

Programme Curriculum & Regulations Governing Master Of Business Administration (MBA) Degree Class of 2023

The vision of SBRR Mahajana First Grade College

SBRR Mahajana First Grade College is committed to imparting education to students with a professional approach to make them finer citizens of the country who are economically useful, society-responsible, and culturally remarkable.

Vision of DoS in Business Administration

To become a top tier Business School in India in all aspects of management education through continuous competency building and innovation

Mission

- We aspire to impart advanced management training by providing the latest business management techniques
- Providing real corporate life environment
- Foster decision-making, leadership, and entrepreneurship skills through innovative programs and continuous training
- Enhance the institute's visibility and ensure sustainable growth in association with industry leaders, professional bodies, and the local community
- Mentoring under the guidance of top corporate professionals

Objectives

- To create a pool of highly skilled management professionals
- To create business leaders to face corporate challenges
- To give our students a feel of real corporate life
- To continuously update and develop intellectual capital
- To achieve excellence through teamwork
- To provide diversified corporate exposure in the form of internship consultancy and live projects
- To improve interpersonal skills through personality development programs

Program Objectives:

POs	Attributes	Definition
PO1	Management Knowledge	Apply knowledge of Business Management and Management specialization
PO2	Problem analysis & Decision making	Identify, formulate research literature, and analyze business Management problems
PO3	Design/development of solutions:	Design solutions for complex business management problems that meet specified needs with appropriate considerations for profits- people- planet
PO4	Conduct investigations of complex problems	Conduct investigations of complex business management problems using research band knowledge, analysis of secondary data, and interpretation of the same.
PO5	Modern tool usage:	Create, select, and apply appropriate techniques, resources, and IT tools, including modeling and solution generation.
PO6	The engineer and society	Apply reasoning informed by contextual knowledge to areas of social, health, safety, legal, and cultural issues.
PO7	Environment and sustainability	Understand and evaluate the sustainability and impact of business management work in the solution in societal and sustainability contexts.
PO8	Ethics	Apply ethical principles and commit to professional ethics and norms of business management practice.
PO9	Individual and teamwork	Function effectively as an individual and as a member or leader in diverse teams and multi-specialization teams
PO10	Communication	Able to comprehend and write effective reports and make effective presentations, including documentation and retrieval.
PO11	Project management and finance	Demonstrate business management knowledge and understanding of business management principles.

PO12	Life-long learning	Recognize the need for and have the preparation and ability to engage in independent and lifelong learning.
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Quantification of PO

Based on the relevance of Attributes specified in the POs the quantification was classified into three rubrics

3-High relevance

2-Medium Relevance

1-low relevance

As Per UGC Guidelines on Adoption of Choice-Based Credit System

Academic Regulations for DoS in Business Administration

Program Title

The Programme shall be called the ‘Master of Business Administration Degree Programme’. The duration of the Programme is two years consisting of four semesters; two semesters in each year. A candidate joining the Programme shall pursue the prescribed Programme of studies.

2. Eligibility for Admission

Any graduate or postgraduate in arts, science, commerce, business management, allied sciences, engineering, technology, or medical sciences of this University or from any other university considered equivalent thereto shall be eligible for admission to the Programme. Further, the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of candidates for the Programme shall be done as per the rules of the University and the Government of Karnataka.

Programme Content and Instruction

Programme content: The Programme comprises of course of study, internship, project work, and field work as prescribed.

Pedagogy includes lectures, case studies, group discussions, quizzes, seminars, computer practicals, summer internships, factory visits, etc.

A. Courses in the program are of three types: Core (C), Foundation (F) and Electives (E):

Core (C): Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the program. Internship Report and Project Report are part of the core courses.

Foundation (F): Foundation (F) courses are the courses based upon the contents that lead to knowledge enhancement that is mandatory for all disciplines.

Elective (E): Elective Course is a course, which can be chosen from a group of papers.

- i) **Internship Report:** In the third semester, the students shall undertake a team-based internship in a business firm and prepare an Internship Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third-semester examinations. Internships in a year should be for a continuous period of a minimum of 6 weeks in a given academic year.
- ii) Internships undergone during academic classes shall not be considered
- iii) Each student shall maintain an internship diary.
- iv) Certificates (Colour Photocopy) of each internship shall be submitted to the department along with their report

Details to mention on the Certificate:

- i) Student name and registration number
- ii) Name of the institution/organization and duration of the internship with date
- iii) Date, seal, and signature of the authority.

Project: Each candidate shall carry out the project work independently as per the Scheme of Teaching and Examinations under the guidance of one of the faculty members of the Department in the Institution of study. The topic and title of the dissertation

shall be chosen by the candidate in consultation with the guide. The subject and topic of the dissertation shall be from the major field of study of the candidate.

Modification of only the title but not the field of work may be permitted at the time of the final submission of the dissertation report during the IV semester. If the dissertation has to be carried out in any industry/R&D labs/business organizations, outside the campus, permission shall be taken from the HoD to that effect.

For more details regarding the project work, students can refer to “Project Guidelines”.

4. Attendance and Conduct

The Programme is a full-time Programme and students **SHALL NOT** take up any employment/course, part-time or full time during their study.

Students found violating this rule and regulations shall be removed from the Programme. A minimum attendance of 75% of actual working hours is required in each course. A student who does not satisfy the requirements of attendance and conduct **SHALL NOT BE PERMITTED** to appear for the examination in the concerned course.

5.(A) Evaluation

Evaluation of each course is divided into continuous assessment (CA) and end-term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instruction designated as C1, the second, after sixteen weeks of instruction designated as C2. The end-of-term examination designated as C3 will be held between the eighteenth and twentieth week of the semester. Marks will be awarded based on continuous assessments that include announced and surprise tests, term papers/seminars/quizzes/case discussions, viva, and practicals.

The breakup of marks will be as follows:

Continuous Assessment (C1)	15 Marks
Continuous Assessment (C2)	15 Marks
Term-end examination (C3)	70 Marks
Total	100 Marks

Term-end examination (C3) will be of 3 Hours duration for each subject. Setting question papers and evaluation of answer scripts.

- I. Question papers in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the question papers set by external examiners.
- II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.
- III. Questions are not to be set from the practical components area in the C3 examination of the concerned course.
- IV. There shall be a valuation for all theory papers by the examiner. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Example: $C1+C2 = (15+15=30 \text{ Marks})$, 30% of 30 Marks = 9 Marks (*) (Qualifying Marks)

*Less than 09 Marks in C1+C2 is a Drop, anything more than that is considered a Pass

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently, a notification about the above will be brought out by the Chairman of the Department before the commencement of the C3 examination. A copy of this notification shall also be sent to the office of the Registrar and Deputy Registrar (Evaluation).

In case a candidate secures less than 30% in C3, he/she may choose the **DROP/MAKEUP** option. In case a candidate secures more than or equal to 30% in C3, but his/her grade (G) = 4, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed for more than 8 credits for the entire program of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose the DROP/MAKE-UP option.

Example

$C3 = 70 \text{ Marks}$, Eligible is 30% of 70 Marks is 21 (*)

Less than 21 is a Drop and more than 21 is Pass

The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A makeup examination for odd semester courses will be conducted along with the next regular odd semester examinations and for even semester courses along with the next regular even semester examination. If a candidate is still unsuccessful, he/she may opt for DROP or again take up the MAKE-UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear on the grade card.

The tentative/provisional grade card will be issued by the Controller (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of the Master's degree, a final grade card consisting of grades of all courses completed by the candidate will be issued by the Controller (Evaluation).

5. (B) Evaluation of courses with credit 2.

Evaluation of courses with credit 2 (Computer Applications in Management, Skill Development Programme-1, Skill Development Programme-2, Skill Development Programme-3) will be evaluated for 50 marks through internal valuation.

6. Evaluation of Internship Report and Final Project Report

Internship will be evaluated by the concerned guide, for 50 marks through internal valuation. Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade points earned by the candidate in the course will be given below

Marks	Grade	Grade Point (GP = V x G)
30 – 39	4	V*4
40 – 49	5	V*5
50 – 59	6	V*6
60 – 64	6.5	V*6.5
65 – 69	7	V*7
70 – 74	7.5	V*7.5
75 – 79	8	V*8
80 – 84	8.5	V*8.5
85 – 89	9	V*9
90 – 94	9.5	V*9.5
95 – 100	10	V*10

P is the percentage of marks, $P = [(C1+C2) + C3]$ secured by a candidate in a course which is rounded to the nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw from any course within ten days from the date of notification of final results. Whenever a candidate withdraws from a course, he/she has to register for the same course in case it is a hardcore course, the same course, or an alternate course if it is a softcore/open elective. A DROPPED course is automatically considered as a course withdrawn.

The overall cumulative grade point average (CGPA) of a candidate after successful completion of the required number of credits (89) is given by

$$\text{CGPA} = \frac{\sum \text{GP}}{\text{Total number of credits}}$$

Only such students, who successfully earn 89 credits in 4 semesters, without break, shall be considered for declaration of ranks and or medals.

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on the CGPA secured by the candidate and is given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
$4 \leq \text{CGPA} < 5$	5	SECOND CLASS
$5 \leq \text{CGPA} < 6$	6	
$6 \leq \text{CGPA} < 7$	7	FIRST CLASS
$7 \leq \text{CGPA} < 8$	8	
$8 \leq \text{CGPA} < 9$	9	DISTINCTION
$9 \leq \text{CGPA} \leq 10$	10	

Overall percentage = $10 \times \text{CGPA}$ or is said to be 50% in case $\text{CGPA} < 5$

EXAMPLE

Sl. No	Title of the Course	Grade (G)	Credit Value (V)	Grade Point (GP)	$\text{GP} = \text{V} \times \text{G}$
1.	XXX	30 – 39	3	4	12
2.	XXX	40 – 49	4	5	20
3.	XXX	50 – 59	4	6	24
4.	XXX	60 – 64	4	6.5	24.5
5.	XXX	65 – 69	4	7	28
6.	XXX	70 – 74	3	7.5	21.5
7.	XXX	75 – 79	3	8	24
			25		154

Total no of credits =25

$\text{CGPA} = \frac{\sum \text{GP}}{\text{Total number of credits}}$ $\text{CGPA} = 154 / 25 = 6.16 = \text{FIRST CLASS}$

(Note: As per the Sections 7 & 8)

9. Medium of Instruction

The medium of instruction shall be English and Students will write the examination in English. This rule does not apply to languages.

10. In case of any discrepancy, the general provisions of CBCS and Continuous Assessment and Grading Pattern (CAGP) of the University of Mysore will be applicable.

11. Students shall strive to attain a minimum of 8 additional credits through modes like **MOOCS, SWAYAM**, and such other value adds, as may come up during the validity of the course.

12. Academic Teaching Load Policy

This policy outlines the minimum weekly teaching hours for faculty members of DoS in Business Administration, PBMMEC, in various academic positions. The purpose of this policy is to ensure a fair and equitable distribution of teaching responsibilities among Professors, Associate Professors, and Assistant Professors while maintaining the high-quality education and research standards of the institution.

a. Professors: Professors shall have a minimum teaching load of **12 hours per week**.

b. Associate Professors: Associate professors shall have a minimum teaching load of **14 hours per week**.

c. Assistant Professors: Assistant professors shall have a minimum teaching load of **16 hours per week**.

Teaching hours include in-person lectures, seminars, workshops, internship & project guidance, and any other instructional activities that require the presence of the faculty member. Teaching hours do not include administrative duties or other non-instructional responsibilities.

In the case of Internship and Project guidance, it may be noted that guidance given to 4 students will be equated to 1 one-hour workload. With this regard, the workload for each faculty will be calculated based on the students allocated to them.

**DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION CHOICE BASED
CREDIT SYSTEM- 2023 – 2025**

**MBA Programme Structure and Syllabi Minimum Credits Required for
MBA Degree**

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Certificate course (MOOC/SWAYAM)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Number	Credits	Numbers	Credits
I to IV	16	51	04	09	07	28	02	08	29	96

Minimum Credits to be registered by a student in a normal phase to complete an MBA Degree in four Semester

Semesters	Core Course (C)		Foundation course (F)		Elective Course (E)		Certificate course (MOOC/SWAYAM)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Number	Credits	Numbers	Credits
I	06	18	01	02	00	00	00	00	07	20
II	05	15	02	05	00	00	00	00	07	20
III	03	09	01	02	03	12	00	00	07	23
IV	02	09	00	00	04	16	00	00	06	25
Any Semester	00	00	00	00	00	00	02	08	02	08
Total	16	51	4	09	07	28	02	08	29	96

Semester I

Sl No	Title of the Course	Core/ Foundation	L.T. P	Credit	Teaching hours per week
01	Management Theory and Practices	Core	3:0:0	3	3
02	Organizational Behavior	Core	3:0:0	3	3
03	Managerial Economics	Core	3:0:0	3	3
04	Accounting for Managers	Core	3:0:0	3	3
05	Business Communication	Core	3:0:0	3	3
06	Business Statistics	Core	3:0:0	3	3
07	Computer Applications in Management	Foundation	0:0:2	2	4
08	Skill Development Program- 1	Foundation	0:0:2	2	4

Semester II

Sl No	Title of the Course	Core/ Foundation	L.T. P	Credit	Teaching hours per week
01	Marketing Management	Core	3:0:0	3	3
02	Human Resource Management	Core	3:0:0	3	3
03	Corporate Finance	Core	3:0:0	3	3
04	Business Research Methods	Core	3:0:0	3	3
05	Operations Management	Core	3:0:0	3	3
06	Legal Aspects of Business	Foundation	3:0:0	3	3
07	Operations Research	Foundation	3:0:0	3	3
08	Management Information Systems	Foundation	3:0:0	3	3
09	Skill Development -2	Foundation	0:0:2	2	4
10	Business Analytics	Foundation	3:0:0	3	3

Any foundation course from the available foundation courses (Legal Aspects of Business Management Information Systems, Operations Research, and Business Analytics) shall be selected by the student along with the foundation course Skill Development Program-2, at the commencement of the second semester. The department council/ affiliated college will announce at the beginning of the second semester, any two or more foundation courses that will be offered during the second semester depending upon the availability of faculty and the demand for foundation courses. The minimum number of students opting for a foundation course should be Twenty-Five.

Semester III

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Strategic Management	Core	3:0:0	3	3
02	Entrepreneurship	Core	3:0:0	3	3
03	Elective 1	Elective	4:0:0	4	4
04	Elective 2	Elective	4:0:0	4	4
05	Elective 3	Elective	4:0:0	4	4
06	Internship Report	Core	0:0:3	3	6*
07	Skill Development - 3	Foundation	0:0:2	2	4

(Note: Teaching hours for Internship per week may vary as per the number of students allotted – As Per Point 12 in the regulation clause)

Elective Group-I

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Consumer Behavior	Elective	4:0:0	4	4
02	Digital Marketing	Elective	4:0:0	4	4
03	Advertising and Sales Promotion Management	Elective	4:0:0	4	4

Elective Group-II

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Advanced Financial Management	Elective	4:0:0	4	4
02	Banking, Financial Services and Insurance	Elective	4:0:0	4	4
03	Investment Analysis and Portfolio Management	Elective	4:0:0	4	4

Elective Group-III

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Personal Growth & Interpersonal Effectiveness	Elective	4:0:0	4	4
02	Organizational Change & Development	Elective	4:0:0	4	4
03	Training in Organization	Elective	4:0:0	4	4

Elective Group-IV

Sl. No	Title of the Course	Elective	L: T: P	Credit	Teaching Hour per week
1	Fundamentals of CSR	Elective – I	2: 0: 1	3	4
2	Social Development Issues and Challenges	Elective – II	2: 0: 1	3	4
3	Corporate Governance and Ethics	Elective - III	2: 0: 1	3	4

Elective Group - V

Sl. No	Title of the Course	Elective	L: T: P	Credit	Teaching Hour per week
1	Tourism Management	Elective – I	2: 0: 1	3	4
2	Global Tourism Geography	Elective – II	2:1:0	3	4
3	Hotel Operations & Management	Elective - III	2:1:0	3	4

Semester IV

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Project Appraisal and Management	Core	3:0:0	3	3
02	Elective 4	Elective	4:0:0	4	4
03	Elective 5	Elective	4:0:0	4	4
04	Elective 6	Elective	4:0:0	4	4
05	Elective 7	Elective	4:0:0	4	4
06	Project	Core	0:0:6	6	6*

(Note: Teaching hours for each Project per week may vary as per the number of students allotted – About point 12 in the regulation clause)

Elective Group - VI

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Brand Management	Elective	4:0:0	4	4
02	Industrial Marketing	Elective	4:0:0	4	4
03	Services Marketing	Elective	4:0:0	4	4
04	International Marketing	Elective	4:0:0	4	4

Elective Group - VII

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Merger and Acquisition	Elective	4:0:0	4	4
02	Derivatives	Elective	4:0:0	4	4
03	International Finance	Elective	4:0:0	4	4
04	Corporate Tax	Elective	4:0:0	4	4

Elective Group-VIII

Sl No	Title of the Course	Core/ Foundation/ Elective	L.T. P	Credit	Teaching hours per week
01	Strategic Human Resource Management	Elective	4:0:0	4	4
02	Industrial Relation and Labour Legislation	Elective	4:0:0	4	4
03	International Human Resource Management	Elective	4:0:0	4	4
04	Managing Knowledge Workers	Elective	4:0:0	4	4

Elective Group - IX

Sl. No	Title of the Course	Elective	L: T: P	Credit	Teaching Hour per week
01	Brand Management	Elective - IV	2: 0: 1	3	3
02	International Business and CSR	Elective - V	2: 0: 1	3	4
03	Sustainability & Stakeholder Management	Elective - VI	2: 0: 1	3	4
04	Industrial Relations	Elective - VII	2: 0: 1	3	3

Elective Group - IX

Sl. No	Title of the Course	Elective	L: T: P	Credit	Teaching Hour per week
01	Travel Agency & Transport Management	Elective - IV	2: 0: 1	3	3
02	International Tourism	Elective - V	2: 0: 1	3	4
03	Tourism Planning & Development	Elective - VI	2: 0: 1	3	4
04	Meeting, Incentive, Conference & Exposition (MICE) Tourism	Elective - VII	2: 0: 1	3	3

L = Lecture – 1 hour of lecture per week in a semester = 1 Credit

T = Seminars/Tutorials/Field Work – 2 Hours of seminars/tutorial/field work per week in a semester = 1 Credit

P = Practical – 2 hours of practical per week in a semester = 1 Credit

Elective Groups:

Any one group from the available Elective Groups shall be selected by a student at the commencement of the third semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department will announce at the end of the second semester, any one or more Elective Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for elective groups. An Elective Group can be offered if a minimum of ten students are opting for that group.

A student shall register for an Internship at the end of the second semester and will complete a minimum of 6 weeks of internship before the commencement of the third semester. It carries 3 credits.

In the fourth semester project work must be carried out for preparing the final project work report which carries Six credits.

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course Code	Course Name	Credit/Distributions	
23C101	Management Theory & Practices	(L-3: T-0:P-0) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective:

- To make students understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management.
- To understand the basic concepts & theories of Management.
- To enumerate the Importance of various structural forms in organizations.
- To understand the importance of various dimensions of controls employed in organizations.

Course Learning Outcome:

- **CO1.** Acquire the conceptual knowledge of Management and various functions of Management.
- **CO2.** Apply managerial knowledge in real-world situations.
- **CO3.** Develop a greater understanding of Management.
- **CO4.** Demonstrate their exposure to recent trends in management.
- **CO5.** Ability to understand the management process in the corporate world.

Module 1: Management**Contact Hours:10**

- **Management:** Definition of Management, Nature and Scope of Management, Basic functions of Management, Management as a process. Evolution of management theory and practice from Taylor, Fayol, to the present day. Neo-Classical: Mayo & Hawthorne Experiments. Modern era: system & contingency approach, managerial skills, Professional code of conduct & ethics in management.

Module 2: Planning and Decision-Making**Contact Hours: 08**

- **Planning:** Nature and purpose, Planning process, Types of plans, Objectives, Managing by Objective (MBO), strategies, Types of strategies, and Policies.
- **Decision Making:** Types of decisions, Decision Making Process, Decision making under different conditions.

Module 3: Organizing:**Contact Hours 08**

- Nature and purpose of organizing, Organization structure, Line, and staff authority.
- Departmentation and Bases of Departmentation.
- Span of control, Centralization, Decentralization, Delegation of authority, Informal Organization, and grapevine. Impact of Technology on Organization Structure.

Module 4: Strategic Planning**Contact Hours: 08**

- **Strategic planning:** Concept of strategy, structure, and strategy, Chandler's thesis, levels of strategy making, models of strategy making, McKinsey 7 s model, porters five force model, BCG matrix.

Module 5: Controlling**Contact Hours: 08**

- **Managerial Control:** Relationship between Planning and Control, Limitations of Control, Feedback, Types of Control Systems and Techniques, Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control Systems, Internal Audit and Management Audit

Reference Material

- Essentials of Management, Koontz and O 'Donnell.
- Introduction to Management Fred Luthans.
- The Practice of Management, Peter. F. Drucker.
- The Management Stoner, Freeman, and Gilbert.
- Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach.
- Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective.
- Stephen P. Robbins, David A. Cenzo and Mary Coulter, Fundamentals of management.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	-	-	2	2	2	-	3	2	3	-
CO2	3	2	2	3	2	1	-	1	3	-	3	-
CO3	3	2	2	1	2	1	1	2	3	2	3	-
CO4	2	-	2	-	3	2	-	-	3	2	3	3
CO5	2	-	3	2	3	2	-	-	3	2	3	2
W. A	2.4	2	2.25	2	2.4	1.6	1.5	1.5	3	2	3	2.5

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course Code	Course Name	Credit/Distributions	
23C102	Organizational Behaviour	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30Marks
		C3	70Marks

Course Objectives

- To Analyze the behavior of Individuals and Groups in the organization in terms of the Key Factors that influence Organizational behavior
- To Assess the potential effect of organizational factors (Structure, Culture, and Change) on OB
- To Critically examine the potential effects of important developments in external environments on OB.
- To Analyze the organizational behavior issues in the context of Organizational Behavioral theories, Models, and Concepts.

Course Learning Outcome

- **CO1.** Analyze the behavior of individuals in the organization.
- **CO2.** Critically examine the potential effects of behavioral issues on the organization.
- **CO3.** Distinguish between Teams and Groups and devise methods to enhance their functioning.
- **CO4.** Identify and develop techniques to motivate individuals.
- **CO5.** Assess Leadership qualities and abilities required to sustain.

Module 1: Organizational Behaviour

Contact Hours: 06

- Definition, Key elements of OB, Nature, scope, and challenges of OB, Models of Organizational Behavior, Contributions of other disciplines to OB, Emerging issues in Organizational Behavior, Impact of globalization and IT on OB.

Module 2: Personality, Perception, and Attitude

Contact Hours: 14

- **Personality:** Meaning, Determinants of Personality – Heredity Environment and Situation.
- **Types of personality** – Introvert, Extravert, Type A, Type B, Judging and perceptive personality.

- **Theories of personality** – Trait theory, Type theory, Socio-Learning theory, Self-theory, Psychoanalytical theory.
- Other personality factors influencing OB are locus of control, Machiavellianism, Self-esteem, self-monitoring, and Risk-taking.
- **Perception:** Meaning, difference between perception and sensation.
- **Perceptual Process** – Receiving the stimuli, selecting the stimuli, organization of stimuli, Interpretation.
- **Factors influencing perception** – Internal factors and External factors.
- Perception and its application in OB - Employment Interview, Performance appraisal, Performance expectation, employee effort, employee loyalty.
- **Attitude:** Meaning of Attitude, Formation of Attitude - Direct experience, Social learning.
- **Types of Attitudes:** Job satisfaction, Job Involvement, and Organizational commitment.
- **Components of Attitude:** Cognitive component, affective component, and behavioral component.
- **How to change attitude** - Cognitive dissonance theory, Reinforcement theory, balance theory, comprehensive theory.

Module 3: Group Dynamic

Contact Hours: 12

- Meaning, Definition, and Characteristics, Why do people form and join groups?
- **Types of Groups:** Formal and informal groups.
- **Stages of group development** – Forming, Storming, Norming, Performing and Adjourning.
- **Group Behavior** - Group Norms, Group Cohesiveness, group role, Intergroup behavior, Intergroup conflicts
- **Group Decision-making Techniques** – Brainstorming, Nominal Group Technique, Delphi Technique
- JOHARI window and Transactional analysis.
- **Teams:** This means the difference between a team and a Group.
- **Types of teams** - Lead teams, Problem-solving teams, self-managed teams, cross-functional teams, virtual teams. Causes for team failure, How to make teams successful?

