – 2016; Part IV – 22ND Topic – Unit II)
2. Human Resource Management- Uday Kumar Halder & Jothika Sarkar S Chand & Sons. Pg.no:796-805-Unit I.
3. Human Resource Development-Dr. Deepak Sharma – S Chand & Sons. Pg.No:126-139 - Unit III.
4. Principles and Practice of Management: S. Sachdeva, Laxmi Narain Agrawal, Agra. –
5. Organizational Behavior: L. M. Prasad Sultan Chand – & Sons.

REFERENCES BOOKS

1. Organizational Behaviour – Dr.P. Subbarao, (Himalaya Publishing House – 2004; chapter 26 – unit i
2. Organizational Behaviour – John Newstrom, Keith David, Tata McGraw Hill edition 3 – part v -20th topic – unit – iii

E-RESOURCES:

1. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf

COURSE OUTCOMES

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)
CO 1	Outline Stress management concepts and factors	K2
CO 2	Assess different types of stressors and understand the effects	K2, K3
CO 3	Analyse stress management coping strategies	K2, K4
CO 4	Discuss counselling and their types	K2, K3
CO 5	Design and Manage stress coping mechanism and stress reduction strategies.	K2, K5

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	2	2	2	2	3	2	3	2	3	2.4
CO2		3	2	3	3	3	2	3	2	2	2	2.5
CO3		3	2	3	2	2	3	2	1	3	3	2.4
CO4		3	3	2	3	2	3	3	3	2	3	2.7
CO5		3	3	3	3	3	3	3	3	2	2	2.8
Mean overall score												2.5

SEMESTER-IV

TRAINING AND DEVELOPMENT

Course Code: P4R2BADSEH2:1	Credit:4
Category: HR-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- 1.To understand the concepts of Training.
- 2.To enhance the knowledge of training design and types of training programme.
- 3.To analyze career planning and their development.
- 4..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.
2. Hyderabad: ICFAI University Press, 2007.
3. Bhatia, S K. Training and Development: Trends and Experiences., Hyderabad: Institute of Chartered Financial Ananlysis of India, 2004.
4. Bramley Peter, Training Essentials: Evaluating Training, India: Universities Press Ltd, 2000.
5. Deb, Tapomoy, Training & Development: Concepts & Applications., New Delhi: Ane Books Pvt. Ltd., 2006.

1. https://www.shrm.org/certification/for-organizations/academic-alignment/facultyresources/Documents/09-0171%20Gusdorf_T%20and%20D%20FINAL.pdf

COURSE OUTCOMES : On the successful completion of the course, students will be able to:

MAPPING OF CO WITH PO AND PSO

Course Outcomes	Programme outcomes					Programme Specific Outcomes					Marks score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	2	3	2	3	2	3	2.4
CO2	3	2	3	3	3	2	3	2	2	2	2.5
CO3	3	2	3	2	2	3	2	1	3	3	2.4
CO4	3	3	2	3	2	3	3	3	2	3	2.7
CO5	3	3	3	3	3	3	3	3	2	2	2.8
Mean overall score											2.5

SEMESTER- IV

LABOUR LAWS

Course Code: P4R2BADSEH2:2	Credit:4
Category: HR-Elective course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Skill Development	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To develop knowledge about Indian legal environment.
- To understand the Provision of Factories Act.
- To acquire the knowledge on Industrial Disputes Act
- To understand the Employee Compensation Schemes.
- To acquire the knowledge on ESI, Fixation of wages

UNIT I – INTRODUCTION TO LABOUR LAWS

Ins.Hrs-15

Introduction: Concept of labour laws - Need for labour laws , Principles of labour laws. Labour administration in India – Administrative agencies – role of labour welfare officer – The ILO and India.

UNIT II –FACTORIES ACT

Ins.Hrs-15

Factories Act 1948. Mines Act 1952, Plantations Act 1951, Motor Transport workers Act 1961, Tamil Nadu Shops and commercial establishment Act1958

UNIT III - PAYMENT OF WAGES ACT

Ins.Hrs-15

Payment of wages Act 1936, Minimum wages 1948. Payment of bonus Act 1965, Equal remuneration Act 1976

UNIT IV - WORKMENS COMPENSATION ACT

Ins.Hrs-15

Workmen's compensation Act 1923 – Rules regarding Employees compensation. Payment of Gratuity Act 1972, Maternity benefit Act 1961, Employees State Insurance Act 1948, Employees P.F. and Miscellaneous provisions Act 1976.

UNIT V - THE TRADE UNION ACT

Ins.Hrs-15

Industrial Disputes Act 1947, Trade Unions Act 1926. Industrial Employment (Standing Order Act) 1946, Apprentices Act 1961, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959

TEXT BOOK:

1. Elements of Industrial Law – N.D Kapoor – Sultan chand and son-2016.
2. Ajay Garg,,Labour Laws,,New Delhi: V.K.Puri, 2005.
3. Singh, B D.,Labour Laws for Managers. New Delhi: Excel Books, 2007.