Module 4: Motivation

Contact Hours: 06

- Meaning, Nature of motivation, and need for motivation.
- **Theories of motivation** – Content theories and Process theories.

Module 5: Leadership**Contact Hours: 10**

- Meaning, Differences between leadership and Management, functions of leadership
- Leadership styles – Autocratic, Democratic, Laissez-faire.
- Leadership theories: Trait theory, Behavioral theories, Fiedler 's contingency model, Pathgoal leadership theory, Situational leadership theory, Managerial grid.
- Transactional and Transformational leadership.
- Making leadership effective.

Reference Material

- **Dr. S.S. Khanka (2003)** Organizational Behavior. (4th ed.) S. Chand & Company Pvt. ltd.
- **Fred Luthans (2010)** Organizational Behavior an evidence-based approach. McGraw-Hill, (12th Ed).
- **Stephen Robbins (2016)** Organizational Behavior. Pearsons (16th Ed.).

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3	3	1	3	3	2	-	3	-	1	3
CO2	2	3	3	3	2	3	3	1	3	-	3	3
CO3	3	3	3	3	3	2	2	1	3	1	2	1
CO4	3	3	3	3	3	2	1	2	3	3	1	2
CO5	3	1	3	3	3	3	3	1	3	1	2	3
W. A	2.6	2.6	3	2.6	2.8	2.6	2.2	1	3	1	1.8	2.4

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course code	Course Name	Credit/Distributions	
23C103	Managerial Economics	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective:

- To make use of the fundamental concepts of managerial economics in making optimal decisions.
- To analyze market forces, i.e., demand and supply, and compute the elasticity of demand.
- To determine optimum cost and revenue, and break-even sales and quantity, in the short and long run.
- To evaluate the equilibrium conditions for price, output, and maximization of profit in different market conditions.
- To make use of the fundamental concepts of the macroeconomic environment of business

Course Learning Outcome

- **CO1:** Develop the fundamental concepts of microeconomics used to facilitate the problem of scarcity and resource allocation in the context of choices and opportunity cost.
- **CO2:** Examine the factors determining the Demand and Supply, elasticities.
- **CO3:** Deduce the cost, revenue, and production functions for business implications.
- **CO4:** Assess the different market conditions, the intensity of competition, and conditions for equilibrium in different types of markets.
- **CO5:** Develop the fundamental concepts of macroeconomics to facilitate Business Strategies.

Module 1: Introduction to Managerial Economics

Hours: 8

- **Introduction:** Meaning & Definition, Nature and Scope of Managerial Economics, Managerial Economics as Inter-disciplinary, Theory of the firm- goals of the firm.
- **Indifference Curve:** Indifference Curve Analysis, And Equilibrium Analysis.

Module 2: Market Equilibrium (Demand & Supply Analysis)

Contact Hours: 8

- **Demand:** Meaning, Concept of Demand and demand Curve, Law of Demand, Exceptionsto The Law of Demand, Determinants of Demand, Elasticity of Demand, and Types and Measurement
- **Supply:** Meaning, Concept of Supply Curve, Law of Supply, Supply Curve Shifters.
- **Market Equilibrium:** Meaning, Concept of Market Equilibrium

Module 3: Theory of Production and Cost Analysis

Contact Hours: 10

- **Theory of Production:** Production functions with one variable input, Law of Variable Proportions, Production functions with two variable inputs, Laws of returns to scale.
- **Cost Analysis:** Concepts, Types of cost, Cost curves, Cost – Output Relationship in the short run and the long run, the LAC curve

Module 4: Market Structures

Contact Hours: 12

- **Perfect Competition:** Features, and Determination of price under perfect competition
- **Monopoly:** Features and pricing under monopoly. Price Discrimination
- **Monopolistic Competition:** Features, Pricing Under monopolistic competition, Product differentiation.
- **Oligopoly:** Features, Kinked demand Curve, Cartels, Price leadership

Module 5: Macro Economics

Contact Hours: 10

- **Introduction & Basic Concepts:** Definition and Scope of Macroeconomics, Circular Flow of Income and Expenditure, GDP, Inflation and, Unemployment,
- **Macro-Economic Measurements:** National Income Accounting, Price Indices and Inflation Measurement.
- **Macroeconomic Issues and Business Strategy:** Business cycles and their impact on firms, Macroeconomic forecasting and decision-making,
- Case studies and applications.

Reference Material

- **D.N. Dwivedi (2021)** Managerial Economics (21st Edition) S. Chand Publications
- **Mankiw, N Gregory. (2015)** Principles of Macro Economics (7th Edition) Cengage Learning

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	2	2	1	2	2	2	3	3	2	2	2
CO4	3	2	3	3	2	3	3	2	2	2	3	3
CO5	2	2	1	2	2	3	2	1	2	1	2	2
W. A	2.8	2.2	2.4	2.4	2.4	2.8	2.6	2.4	2.8	2.2	2.6	2.6

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course code	Course Name	Credit/Distributions	
23C104	Accounting For Managers	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To familiarize the students with various financial tools and techniques that will facilitate the students in enhancing their analytical power to make rational decisions related to business.
- To acquaint students with the fundamental principles of financial, cost, and management accounting
- To enable the students to prepare, analyze, and interpret financial statements and to enable the students to make decisions using management accounting tools.
- To understand the latest development trends & practices in accounting Concepts.

COURSE LEARNING OUTCOME

- **CO1.** Demonstrate the applicability of the accounting principles to prepare the accounting to understand the managerial decisions
- **CO2.** Demonstrate the applicability of the depreciation concept to prepare reports and make managerial decisions.
- **CO3.** Prepare the final account reports with the accounting tools and concepts and facilitate managerial decisions.
- **CO4.** Apply the financial statement analysis associated with financial data in the organization.
- **CO5.** Application of latest development trends & practices in accounting Concepts.

Module 1: Introduction & Preparation of Books of Accounts

Contact Hours: 06

- Meaning and Scope of Accounting, Accounting Concepts and Conventions, Journals, Ledgers and Trial Balance.

Module 2: Preparation of Financial Statements

Contact Hours: 08

- Preparation of Companies Financial Statements as per Revised Schedule III Income Statement Balance Sheet, Accounting for Depreciation (Problems only on Straight Line and WDV Method), Accounting for Dividend and Retained Earnings, Statement of Changes in Equity.

Module 3: Analysis of Financial Statements**Contact Hours: 08**

- Financial Ratios, Profitability Ratios, Solvency Ratios, Liquidity Ratios, Valuation and Payout Ratios, CashFlow Statement

Module 4: Cost Analysis for Decision-Making**Contact Hours: 08**

- Cost Classification, Preparation of cost sheet, Break Analysis, BEP in Multi-Product Environment, Pricing Decision, Make or Buy Decision, Discontinuing Product or Closing of Divisions, Optimal Product Mix, Operating Leverage.

Module 5: Latest Development Trends & Practices**Contact Hours: 06**

- Introduction to Financial Software for Analysis: Excel and Prowers, Human Resource Accounting, InflationAccounting.

Reference Material

- **Narayanaswamy R, 2014**, Financial Accounting – A Managerial Perspective,5th Edition,Prentice Hall India Learning Private Limited.
- **Maheshwari S N and S K Maheshwari 2013**, Accounting for Management, 3rd Ed, VikasPublication. House.
- **J Madegowda, 2015**, Accounting for Managers, Himalaya Publishing House.
- **M.N Arora, 2016**, Accounting for Management, Third Edition, Himalaya Publishing House
- **Tulsian, P.C 2013**, Financial Accounting, Tata McGraw Hill.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course code	Course Name	Credit/Distributions	
23C105	Business Communication	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To familiarize students with the mechanics of writing
- To enable students to communicate (Written and Oral) in English precisely and effectively

Course Learning Outcome

- **CO1:** Remember the basics of written and oral communication
- **CO2:** Appraise the communication situations and forms
- **CO3:** Exhibit understanding by analyzing any given business situations
- **CO4:** Apply negotiation strategies, demonstrate the usage of communication networks, and adopt employment communication for career growth
- **CO5:** Prepare business letters, and reports and adopt case methods of learning.

Module 1: Introduction

Contact Hours 10

- **Introduction:** meaning & definition, importance of communication in management, purpose of communication, communication process, Shannon – Weaver model, characteristics of successful communication, communication in conflict resolution, communication in crisis, cost of poor communication, committing to legal and ethical communication.

Module 2: Oral Communication

Contact Hours: 8

- **Oral Communication:** meaning, principles of successful oral communication, three aspects of oral communication, conversing, listening, and body language, conversation control, non-verbal communication, communicating in diverse workgroups, communication barriers, suggestions to overcome the barrier.

Module 3: Written Communication

Contact Hours: 10

- **Written Communication:** The purpose of writing – clarity in writing – principles of effective writing, approaching the writing process systematically: the 3x3 writing

process for business communication: pre-writing – writing – revising – specific writing features – coherence – electronic writing process, positive, negative, and persuasive writing.

Module 4: Business Reports & Letters

Contact Hours 8

- **Business Letters and Reports:** Introduction to Business Letters – Types of Business Letters, purpose, writing reports:
- **Objectives Of Reports, Organization and Preparing Reports, Types of Reports, Writing Proposals:** Structure & Preparation. Writing Memos, Writing for Websites.

Module 5: Case Method of Learning

Contact Hours 12

- **Case Method of Learning:** Understanding the case method of learning – different types of cases difficulties and overcoming the difficulties of the case method – reading a case properly, (previewing, skimming, reading, scanning) – case analysis approaches (systems, behavioral, decision, strategy)
- **Analyzing the case** – Do's and Don'ts for case preparation
- **Discussing And Presenting a Case Study** - A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.

REFERENCE Material

- Business Communication: Concepts, Cases, And Applications – **P D Chaturvedi, Mukesh, Chaturvedi** – Pearson Education
- Business Communication, Process, and Product – **Mary Ellen Guffey** – Thomson Learning, 3/E,
- Business Communication – **Lesikar, Flatley, Rentz & Pande** – TMH
- Advanced Business Communication – **Penrose, Raspberry, Myers** – Cengage

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course code	Course Name	Credit/Distributions	
23C106	Business Statistics	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- Develop and refine decision-making skills by basing decisions upon the outcome of statistical tests.
- Determine and analyze the appropriate type of statistical problem-solving techniques for business situations.
- Interpret the results of statistical tests to conclude / decision.
- Understand the reasoning/basis behind each statistical test.
- Shall be able to manually solve selected problems.

Course Learning Outcome

- **CO1.** Enable to understand and apply statistics concepts and execute decisions.
- **CO2.** Enable to remember the concept and statistics formula to use it appropriately.
- **CO3.** Enable to apply the statistics tools and techniques to draw valid conclusions and to make appropriate decisions
- **CO4.** Students will be able to analyze alternate solutions obtained by using Quantitative Techniques and justify their selection of decision.
- **CO5.** Critically evaluate the results and make a management decision

Module1: Introduction

Contact Hours:12

- **Introduction:** Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics - Statistical Investigation - Limitations of Statistics. Distrust of Statistics. Descriptive Statistics – Tabular & graphical presentation–Statistical Data: Primary and Secondary data – Sources of Data – Types of Classification of data Frequency Distribution: Discrete or Ungrouped Frequency Distribution, Grouped Frequency Distribution. Continuous Frequency Distribution. – Diagrammatic and Graphic Representation; Frequency Polygon, Cumulative Frequency Curves or Ogives – Advantages and Limitations of Diagrams and Graphs. Tabulation: - Types of Tables- Construction of one-way and two-way tables. All measures of central tendency and measures of dispersion; Coefficient of Variation.

Module 2: Correlation and Simple Linear Regression**Contact Hours: 08**

- **Correlation** – concept, types, measures of correlations – Karl Pearson and Spearman correlation coefficient-
- **Linear Regression:** Simple Linear Regression Model - Least Squares Method- Coefficient of Determination - Model Assumptions.

Module 3: Introduction to Probability**Contact Hours: 08**

- **Probability:** Basic definition of Events, Sample space, and probabilities, Basic rules of probability, Conditional probability, independence of Events, Combinatorial concepts, laws of total probability - Bay 's theory, Joint probability table. Expectancy theory and problems.

Module 4: Discrete Probability Distribution**Contact Hours: 08**

- Random Variable -Discrete Probability Distributions -Expected Value and Variance - Binomial Probability Distribution-Poisson Probability Distribution-
- Continuous Probability Distribution Uniform Probability Distribution - Normal Probability Distribution - Normal Approximation of Binomial Probabilities – Exponential Probability Distribution.

Module 5: Sampling Techniques and Hypothesis Testing**Contact Hours: 12**

- **Sampling:** Census and Sampling; Non-sampling and sampling errors. Probability sampling techniques and non-probability sampling Techniques, sample size. Problem-Simple Random Sampling -Points Estimation, Properties of Point Estimators-Other Sampling Methods. Known-Population mean: Unknown-Determining the sample size-Population Proportion.
- **Hypothesis Testing:** Developing Null and Alternative Hypotheses -Type I and Type II Errors-Population Mean: Known standard deviations, population mean Unknown standard deviations - Population proportion - Hypothesis Testing and Decision Making - Calculating the Probability of Type II Errors-Determining the Sample Size for Hypothesis Test about a population mean.

Reference Material

- **J.K. Sharma**, Business Statistics, Pearson Education
- **Levin and Rubin**, Statistics for Management,
- **S. C. Gupta**, Fundamentals of Statistics, Himalaya Publishing House,
- **Aczel and Sounder Pandian**, Complete Business Statistics, Tata-McGraw Hill
- **Anderson, Sweeney, William**, Statistics for Business and Economics, Thomson Publishing

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Foundation	General Management	I	
Course Code	Course Name	Credit/Distributions	
23C107	Computer Application in Management	(L-:0 T-0:P-2) Credit – 02	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- Give students an in-depth understanding of why computers are essential components in business, education, and society.
- Introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly concerning personal and professional use of computer hardware and software.
- Provide hands-on use of Microsoft Office applications Word, Excel, Access, and PowerPoint. Completion of the assignments will result in MS Office applications knowledge and skills.

COURSE LEARNING OUTCOME

- **CO1.** Recognize when to use each of the Microsoft Office programs to create professional and academic documents.
- **CO2.** Perform basic analysis using word processing, spreadsheet, and PowerPoint and create professional and academic documents.
- **CO3.** Use Microsoft Office programs to create personal, academic, and business documents following current professional and/or industry standards.
- **CO4.** Apply computer skills and concepts for basic use to create personal, academic, and business documents in the workplace.
- **CO5.** To equip students with presentation skills through the use of Microsoft Office Programs

Course Nature	Course Area	Semester	
Foundation	General Management	I	
Course Code	Course Name	Credit/Distributions	
23C107	Computer Application in Management	(L:-0 T-0:P-2) Credit – 02	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- Give students an in-depth understanding of why computers are essential components in business, education, and society.
- Introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly concerning personal and professional use of computer hardware and software.
- Provide hands-on use of Microsoft Office applications Word, Excel, Access, and PowerPoint. Completion of the assignments will result in MS Office applications knowledge and skills.

COURSE LEARNING OUTCOME

- **CO1.** Recognize when to use each of the Microsoft Office programs to create professional and academic documents.
- **CO2.** Perform basic analysis using word processing, spreadsheet, and PowerPoint and create professional and academic documents.
- **CO3.** Use Microsoft Office programs to create personal, academic, and business documents following current professional and/or industry standards.
- **CO4.** Apply computer skills and concepts for basic use to create personal, academic, and business documents in the workplace.
- **CO5.** To equip students with presentation skills through the use of Microsoft Office Program

Part – 1:- Microsoft Excel

Chapter 1: Microsoft Excel 2016
Fundamentals

- A. Exploring Microsoft Excel
I. Starting and Exiting the

Application

- II. Examining Microsoft Excel's

Interface

- B. Creating Workbook Files

- I. Opening and Closing Files
II. Creating and Saving a New Workbook
III. Creating a New Workbook from a Template
IV. Microsoft Excel File Types

- V. Entering Data
- VI. Entering Data into a Selected Range
- C. Getting Help While You Work

- I. Using Microsoft Excel's built-in Help

Chapter 2: Viewing Navigating and Managing Worksheets and Workbooks

- A. Viewing Worksheets
 - I. Displaying or Hiding Gridlines and Headers
 - II. Zooming the Display
 - III. Changing Views
 - IV. Splitting a Window
 - V. Freezing and Unfreezing Panes
 - VI. Hiding Rows, Columns, and Sheets
 - VII. Viewing and Arranging Multiple Sheets
 - VIII. Saving a Workspace
 - IX. Saving a Custom View
- B. Navigating Worksheets and Workbooks
 - I. Navigating in a Worksheet and Workbook
 - II. Workbook
 - III. Using Find
 - IV. Using Go To
 - V. Working with Multiple Workbooks
- C. Managing Worksheets and Workbook Files
 - I. Managing Worksheets
 - II. Managing Workbook Files

Chapter 3: Editing Worksheets

- A. Creating Basic Formulas
 - I. What is a Formula?
 - II. Creating a Basic Formula
 - III. Reference Data from other Worksheets
 - IV. Using Auto Calculate
- B. Editing Text and Values
 - I. Editing and Replacing Cell Content

- II. Using Undo, Redo, and Repeat
- III. Using Smart Tags
- C. Clearing, Moving, and Copying Cell Content

- I. Clearing Cell Content
- II. Moving Cell Content
- III. Copying Cell Content
- IV. Collecting and Pasting Multiple Items
- V. Using the Paste Special Command
- D. Modifying Worksheet Structure
 - I. Inserting and Deleting Cells
 - II. Merging and Splitting Cells
 - III. Inserting and Deleting Rows
 - IV. Inserting and Deleting Columns
 - V. Changing Row Height
 - VI. Changing Column Width

Chapter 4: Using Functions in Formulas A. Understanding Functions

- I. What is a Function?
- II. Structure of a Function
- III. Categories of Functions
- IV. Inserting Functions B. Using Functions
 - I. The SUM Function
 - II. Using AutoSum
 - III. The SUMIF and SUMIFS Functions
- C. Using Statistical Functions I. What are Statistical Functions?
 - II. The AVERAGE function
 - III. The AVERAGEIF and AVERAGEIFS Functions
 - IV. The COUNT Function
 - V. The COUNTA Function
 - VI. The COUNTIF and COUNTIFS Functions
 - VII. The MAX Function
 - VIII. The MIN Function
 - IX. The MEDIAN Function
 - X. The MODE Function
- D. Using Date and Time Functions
 - I. What are Date and Time Functions?

- II. The DATE Function
- III. The NOW Function IV. The TIME Function
- V. The DATEVALUE Function

Chapter 5: Formatting Worksheets

- A. Formatting Cells and Cell Content

I. Formatting Cells II.

Formatting Text

- III. Formatting Values

B. Formatting Worksheets

- I. Using Themes to a Format a

Worksheet or Workbook

- II. Changing Sheet Tab Colors
 - III. Changing Sheet Background
- #### Chapter 6: Preparing and Printing

Worksheets

- A. Preparing Worksheets for Printing
- I. Using the Spell Checker
- II. Setting the Print Area
- III. Adjusting Page Setup Options
- B. Using Find and Replace
- I. Using the Find and Replace Dialog Box
- II. Finding and Replacing Cell

Content

- III. Finding and Replacing Cell

Formats

- C. Previewing and Printing

Worksheets

- I. Using Print Preview
- II. Using Page Break Preview
- III. Using the Print Dialog Box
- IV. Using Quick Print
- V. Displaying and Printing Formulas

Part – 2:- Microsoft Word C

Chapter 1: Microsoft Word Fundamentals

- A. Exploring Microsoft Word
- I. Starting and Exiting the

Application

- II. Examining Microsoft Word's

Interface

- III. Understanding the Ribbon
- B. Creating Documents
- I. Saving a New Document
- II. Opening Existing Documents
- III. Microsoft Word Document File Formats
- IV. Opening Microsoft Word 2016 Files with Older Versions of Microsoft

Word

- C. Entering Text

- I. Understanding Word Wrap and Pagination
- II. Inserting the Date and/or Time
- III. Inserting Symbols and Special Characters
- IV. Using Text Entry Shortcuts
- V. Using Undo, Redo, and Repeat VI. Using Smart Tags

- D. Getting Help While You Work

- I. Using Microsoft Word's Built-In Help
- II. Using the Table of Contents
- III. Searching

Chapter 2: Viewing Navigating and Managing Documents

- A. Viewing a Document

- I. Changing Views
- II. Zooming the Display
- III. Showing or Hiding the Ruler
- IV. Splitting the Document Window
- V. Working with Multiple Documents

- B. Navigating in a Document

- I. Basic Navigation Techniques
- II. Using the Scroll Bars
- III. Using Find
- IV. Using Go To
- V. Using the Browse Buttons VI. Using the Document Map
- VII. Using Thumbnails Tool VI. Changing Paragraph

- Alignment and Spacing VII. Options 3-41
- VIII. Formatting Quoted Material
- IX. Using the Text Highlight Color
- X. Adding Borders and Shading
- XI. Revealing Formatting
- VIII. Using the Keyboard
- C. Organizing a Document in Outline View
 - I. Working in Outline View
 - II. Expanding and Collapsing Headings
 - III. Promoting and Demoting Headings
 - IV. Reorganizing Content
 - D. Managing Documents
 - I. Organizing Documents Using File
- C. Working with Lists, Tabs, and Indents
 - I. Creating Effective Lists
 - II. Creating and Modifying Numbered Lists
 - III. Creating and Modifying Bulleted Lists
 - IV. Sorting List Items
 - V. Task C-1: Creating and Sorting Bulleted Lists
 - VI. Setting and Clearing Tabs
 - VII. Setting and Clearing Indents Folders
 - II. Modifying Document Properties
 - III. Using Auto Recover and Background Saves
 - IV. Creating Automatic Backups
- VIII. Using the Click and Type Feature
- D. Using Special Text Effects and Building Blocks
 - I. Using Superscript and Subscript
- Chapter 3: Editing and Formatting Text
 - A. Editing and Manipulating Text
 - I. Selecting Text
 - II. Selecting Text Using the Mouse
 - III. Selecting Text Using the Keyboard
 - IV. Inserting and Deleting Text
 - V. Moving and Copying Text

- VI. Using the Office Clipboard
- B. Formatting Characters and Paragraphs
 - I. Using Quick Styles
 - II. Changing Font, Size, Style, and Case
 - III. Changing Character Spacing
 - IV. Using Repeat Formatting and the Format Painter
 - V. Features
 - II. Using Hidden Text
 - III. Adding a Drop Cap
 - IV. Using Building Blocks
- Chapter 4: Controlling Page and Text Layout
 - A. Controlling Page
 - Options I. Adding Page Numbers
 - II. Adding Line Numbers
 - III. Changing Margins
 - IV. Changing Orientation and Paper Size
 - V. Inserting a Cover Page and a Blank Page
 - VI. Adding Headers and Footers
 - VII. Adding a Watermark
 - VIII. Adding a Page Background and Colour
 - B. Using Themes to Format a Document
 - I. Applying a Document Theme
 - II. Parts of a Theme
 - III. Customizing a Document Theme
 - IV. Restoring Template Themes
 - C. Controlling Text Flow
 - I. Inserting and Removing Page Breaks
 - II. Inserting and Removing Section Breaks
 - III. Adjusting Paragraph Options
 - IV. Breaks
 - D. Working With Columns
 - I. Creating Columns

- II. Adjusting Column Width and Spacing
- III. Adding a Line Between Columns
- IV. Controlling Text Flow in Columns

Chapter 5: Working with Tables

- A. Creating a Table
 - I. Identifying Parts of a Table
 - II. Inserting a Table Using the Table Menu
 - III. Inserting a Table Using the Insert Table Dialog Box
 - IV. Inserting a Table Using the Drawing Tool
 - V. Converting Text to a Table
 - VI. Converting a Table to Text
 - VII. Navigating in a Table
 - VIII. Entering Text in a Table
 - IX. Selecting a Table
 - B. Modifying a Table
 - I. Inserting, Deleting, and Moving Rows or Columns
 - II. Resizing Tables 5-23
 - III. Changing Row Height and Column Width
 - IV. Merging and Splitting Cells
 - V. Splitting a Table
 - VI. Performing Calculations in a Table
 - VII. Sorting in a Table
 - C. Formatting a Table
 - I. Applying Quick Styles to a Table
- #### Using Quick Tables
- II. Using Table Styles
 - III. Table Styles
 - IV. Aligning Text in Cells
 - V. Adding Borders
 - VI. Adding Shading and Patterns
 - VII. Repeating Table Headings
 - VIII. Controlling Page Breaks in a Table
- #### Chapter 6: Finalizing and Printing a Document
- A. Using the Proofing and Language Tools
 - I. Checking Spelling and Grammar
 - II. Using Word Count