REFERENCE BOOKS:

4. Industrial Relations and Labour Laws –S . Srivastava – Vikas Publishing House.
5. Industrial Law –King Book-2003

E-RESOURCES:

https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf

<http://14.139.60.114:8080/jspui/bitstream/123456789/738/16/Labour%20Law.pdf>

**COURSE OUTCOMES:**

At the end of the course, the students will

NO.	COURSE OUTCOMES	BLOOM'S TAXONOMY
CO 1	Discuss the concept and principles of laws and the role of Labour welfare officer	K2
CO 2	Explain the various Act relevant to labour laws.	K2, K3
CO 3	Discuss some of the relevant Act in relation with Labour Laws	K3
CO 4	Create an idea about the acts that are relevant to Laws	K4
CO 5	To identify the provisions in the Industrial disputes Act	K5

Mapping of CO with PO and PSO

Course Outcomes		Programme outcomes					Programme Specific Outcomes					Marks score of COs
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1		3	3	3	3	3	3	2	3	3	3	2.9
CO2		3	2	3	3	3	3	3	3	2	3	2.8
CO3		3	3	3	1	3	3	2	3	3	3	2.7
CO4		3	3	2	3	3	3	2	3	3	3	2.8
CO5		3	3	3	3	3	3	3	3	3	3	3.0
Mean overall score												2.8



SEMESTER – IV

MANAGING THE GLOBAL WORK FORCE

Course Code: : P4R2BADSEH2:3	Credit:4
Category:HR- Elective Course	Hrs.Week: 5 Total Ins. Hrs.75
Nature of the Course: Employability	Marks: CIA:25+ Ext :75 =100

OBJECTIVES:

- To understand the causes and rationale for managing the work force
- To identify the significance of global workforce.
- To define the workforce.
- To describe the strategic issues related to workforce
- To develop various paying methods for employees performance.

UNIT I - INTRODUCTION TO GLOBAL WORKFORCE.

Ins.Hrs.15

Introduction-Global Market context-External factors influencing global workforce, Internal company factors influencing global work force-Key perspectives in Global workforce:-Global Perspective-HR and Global Business ethics, Globalization and social imperatives

UNIT II – CHANGES AND CHALLENGES IN THE GLOBAL MARKET

Ins.Hrs.15

Globalization-Technological advancements-Changes in Labor force Demographics and Migration:-General changes in world demographics, International Migration, Domestic Migration, Emergence of the contingent workforce-,Offshore sourcing-GWM Challenges

UNIT III - GLOBAL HR PLANNING

Ins.Hrs.15

Introduction-Work demand and labor supply-Job design for Meeting Global strategy work demand-sources of global labor supply for meeting global demand:-Parental country National, Host country Nationals-Third country nationals-HR planning for the long term

UNIT IV – GLOBAL STAFFING

Ins.Hrs.15

Introduction-General factors affecting Global staffing:-MNC Business Strategy, Ethnocentric Approach, Polycentric Approach, Regiocentric Approach, Geocentric Approach, International Joint ventures-Global recruitment methods:-Internal and external-Selecting employees for foreign assignment

UNIT V –COMPENSATION FOR A FOREIGN ASSIGNMENT

Ins.Hrs.15

Compensation convergence, managing compensation as a global scale:-Managing global compensation strategically, paying for performance, anticipating the influence of culture using a total Reward system Perspective, Addressing the duality challenge.

TEXT BOOK

1. Managing a Global workforce-Challenges and opportunities in International Human Resource Management, Charles M.Vance and Yongsun Paik, 2nd Edition, PHI Pearson Ltd.

REFERENCE BOOK

2.Human Resource Management Principles & Practice – P.Subbarao – Himalaya Publishing House, Mumbai - Millennium Edition – 2000

WEB RESOURCES

<https://www.ftms.edu.my/images/Document/MOD001055%20-%20International%20Business/CHAPTER%208.pdf>

<https://www.longdom.org/open-access/international-human-resource-management-2167-0358-1000203.pdf>

COURSE OUTCOMES

At the end of the course the students will be able to

Sl.No	Course Outcomes	Knowledge Outcomes
CO1	understand the causes and rationale of the global workforce.	K2
CO2	identify and analyze the cultural and political issues at global level.	K4
CO3	understand the role of HR	K2
CO4	appraise the impact of global factors in shaping HR practices in multinational organizations	K5
CO5	analyze systematically the HRM practices varies in different countries across the world	K4

Relationship matrix for Course Outcomes, Programme outcomes and Programme specific outcomes

Course outcome s	Programming outcomes					Programme Specific Outcomes					Marks Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO 2	PSO 3	PSO 4	PSO5	
CO1	2	3	2	3	3	2	2	2	3	2	2.4
CO2	2	3	2	2	2	2	3	3	2	2	2.3
CO3	3	3	3	3	3	2	2	2	3	1	2.5
CO4	1	2	3	2	3	3	3	3	2	3	2.5
CO5	3	2	2	3	2	3	2	2	1	3	2.3
Mean Score Relationship											2.4