- III. Using the Translate Feature
- IV. Setting the Language
- V. Using the Dictionary and Thesaurus
- VI. Using Automatic and Manual Hyphenation
- B. Using Find and Replace
 - I. Finding and Replacing Text
 - II. Finding and Replacing Formats
 - III. Finding and Replacing Special Items
- C. Using Hyperlinks and Cross-References
 - I. Creating a Hyperlink
 - II. Modifying and Removing a Hyperlink
 - III. Referencing External Data
 - IV. Creating a Cross-Reference
 - V. Modifying and Removing a Cross-Reference
- D. Previewing and Printing a Document
 - I. Using Print Preview
 - II. Using the Print Dialog Box
 - III. Printing Documents Without Opening Them
 - IV. Printing an Envelope
 - V. Printing a Labels

Part – 3:- MS PowerPoint

Chapter 1: Introduction

- A. Opening new Presentation
- B. Different presentation templates
- C. Setting backgrounds
- D. Selecting presentation layouts

Chapter 2: Creating a presentation

- A. Setting presentation style
- B. Adding Text to the presentation

Chapter 3: Formatting a presentation

- A. Adding style

- B. Color, gradient fills
- C. Arranging objects
- D. Adding Header & Footer
- E. Slide Background
- F. Slide layout

Chapter 4: Adding Graphics to the Presentation

- A. Inserting pictures, movies, tables, etc into the presentation
- B. Drawing Pictures using Draw

Chapter 5: Adding effects to the presentation

- A. Setting Animation & transition effect
- B. Adding audio and video

Chapter 6: Printing Handouts and Generating standalone presentation viewer

Course Nature	Course Area	Semester	
Hard Core	General Management	I	
Course code	Course Name	Credit/Distributions	
23C108	Skill Development - 1	(L-: T-0:P-2) Credit - 02	
		C1+C2	10 Marks
		C3	40 Marks

COURSE OBJECTIVE

- To provide an analytical and practical overview of the basic skills needed for a manager
- To comprehend the art of presentation, e-mail etiquette, and data interpretation

COURSE LEARNING OUTCOME

- CO1. The student will develop a high level of proficiency in the targeted skill, showcasing the ability to perform tasks and solve problems related.
- CO2. The student will be able to communicate ideas, strategies, and solutions related to the skill clearly and effectively
- CO3. The student will be able to decide the appropriate mediums such as written reports, oral presentations, or visual aids.
- CO4. The student will be able to develop a high level of proficiency in writing emails.
- CO5. The student will be able to understand underlying principles and how they relate to practical applications.

Module 1: Unit I: Presentation skills

Contact Hours: 06

- Technical aids used for presentation; Chalk and Board, Overhead Projectors, Paper Handouts, Flip Chart, Artifacts or Props, basic Understanding of PowerPoint

Module 2: Advanced Presentation Skills

Contact Hours: 06

- Rules and Guidelines for creating a good Presentation, the beginning, Actual content, and closing of a Speech, Holding audience attention, and Handling Questions

Module 3: Email Etiquettes

Contact Hours: 04

- Subject & Body of an email, Rules of emails: No Spamming, Disclaimer, etc.
- Guidelines of an email: Reply, Reply all, Forward, etc., Mass Mail service providers like Mail Chimp, etc.

Module 4: E-Mail Analytics**Contact Hours: 04**

- Analytics like Click-through Rates, Open rates, opt-out Rates, etc., Email Threats like Phishing and Spamming

Module 5: Data Interpretation**Contact Hours: 04**

- Basic interpretation of graphical representation of data, Basic Interpretation of Percentage-based data

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

SEMESTER II

Course Nature	Course Area	Semester	
Hard Core	Marketing Management	II	
Course code	Course Name	Credit/Distributions	
23C201	Marketing Management	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- The course familiarizes the students with the fundamental concepts of marketing.
- To understand the elements of the marketing mix and marketing strategies to influence consumer buying behavior.
- To Identify the criteria of the Consumer Behaviour Process
- To evaluate the difference between Consumer Marketing and Business Marketing
- To appreciate the Brand Concept inevitability

Course Outcomes

- **CO1:** At the end of this course, the students will be able to formulate marketing strategies that incorporate psychological and sociological factors that influence buying.
- **CO2:** Understand branding; identify marketing channels and product distribution through various sales promotion techniques.
- **CO3:** Identify, define, and analyze the marketing problems
- **CO4:** Able to analyze the product pricing, branding, and marketing strategies at various levels of PLC.
- **CO5:** Able to frame proper marketing and communication mix strategies for the target group.

Module 1: Introduction to Marketing Management

Contact Hours: 10

- **Introduction to Marketing Management:** Differences between Selling and Marketing, Scope & nature of Marketing Management, Classification of various products/services Various Marketing concepts, Different types of Marketing environment, elements of Marketing Mix.
- **Marketing in the 21st century Due Diligence** –meaning and importance. Understanding marketing as creating, communicating, and delivering value.

Module 2: Nature of Consumer Behavior

Contact Hours:10

- **Consumer Behavior:** Meaning and importance of Consumer behavior, Various steps in consumer and buyer Behavior Processes, Models of Consumer Behavior, Moment of truth, Zero moment of truth, ZMOT moderating effect on Consumer behavior, Fundamentals of Marketing Research, Marketing Information System, and Digital Marketing.

Module 3: Concept of Segmentation, Targeting & Positioning

Contact Hours: 08

- New product development process, Concept of Segmentation, Targeting and positioning, Basis for Segmentation, Differences between Consumer Marketing and Business Marketing.

Module 4: Product Mix and Product Line

Contact Hours: 10

- Product Mix and Product Line, Product Portfolio, Product Life Cycle Strategies Branding, Types of Brands, Brand Building, and measuring Brand Equity. Packaging and Labeling.
- **Pricing:** General Pricing approaches, New Product Pricing strategies, Public Policy and Pricing.

Module 5: Elements of Promotion Mix

Contact Hours: 10

- Elements of Promotion Mix, Marketing Communication Process, concept of integrated marketing communications, Internet Marketing, E-tailing, Levels and Strategies of Distribution Channels, Evaluating channel alternatives, Scope of Logistics Management., Order processing, warehousing, inventory, and logistics. Direct marketing, Introduction to Omni channel and hybrid channel options.

Reference Material

- **Philip Kotler, Prentice Hall India, (New edition) Marketing Management**
- **Perault, Basic Marketing**
- **William Stanton, Fundamentals of Marketing**
- **Philip Kotler and Garry Armstrong, Principles of Marketing**
- **Rajan Saxena, Marketing Management**
- **Zickmund, Marketing Management**
- **Ramesh Kumar, Marketing Management**

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	1	3	3	2	2	2	3	2	3	2
CO2	3	3	2	3	3	2	2	2	2	2	3	3
CO3	3	3	3	3	3	2	2	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	2	3	2	3
CO5	3	3	3	3	3	2	3	3	2	3	3	3
W.A	2.8	2.8	2.4	3	3	2.2	2.2	2.6	2.4	2.6	2.8	2.8

Course Nature	Course Area	Semester	
Hard Core	Human Resource Management	II	
Course code	Course Name	Credit/Distributions	
23C202	Human Resource Management	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To demonstrate the Knowledge and Skills needed to effectively manage Human Resources in an organization
- To describe the Trends in the Labor force composition and how they affect HRM
- To describe the fundamental concepts and rules of Law that apply to business activities, employment functions, and labor
- To demonstrate Knowledge of Human Behavior in an organization and the role of Management Strategies, including Motivation theory to influence Behavior
- To compare the common methods for recruiting and selecting Human Resource
- To Integrate Teamwork, Leadership, and Motivational skills into organizations

Course Outcomes

- **CO1.** Ability to plan human resources and develop competency in job analysis.
- **CO2.** Competency to recruit and select employees.
- **CO3.** Competency to train people and evaluate training.
- **CO4.** Ability to design appraisal performance systems and appraise employees' performance.
- **CO5.** Design of compensation and salary administration.

Module 1: Introduction

Contact Hours: 08

- **Introduction:** Evolution and Development of HRM, Meaning of HRM, Definition, Nature and scope of HRM, personnel v/s HR, features of HRM, the role of HRM, managerial functions and operative functions, objectives of HRM, HRM policies procedures and programs, organization of HRM: line and staff relationship, HR manager, qualities of HR/personnel manager, Recent trends in HRM. Changing roles of HR Manager - A model for multiple roles - Becoming a Strategic Partner, Administrative expert, Employee Champion, and Change Agent.

Module 2: HR Planning, Recruitment, and Selection

Contact Hours: 12

- **HR Planning:** Job analysis – Need for Job analysis, process of Job analysis, Techniques of data collection for job analysis, Job Description and Job specification, Components of job description and job specification, Benefits of job analysis, HRP: Meaning, Objectives, and Benefits of Human Resource Planning. Factors affecting HRP – External Factors, Internal Factors, Process of Human Resource Planning,
- **Recruitment** – Definitions and Objectives, process of recruitment, Recruitment policy, centralized versus Decentralized recruitment, sources of Recruitment – Internal and external sources of recruitment.
- **Selection:** Meaning, Steps in the Selection Process – Preliminary screening, Application Blank, Selection Tests, Selection Interview, Reference Checks, Physical examinations, Final selection. Placement – meaning and definition, Induction – Meaning, objectives, and benefits, Contents of induction program – Formal and informal induction, Differences between induction and orientation programs.

Module 3: Training and Development

Contact Hours: 10

- **Training and Development:** Meaning and definition of training, Objectives of Training, Need for training, benefits of training, Differences between training and development, Training methods – on-the-job and off-the-job training methods, Training procedure - identification of training needs, Training Design and delivery, Training evaluation – Reaction, Learning, Behaviour and Results.

Module 4: Performance Management

Contact Hours: 08

- **Performance management:** Introduction, Meaning and Definition, Objectives of Performance Appraisal, Methods of Performance Appraisal - Traditional methods and Modern methods, 360-degree performance appraisal, Uses and Limitations of Performance Appraisal, Potential appraisal, Differences between performance and potential appraisal.

Module 5: Compensation Planning

Contact Hours: 10

- **Compensation planning:** Meaning, Objectives of Wage and salary administration, Components of wage and salary administration, Methods of wage payment, perks, Fringe benefits,
- **Benefits:** Types of benefits, Incentives: Types of incentive schemes – Individual incentives and Group incentives, Making Incentives and Benefits more effective.

Reference Books

- **K Aswathappa. (2017).** Human resource management, (8th ed.). McGraw-Hill
- **VSP Rao. (2016).** Human Resource Management. Taxman Publications
- **Keith Davis. (1985).** HR and personnel management, Tata Mc Graw hill
- **Flippo. (1980).** Personnel management. Tata Mc Graw Hill

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	3	3	3	-	1	2	3	2	2
CO2	3	-	2	2	2	2	-	3	3	2	2	-
CO3	3	-	3	-	3	2	-	2	3	3	3	3
CO4	3	2	3	3	3	2	-	3	3	3	2	-
CO5	3	3	3	2	-	3	-	2	3	-	2	-
W. A	3	2.5	2.75	2.5	2.75	2.4	-	2.2	2.8	2.75	2.2	2.5

Course Nature	Course Area	Semester	
Hard Core	Financial Management	II	
Course code	Course Name	Credit/Distributions	
23C203	Corporate Finance	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To introduce the concepts in finance management
- To enable the use of concepts and tools in financial analysis
- Analyze complex data, enabling managerial decision-making.
- Integrate the implications of the finance function with other functions
- To sensitize students towards the prudent use of funds and implications on stakeholders and society at large

Course Learning Outcome

- **CO1:** Students will define concepts and classify – interpret summarize concepts in finance
- **CO2:** Students will be able to apply financial concepts in sourcing and investment decisions
- **CO3:** Students will be able to analyze, and compare to make appropriate decisions
- **CO4:** Students will be able to critically evaluate financial decisions and justify financial decision
- **CO5:** Students will be able to plan and design capital structures, investment decisions

Module 1: Fundamental Concepts

Contact Hours: 12

- **Fundamentals:** What is finance, forms of business organization, the main financial goal: creating value for investors, profit maximization and wealth maximization, stockholder–manager conflicts, stockholder–debtholder conflicts, balancing shareholder interests and the interests of society, business ethics, financial markets, financial institutions, introduction to Indian financial system
- **Time value of money:** simple versus compound interest, timelines, future values, present values, cash flows- single cash flows, annuities, perpetuities, uneven (mixed) cashflows, doubling period, effective annual interest rates, fractional periods, amortized loans.

Module 2: Financial Assets**Contact Hours: 10**

- The risk-return trade-off, diversifiable and non-diversifiable risk, stand-alone risk, and risk in a portfolio context: The CAPM, the beta coefficient, the relationship between risk and rates of return
- Who issues bonds? Key characteristics of bonds, bond valuation, bond yields,
- Legal rights and privileges of common stockholders, the discounted dividend model, constant growth stocks, valuing nonconstant growth stocks, and valuation of preferred stock.

Module 3: Investing in Long-Term Assets**Contact Hours: 10**

- **The cost of capital:** An overview of the weighted average, cost of capital (WACC), basic definitions, cost of debt, cost of preferred stock, cost of retained earnings, CAPM approach, bond-yield-plus-risk-premium approach, dividend-yield-plus-growth-rate, or discounted cash flow (DCF), cost of new common stock, cost of capital.
- **Capital budgeting techniques:** net present value, internal rate of return, modified internal rate of return, profitability index, payback period, discounted payback period, and accounting rate of return.

Module 4: Capital Structure and Dividend Policy**Contact Hours: 08**

- **Capital Structure-** Measuring the Capital Structure, Business and Financial Risk, Determining the Optimal Capital Structure, and Capital Structure Theories.
- **Dividend Policy-** Dividends versus Capital Gains, Other Dividend Policy Issues, Establishing the Dividend Policy in Practice, Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout, and growth.

Module 5: Working Capital Management**Contact Hours: 08**

- Factors influencing working capital requirements - Current asset policy and current asset
- finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm.

Reference Material:

- **Thomson**, Fundamentals of Financial Management, Cengage Learning, Latest edition
- **Prasanna Chandra**–Financial Management Theory and Practice; Tata McGraw Hill;
- **I.M. Pandey** – Financial Management, Vikas Publication House, Latest edition
- **M.Y. Khan & P.K. Jain** – Financial Management (TMH), Latest edition
- **Damodaran**– **Corporate Finance** – John Wiley & Co., Latest edition.
- **Vanhorne**– Financial Management & Policy, Pearson / PHI, Latest edition

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Hard Core	General Management	II	
Course code	Course Name	Credit/Distributions	
23C204	Business Research Methods	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To familiarize students with the basics of research and the research process.
- To formulate a research problem and develop a sufficiently coherent research design.
- To get a basic awareness of data analysis, including descriptive & inferential measures
- To help students in conducting research work and making research reports.

Course Learning Outcome

- **CO1:** To develop an understanding of the basic framework of the research process in business decision-making.
- **CO 2:** To develop an insight into various research designs and techniques.
- **CO 3:** To understand some basic concepts of research and its methodologies
- **CO 4:** Devise tools and methods for data collection using Sampling techniques.
- **CO 5:** To be able to write research reports and be thesis-independent.

Module 1: Research in Business

Contact Hours: 08

- **Introduction to research in Business** - Role of business research, Information systems and knowledge management, Theory building,
- **Research process** - Overview of Research process, Ethical issues in business research.

Module 2: Problem Formulation

Contact Hours: 08

- Problem definition and research proposal.
- **Basic research designs:** Exploratory, descriptive, and causal designs. Secondary data research designs.
- Qualitative research and Quantitative research.

Module 3: Survey**Contact Hours: 06**

- **Basic concepts in survey research:** Methods of communication with respondents, Questionnaire, Interview, Observation method, Experimental research.
- **Measurement and scaling concepts:** Principles of questionnaire design.

Module 4: Sampling Design and Methods**Contact Hours: 06**

- **Sampling design and methods:** Sample design and sample procedures, Determination of sample size.

Module 5: Data Analysis and Presentation**Contact Hours: 08**

- **Data Analysis and Presentation:** Editing and coding for the transformation of raw data into information, Basic data analysis – descriptive statistics, Univariate analysis, t-test.
- **Bivariate analysis:** Measures of association. Presentation of research findings-report writing

Practical Components:

- Students shall independently develop questionnaires for research problems assigned to them.
- Understand and analyze the project report prepared by senior students and discuss

Reference Material

- Business Research Methods – **William G. Zikmund, Burry J. Babin, Jon C. Carr, Mitch Griffin**, Cengage Learning India. 9th Edition (2012)
- Business Research Methods - **Pamela S Schindler**, McGraw-Hill, 13th edition (2021)
- Business Research Methods - **Donald R. Coopers and Pamela S. Schindler**, McGraw-Hill, 9th edition (2013)
- Research Methodology: Methods and Techniques - **C. R. Kothari**, New Age International, 4th edition (2004)
- Foundations Of Behavioural Research - **Fred N. Kerlinger** 2nd edition Surjeet Publications (2019)

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	3	3	2	2	2	-	-	2	2	1
CO2	-	3	3	3	2	1	2	-	-	1	-	1
CO3	-	3	3	3	3	1	2	-	-	1	-	1
CO4	-	3	3	3	3	1	2	-	-	1	-	1
CO5	-	3	3	3	3	1	2	-	-	3	1	1
W. A	2.0	2.8	3.0	3.0	2.6	1.2	2	-	-	1.6	0.6	1.0

Course Nature	Course Area	Semester	
Hard Core	General Management	II	
Course code	Course Name	Credit/Distributions	
23C205	Operations Management	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To Enable Comprehension of Emerging Areas in Operations Management
- To Enable Comprehension of Operations Strategy Design Process in A Competitive Environment.
- To Forecast Demand Through Statistical and Non-Statistical Methods.
- To Facilitate the Examination of Decision-Making Methods for Location Layout for Businesses
- To Facilitate the Examination of Inventory Patterns and Models for Optimizing Value in A Supply Chain.

Course Learning Outcomes

- **CO1:** Provide an outline of the concepts, principles, and theories related to Production and Operations management
- **CO2:** Understand the importance of Production and operations Planning, Process, and Design.
- **CO3:** Evaluate the Demand Forecast Through Various Forecasting Techniques
- **CO4:** Evaluate the various approaches and strategies for Business Locations, Layout Designs
- **CO5:** Evaluate the Inventory Management Process through various models.

Module 1: Introduction to Production & Operations Management Contact Hours: 12

- **Introduction** - Definitions, OM's link with other functional areas, in OM Operations, Key elements of Modern Production and operations Functions, Trends in Modern Operations Management, Differences Between Services and Goods
- **Strategic Operations Management** – Nature of Strategic Management, Building Production/Operations Strategy on Competitive Priorities
- **Productivity**- Meaning, Types of productivity, and factors affecting productivity.
- **Numerical Exercises** – Productivity

Module 2: Design of Production System

Contact Hours: 08

- **Process Planning & Process Design:** Meaning, Product Design, Production Design, Process Design, Process Strategy, Process Management, Major Process Decisions, Make or Buy Concepts, and Break-Even Analysis.
- **Numerical Problems:** Make or Buy, Break Even Analysis

Module 3: Demand Forecasting

Contact Hours: 10

- **Introduction** - Meaning for Forecast & Forecasting, Need for Forecasting, Forecasting During the Life Cycle.
- **Types of Forecasting** - Forecast by Time Frame, Qualitative Forecasting, Quantitative Forecasting, Time Series Models.
- **Numerical Problems** - Time Series Analysis: Simple Moving Average, Weighted Moving Average, Exponential Smoothing & Measure of Forecast Errors

Module 4: Facility Location & Facility Layout Design

Contact Hours: 12

- **Facility Location:** Location Theories, Steps in Location Selection, Issues in Facility Location, Free Trade Zone, Industrial Clusters and Special Economic Zones.
- **Facility Layout Design:** Meaning, Principles of Layout, Process Layout, Product Layout, Fixed Position Layout, Cellular Layout, Work Cells, Computerized Layout Techniques.
- **Numerical Problems:** Factor Rating Method, Point Rating Break Analysis, Centroid Method, and Qualitative Factor Analysis.

Module 5: Inventory Management

Contact Hours: 06

- **Inventory:** Meaning & Purposes of Inventory, Inventory Costs, Inventory Types, Inventory System, Single Period Model, Fixed-Order Quantity Models (Q Models), Fixed-Time Period Models (P Models), ABC Inventory Planning.
- **Numerical Problems:** EOQ

Reference Material

- **Jay Heizer, Barry Render, Chuck Munson & Amit Sachan**, Operations Management, 12th Edition, Pearson, India
- **Mahadevan B**, Operations Management, Pearson Education India; Third edition 2015.
- **Pannerselvam R**, Production and Operations Management, PHI Learning Pvt. Ltd. 2016.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Foundation	General Management	II	
Course code	Course Name	Credit/Distributions	
23C206	Legal Aspects of Business	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To gain an understanding of the legal environment.
- To comprehend various laws about companies from incorporation to winding up.
- To get acquainted with the laws of consumer protection, FEMA, SEBI, and IDRA.

Course Learning Outcome

- **CO1:** Analyze various laws about business organizations.
- **CO2:** Distinguish between various foreign exchange transactions required by business organizations.
- **CO3:** Recognize and identify the rights and responsibilities of consumers.
- **CO4:** Explain the rights of the creator through IPR.
- **CO5:** Review the provisions for different kinds of companies.

Module 1: Company Law

Contact Hours: 10

- Indian Companies Act 1956 - Definition, Essential characteristics of a Company, Kinds of Companies, Incorporation and Registration of a Company, Memorandum of Association, Articles of Association, Prospectus, Meetings, Director, Oppression and Mismanagement, Remedies against oppression and mismanagement, and Powers of investigation by the Government.

Module 2: IDRA

Contact Hours: 12

- **Industries Development and Regulation Act (IDRA):** Objectives, Definition of important terms, Scope and applicability, Exemption, Provisions of IDRA.
- **Competition Act:** Drawbacks of MRTP, Objectives, Scope and applicability, Exemptions, Provisions of Competition Act, Competition Commission of India (Composition, term of office, duties and responsibilities, resignation removal and suspension, Inquiry into anti-competitive agreements and abuse of dominant position)
- **Foreign Exchange Management Act (FEMA):** objectives, scope, and applicability, Definition of important terms, regulation, and management of foreign exchange.

Module 3: IPR and Related Aspect**Contact Hours: 10**

- Intellectual property rights - Need to protect IPR and kinds of IPR
- Patents - Conditions to be patentable, types of patents, essential documents to be submitted, criteria for naming inventors for patent
- Trademarks - steps for Trademark registration, Trademark infringement, Types of Trademark Infringement, penalties for trademark infringement
- Copyrights - Concept and work protected by copyright Geographical appellation

Module 4: Stock Market Operation and Regulation**Contact Hours:08**

- Security Market Laws, Security and Exchange Board of India Act (SEBI), Laws of stock exchanges

Module 5: Consumer Protection Act**Contact Hours: 08**

- **Consumer Protection Act** - Definition of important terms, Basic rights of a consumer, Consumer responsibilities, Redressal machinery under the Act - Central Consumer Protection Council, State, Consumer Protection Council, District Forum.

Reference Material

- **N. Maheshwari and S.K. Maheshwari.** (2016). A Manual of Business Law, Himalaya Publishing House
- **K.R. Bulchandani** (2010). Business Law for Management. (4th Revised and enlarged ed.). Himalaya Publishing House
- **Francis Cherunilam** (2017). Business Environment Texts and Cases Himalaya Publishing House
- **S.S. Gulshan and G.K. Kapoor.** (2018). Business and Corporate Laws. (19thed.). New Age International Pvt. Ltd.
- Bare Acts of respective legislation.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Foundation	General Management	II	
Course code	Course Name	Credit/Distributions	
23C207	Business Analytics	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- Provide a basic knowledge of the application of business analytics to business disciplines
- To study the role of Business Analyst and Data Science in business.
- To understand the basic concept of data management and data mining techniques
- To analyze the application of business analysis.
- To examine optimization techniques for making business decisions

Course Learning Outcome

- **CO1:** Understand the Scope and Importance of Business Analytics through the various approaches to Business Decision Making
- **CO 2:** Analyze the application of business analysis in different domains
- **CO 3:** Use measures of dispersion, compute and interpret the results of Correlation and Regression Analysis in business forecasting and decisions.
- **CO 4:** Demonstrate the use of decision theory to handle uncertain business situations.
- **CO 5:** Find optimal solutions by various data analytics techniques.

Module 1: Foundations of Data Analytics

Contact Hours: 06

- **Historical Overview of Data Analytics,** Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics,
- **Introduction to Data:** Sources of Data, Data Collection, Data Classification, Data Acquisition, Data Preparation and Data Management, Big Data Management, Data Science.

Module 2: Application of Business Analytics

Contact Hours: 04

- **Applications for Data Science:** Data Scientists Roles and Responsibility.
- **Application of Business Analytics:** Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics (Only Theory)

Module 3: Descriptive Statistics**Contact Hours: 10**

- **Measures of Central Tendency:** Applications and Problems on measures of central tendency
- **Measures of Dispersion**–Karl Pearson correlation, Spearman’s Rank correlation, Simple and multiple regressions (Problems on Simple regression only), Time Series Analysis (Method of Least Squares)

Module 4: Decision Theory**Contact Hours: 08**

- **Introduction:** Steps of the decision-making process, types of decision-making environments, Decision-making under uncertainty, Decision-making under Risk
- **Decision Tree:** Meaning & Concept, Numerical Problems on Decision Tree.

Module 5: Optimization Techniques for Data Analytics**Contact Hours: 08**

- **Linear programming:** Graphical method
- **Transportation problem:** Various methods of finding the Initial basic feasible solution, North West Corner Method, Least Cost Method & VAM Method,
- Assignment Model & Game Theory

Reference Material

- **James R Evans**, Business Analytics-Methods, Models and Decisions, Pearson Education, 3rdEdition,2021, ISBN-13: 978-93-903-9458-6
- **Purba Haldy Rao**, Business Analytics-an application focus, PHI Learning, 2013, ISBN 978- 81-203-4819-6
- **U R Dinesh Kumar**, Business Analytics: The Science of Data - Driven Decision Making, Wiley, 2017, ISBN 978-81-265-6877-2

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	-	-	-	-	-	-	3	-	-	-
CO2	-	3	-	-	-	-	-	-	-	3	-	-
CO3	-	-	-	2	-	2	-	-	-	-	-	-
CO4	-	-	-	2	-	-	-	-	-	-	-	-
CO5	-	-	-	-	-	3	-	-	-	-	-	-
W.A	3	3	-	2	-	2.5	-	-	3	3	-	-

Course Nature	Course Area	Semester	
Foundation	General Management	II	
Course code	Course Name	Credit/Distributions	
23C208	Management Information System	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To develop an understanding of the concepts of Information Systems
- To understand the concepts of Telecommunication Networks
- To understand the different stages of the Software Development Life Cycle
- To provide students with practical knowledge to work with different functional modules of ERP

Course Learning Outcome

- **CO1:** Ability to make informed decisions using information systems.
- **CO2:** Develop knowledge about system development and usage of web portals.
- **CO3:** Develop technical skills in using functional modules in business.
- **CO4:** Develop skills to apply technology in business- and business-related decision-making.
- **CO5:** Develop skills to apply ERP skills in Business management

Module 1: Information Systems

Contact Hours: 10

- Data vs. Information, Strategic role of information in management, Organization as an information system. TPS, MIS, DSS, ESS, OAS, Networking concepts of telecommunications networks.

Module 2: Systems Development

Contact Hours: 10

- The concept of systems development life cycle (SDLC), type of SDLC, use of flowcharts.

Module 3: Application Technologies

Contact Hours: 10

- ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP & BPR, ERP Implementation, Extended ERP, Case studies.

Module 4: Web Publishing**Contact Hours:10**

- Web publishing, Types of websites, web surfing, E-commerce, B2B, B2C, C2C, E-e commerce security issues, Ethical issues.

Module 5: Practical on ERP**Contact Hours: 08**

- Functional modules in business

Reference Material

- **Kennett G. Laudén and Jane P. Laudén**, Management Information Systems, Pearson Education,
- **James A. O'Brien**, Management Information Systems, Tata Mc Graw Hill,
- **C.S.V. Murthy**, Management Information Systems, Himalaya Publishing House,
- **D.P. Goyal** MIS, Macmillan Publishers,
- **V.K. Garg**, Enterprise Resource Planning Concepts, PHI.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Foundation	General Management	II	
Course code	Course Name	Credit/Distributions	
23C209	Skill Development - 2	(L-0: T-0:P-2) Credit - 02	
		C1+C2	10 Marks
		C3	40 Marks

Course Objective

- To provide effective communication required for a successful manager
- To encourage the students to ideate professionalism fit for managers in their thoughts, actions, and behavior.

Course Learning Outcome

- **CO1:** The student will develop a high level of proficiency in setting goals to become successful managers.
- **CO2:** The student will be able to perform tasks and solve problems related.
- **CO3:** The student will learn to work in teams and become a team member.
- **CO4:** The student will be able to improve on body language and related skills fit for managers.
- **CO5:** The student will be able to understand Grooming and other Etiquette required in professional life

Module 1: Unit I: Goal Setting

Contact Hours:06

- Advance Goal Setting, Effective Communication Skills (Empathetic Communication), Power of Positive Thinking, Emotional Intelligence.

Module 2: Problem-Solving

Contact Hours: 06

- Problem-solving techniques, Power of Preparedness, Entrepreneurship (How to ideate and start a business and Stress Management tools.

Module 3: Team building activities

Contact Hours: 04

- Teamwork, Team building exercise, Leadership Skills, Self–Confidence

Module 4: Body language

Contact Hours:04

- Listening skill exercises, Creativity, Body Language

Module 5: Grooming and Etiquettes**Contact Hours: 04**

- Training on relevant Courses before Graduation, Grooming, Cleanliness, Decorum, Table Manners

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

SEMESTER – III

Course Nature	Course Area	Semester	
Hard Core	General Management	III	
Course code	Course Name	Credit/Distributions	
23C301	Strategic Management	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- Strategy Management is intended to help students think strategically about the business environment introduce the students to dynamics in the industry and manage those changes through effective strategic activities.
- Upon completion of the course, students should have an integrated understanding of business and the strategic management process and be able to apply this knowledge.
- The students will develop advanced analytical skills through comprehensive cases—to be able to identify central issues and lead discussions in the classroom

Course Learning Outcomes

- **CO1.** Understand strategy as a process of envisioning and planning to create SCA and achieve above-average returns
- **CO2.** Demonstrate the knowledge in formulating strategies to gain SCA
- **CO3.** Analyze the competitive environment of business
- **CO4.** Evaluate challenges and opportunities faced by managers in pursuing growth strategies
- **CO5.** Select suitable strategic approaches to build and implement.

Unit I: Strategic Management and Strategic Competitiveness and Strategic Direction 08 Hours

- Strategy-making process, Understand above-average returns as a measure to determine that the firm has a competitive advantage, benefits of strategy management, and Component of strategic management model. Understand strategic management process business definition and organization values that build mission statement. Describe strategic vision, mission, goals, long-term objectives, and short-term objectives and discuss their value to the strategic management process.

Unit II: Situation Analysis Part I - The Internal Environment**06 Hours**

- Resource-based strategy, Identify the strengths and weakness by analyzing the internal environment. Understand the concept of Value and discuss its importance. Define capabilities and discuss how they are developed. Match Core competencies with resources and capabilities. Use value chain to identify and evaluate resources and capabilities. Discuss the importance of preventing core competencies from becoming core rigidities.

Unit III: Situation Analysis Part II - The External Environment**08Hours**

- Explain the importance of a firm's external environment that helps identify opportunities and threats. Describe the general environment and the industry environment. Understand the competitive landscape. Porter's five competitive forces explain how the five forces shape competition within an industry and limit profitability. Understand the different methods to carry out competitor Analysis, sources of potential competition, and mobility barriers within strategic groups. Business firms' opportunities, threats constraints, economic considerations, and technological considerations. Competitive behavior of firms in the Industry leading to competitive dynamics, Offensive and defensive strategies that lead to competitive dynamics, First, and late movers and advantages and disadvantages, Model of competitive rivalry, Conditions for undertaking competitive actions & drivers of competitive behavior, outcomes of competitive dynamics.

Unit IV: Business Level Strategies and Corporate Level Strategies**08 Hours**

- Development of concepts for competitive positioning, Cost leadership/Differentiation/Focus/Broad differentiation strategies & how firms strive to achieve with benefits and drawbacks of each generic strategy. If strategies were generic then how and why does each firm within the industry pursue varying strategies? Strategies in High Technology Industry. Value creation frontier a desire for a firm to be different and competitive. Establishing a competency agenda, Pursuing growth through concentration strategies by market penetration their risks and benefits. Growth through product or market development, Horizontal and Vertical Integration strategies. Key drivers for the company to diversify. Understand differences in related diversification & unrelated diversification. Competing in foreign markets, various modes of entry benefits and drawbacks, Entry through new startups, Strategic alliances & acquisition. Global Strategies, key drivers for changes in the global strategies.

Unit V: Strategy Formulation - Strategies to fit Industry and company situations and Strategy Implementation**06 Hours**

- Environmental fit and resource fit, Industry attractiveness factors, and how attractiveness translated into numbers. Options for Corporate level managers when

considering opportunities in emerging, growth, matured, declining, and hostile markets. Organizational design, structures, and controls. Importance of integrating strategy implementation and strategy formulation. Organizational structures are used to implement different business-level strategies. Organizational structures are used to implement different corporate-level strategies. How corporate culture promotes implementation of strategy, and types of control systems.

Reference Books

- Strategy and the Business Landscape – Pankaj Ghemawat
- Strategic Management – Competitiveness and Globalization: Michael A. Hitt, Duane Ireland, Robert E. Hokinson, South Western, Thomson Learning
- Competitive Advantage, Michael E. Porter, South Western, Thomson Learning
- Crafting and Executing Strategy, Arthur Thompson, A.J.Strickland, Arun Jain, Mc Graw Hill
- Strategic Management An Integrated Approach 7th Charles W. L. Hill & Gareth R. Jones& Joan Penner-Hahn – Biztantra
- Strategic Management – A Dynamic Perspective, Mason Carpenter, Prashant Salwan, Perason

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Hard Core	General Management	III	
Course code	Course Name	Credit/Distributions	
23C302	Entrepreneurship	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To understand the concept of entrepreneurship
- To familiarize yourself with the Business Plan
- To appreciate the scope for rural & social entrepreneurship
- To be acquainted with entrepreneurial flow analysis

Course Learning Outcome

- CO1: Comprehend and Understand the fundamentals of Entrepreneurship
- CO2: Competence to develop a business plan
- CO3: Understand the Rural & Social Entrepreneurial Classification
- CO4: Analyze and evaluate the Critical Challenges of Entrepreneurship
- CO5: Inculcate Entrepreneurial Perspectives, and, Entrepreneurial Growth.

Module 1: Foundations of Entrepreneurship

Contact Hours: 10

- **Introduction:** Concept and nature of entrepreneurship, social & cultural factors in nurturing entrepreneurship. Role of entrepreneurship in economic development, Characteristics of entrepreneurship, Type of Start-ups, Lateral thinking, Institutional support for promoting the study of incubation.

Module 2: Business Plan

Contac Hours: 12

- **Entrepreneurship Plan:** Idea generation and Source of Idea Generation, Environmental scanning.
- **Business Plan:** preparation of business plans. Exercises in preparation of business plans.
Funding: Features of Boot strapping, Seed Funding, Angel Investor & Venture Capital.

Module 3: Rural & Social Entrepreneurship**Contact Hours: 08**

- Potential for entrepreneurship in rural India, SHGs, micro-credit, etc., Case studies of rural & social entrepreneurship in India. SDM case study of women entrepreneurship & MSMEs.

Module 4: Issues in Entrepreneurship**Contact Hours: 10**

- **Issues associated with effective entrepreneurship in India:** Involvement and communication, Qualitative process, corporate ethics, culture, and image. Managerial issues, Customer insight-driven relationship, Legal issues.

Module 5: Entrepreneurial Perspectives**Contact Hours: 06**

- Entrepreneurial opportunity for budding entrepreneurs. Entrepreneurial motivation. Enterprise marketing, Enterprise Growth Strategies. Creativity and Innovation. Competencies. Resourceful collaboration. Business Resource Mobilization including state and central Government, Incipient sickness, and preventive measures

Reference Material

- The Dynamics of Entrepreneurial Development and Management -**Vasant Desai**
- Management and Entrepreneurship – **Venkataramana**
- Entrepreneurial Development –**Dr. S. Khanka**
- Entrepreneurship- **Madhurima Lall and Shikha Saha**

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Hard Core	General Management	III	
Course code	Course Name	Credit/Distributions	
23C306	Internship	(L-: T-0:P-3) Credit - 03	
		C1+C2	10 Marks
		C3	40 Marks

Course Objective

- To expose the students to the working culture of the organization and apply theoretical concepts of real-life situations at the workplace for various functions of the organization.

General Guidelines

- Internship: After the end of the second semester, the students shall undertake an internship in a businessfirm and prepare a Business Familiarization Report under the guidance of a faculty member.
- The report shall be submitted before the commencement of the third semester. Failing this the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered equivalent to teaching a course of three credits.
- Internships conducted in a year should be for a continuous period of a minimum of 6 weeks in a given academic year.
- Internships undergone during academic classes shall not be considered
- Each student shall maintain an internship diary
- Certificates (Color Photocopy) of each internship shall be submitted to the department along with the report.

Details to mention on the Certificate:

- Student name and registration number.
- Name of the institution/organization and duration of the internship with date.

Evaluation:

- A viva voce examination shall be conducted at the respective institution where a student is expected to give a presentation of his/ her work.

- The viva --voce examination will be conducted by the respective HOD Senior Professor or internal Guide of the department and an external evaluator drawn from the industry.
- In case of the non-availability of an industry professional, a senior professor or a faculty will be invited to conduct the viva voce examination.

Contents Of the Business Familiarization Report

A fairly standard structure that will be helpful is below but is not restrictive

1. Executive Summary
 2. Introduction
 3. Company background
 4. Industry Analysis
 5. Area of Internship & Study
 6. Study Outcomes
 7. Results
 8. Recommendations & Conclusions
 9. References
 10. Appendices
- It may not be obvious at the outset that these chapters 'sections interlink and build upon each other to form a coherent argument.

Course Nature	Course Area	Semester	
Foundation	General Management	III	
Course code	Course Name	Credit/Distributions	
23C307	Skill Development - 3	(L-3: T-0:P-0) Credit - 03	
		C1+C2	10 Marks
		C3	40 Marks

Course Objective

- To provide effective communication required for a successful manager
- To encourage the students to ideate professionalism fit for managers in their thoughts, actions, and behavior.

Course Learning Outcome

- **CO1.** The student will sharpen employability skills
- **CO2.** The student will engage in self-assessment and reflection, recognizing personal strengths and areas for improvement.
- **CO3.** The student will improve quantitative skills and reasoning.
- **CO4.** The student will be able to improve in Group discussions.
- **CO5.** The student will be able to improve on effective resume writing

MODULE 1: Language and Communication

Contact Hours: 04

- Language enhancement tips, written communication skills, public speaking skills

MODULE 2: Attitude development

Contact Hours: 04

- Exercises to develop the right attitude, Self-Development, and Time management.

MODULE 3: Quantitative Aptitude & Logical Reasoning

Contact Hours: 08

MODULE 4: Group discussion, Mock-interview

Contact Hours: 04

MODULE 5: Effective Resume Writing, HR Interview, FAQs

Contact Hours: 04

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

ELECTIVE
GROUP 1 –
MARKETING

Course Nature	Course Area	Semester	
Elective	Marketing Management	III	
Course code	Course Name	Credit/Distributions	
23C3M1	Consumer Behaviour	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- Students understand individual psychological processes that consumers use to make acquisition, consumption, and disposition decisions.
- Students appreciate how external processes such as culture influence individual psychological processes
- Students to develop an understanding of the analytical framework of consumer behavior and its influence on key marketing decisions

Course Learning Outcomes

- **CO1:** Explore and compare the core theories of consumer behavior in both consumer and organizational markets
- **CO2:** Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations
- **CO3:** Analyze and demonstrate theories to real-world marketing situations by profiling and identifying marketing segments
- **CO4:** Apply and enhance abilities to input this knowledge in the marketing planning process, particularly in market segmentation, positioning, and marketing mix development
- **CO5:** Critique the theoretical perspectives associated with consumer decision-making, including recognizing cognitive biases and heuristics

Unit I: Understanding Consumer Behavior & Motivation and Perception

- The Domain of Consumer Behavior-Scope, processes, decisions, Feeling & Coping-benefits of studying consumer behavior, Implications of consumer behavior on strategy, Target market selection, positioning, product & services development, marketing communications, pricing decisions, and distribution decisions. Developing Information about consumer behavior: Reference to Surveys, Focus groups, Interviews, storytelling, visual research, diaries, observation, databases, panels, and issues of consumer research. Consumer Motivation and its effects- high effort behavior, high effort information processing and decision, felt involvement, factors influencing motivation – personal

as sources of influence, types, informational, and WOM influence can affect consumer behavior and outcomes of behavior. Mental Accounting – Meaning, Components of mental accounting analysis; assignment of sources and uses of funds (activities) to specific accounts, Decision frames- Hedonic framing, Mental accounting Decision Making- Transaction utility, opening and closing of accounts, Advance purchase, sunk costs and payment depreciation, Payment decoupling-, Budgeting-consumption categories, implications of violations of fungibility, self-control and gift giving, wealth accounts, income accounting-, Choice bracketing

Reference Books

- **Wayne D. Hoyer, Deborah J Macinnis** (2008), — Consumer behavior Cenage learning
- **Micheal R Solomon**, (2010), Consumer Behaviour: Buying, Having, and Being, Prentice Hall

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Marketing Management	III	
Course code	Course Name	Credit/Distributions	
23C3M2	Digital Marketing	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To Study the essential factors of digital marketing in the context of managing the business environment
- To acquaint with strategies that effectively engage audiences through digital marketing campaigns
- To measure and manage digital marketing activities

Course Learning Outcomes

- **CO 1:** Outline the basics of digital marketing and digital marketing plan.
- **CO 2:** Utilize the concepts of display ads and e-mail marketing in digital campaigns.
- **CO 3:** Choose the appropriate social media for achieving the objectives of the campaign.
- **CO 4:** Appraise the SEO and SEM efforts of any business organization.
- **CO 5:** Explain Mobile Marketing and Web Analytics about any business.

Unit I: Introduction

08 Hours

- Definition and benefits, Fundamental trends: Power Shifts, Myths of Connectivity, Digital Subcultures, Integrating Traditional and Digital Marketing, Digital Marketing Strategy, Building Blocks of Marketing Strategy.

Unit II: Crafting a Strategy and Content Creation

10 Hours

- Context, Value Exchange, Objectives, Tactics, and Evaluation. Ongoing Optimization. Defining Content Marketing, Strategic Building Blocks, Content Creation, Content Channel Distribution, Advantages and Challenges.

Unit III: User Experience Design**10 Hours**

- Introduction, User-Centric Design, Usability and Conventions, Simplicity, Credibility, Guide to UX design: Conduct Research, Create the site's basic structure, Analyze Content, Create a Site Map, Build the navigation, Create the Layout, Assemble the other elements, Define the Visual design, Conduct testing.

Unit IV: Search Engine Optimization**10 Hours**

- Introduction, Understanding SEO, Search Engine friendly website structure, SEO and keyphrases: Key Phrase research, Optimizing Content for key phrases, Link Popularity: Parts of a Link, Unequal Links, Getting more Links, Competitor analysis, User Insights: Social and Search, Mobile Search, Local Search.

Unit V: Data Analytics**10 Hours**

- Introduction to Data Analytics, working with the data: Performance monitoring and trends, Big Data, Data Mining, Sources of Data, Setting Objectives, Goals, and KPIs, Tracking and Collecting Data: Information Capturing, Type of Information Capturing, Analyzing Data: Key Elements to Analyze.

Reference Books

- eMarketing –The essential guide to marketing in a digital world by Rob Stokes and the Minds of Quirk
- Marketing 4.0 – Moving from traditional to digital by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan.
- Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation by Damian Ryan
- Digital Marketing by Seema Gupta

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Marketing Management	III	
Course code	Course Name	Credit/Distributions	
23C3M3	Advertising, Sales & Promotion Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To help the students understand the determinants of promotion mix and sales promotion.
- To Help students understand planning and designing creative approaches for advertisement and advertisement campaigns
- To Build the ability to evaluate advertising budget and develop strategies
- To tap the rural markets.
- To Discuss the increasing importance of promotion and how it differs from advertising.
- To recognize various methods of evaluating advertising effectiveness

Course Learning Outcomes:

- **CO1:** Able to choose optimal advertisement media through a proper agency;
- **CO2:** Able to ensure ethics and standards of advertising.
- **CO3:** Distinguish different situations in the competitive environment that affect choices in targetmarketing
- **CO4:** Able to communicate marketing information persuasively and accurately in oral, written, and graphic formats
- **CO5:** Contribute to evaluating the effectiveness of advertising and marketing communications initiatives

MODULE 1: Promotion Mix:**10 Hours**

- Elements of the marketing promotion mix, Determinants of the promotion mix, Advertising, Types of Advertising, Publicity Impact of Publicity on Society, Personal selling, public relations, and Sales promotion.

MODULE 2: Advertising:**10 Hours**

- Types of advertisement, advertise ability and advertising aids, Advertising planning and decision-making, Media Frequency Plan, Evaluation of broadcast media, support, print media, internet and interactivemedia, and Computers in media planning.

MODULE 3: Advertising Campaign Planning:**10 Hours**

- Setting advertising goals and objectives, The DAGMAR Approach. Message strategies and tactics, Creative approaches, Copywriting and testing, Advertising copy design and communication strategy, Copy- visualization layout, Advertising appeals, and themes, Classification of advertisement copies, Essentials of a good copy, and Exercises in drafting advertisement copy.

MODULE 4: Advertising Media:**10 Hours**

- Types of media, media planning, and scheduling, Advertisement budgets, approaches to advertising, and budgeting; Measuring advertising effectiveness; Market testing- testing via the internet, Pre-testing, Post testing, Laboratory Testing, Field Testing, PACT (Positioning advertising copy testing), Advertising strategies for rural markets.

MODULE 5: Advertising Agencies:**08 Hours**

- Profile of major advertising agencies in India and abroad, Rural advertising, social advertising, ethics in advertising, Advertising Standards Council of India (ASCI).

REFERENCE MATERIAL

- Advertisement and Promotion – Belch and Belch
- Advertising – Aaker and Bathra Advertising Management – Chunawalla
- Advertising Management – Write and Ziegler Contemporary
- Advertising – Williams Arens
- Advertising Management – Rajeev Batra, John G. Myer, David Aker
- Advertising Planning & Implementation – Sangeeta Sharma & Raghuvir Singh
- Advertising Principles and Practice – Wells, Moriarty, Burnett
- Advertising Management – Jaishri Jethwanry, Shruthi Jain
- Advertising Management-U.C Mathur.
- Integrated advertising, promotion, and Marketing communication – Kenneth. E. Clow, and Donald Baack.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	3	2	3	2	3	2	3	2
CO2	2	3	2	2	3	2	2	2	2	2	3	3
CO3	3	3	3	2	2	3	3	3	3	2	2	2
CO4	2	3	3	3	2	2	3	3	2	3	2	3
CO5	3	3	3	2	2	3	3	3	2	3	2	2
W. A	2.6	2.8	2.8	2.4	2.4	2.4	2.8	2.6	2.4	2.4	2.4	2.4

ELECTIVE
GROUP 2
FINANCE

Course Nature	Course Area	Semester	
Elective	Financial Management	III	
Course code	Course Name	Credit/Distributions	
23C3F1	Advance Financial Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To study the major decision-making areas of managerial finance
- Evaluating financing and investment decisions
- Explore different strategies for raising finance and investing
- To estimate the finance requirements

Course Learning Outcome

- **CO1.** Recognize the importance of financial management from a strategic perspective
- **CO2.** Apply the methods and procedures of financial management, with particular reference to long-term and short-term financing decision
- **CO3.** Compare various models of investment decision-making under uncertainty
- **CO4.** To understand and analyze the role of financial models and forecast a company's funding needs
- **CO5.** To analyze the financial implications of various business strategies and the strategic management of finance

MODULE 1: Financial planning and strategy

HOURS: 10

- Strategic Financial Planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet, method, determination of External Financing Requirement (EFR), Financial Model-Types of Financial Model-Process of Financial Model

MODULE 2: Investment decisions under risk and uncertainty

HOURS: 10

- Investment decisions under risk and uncertainty, Techniques of Investment Decision–
- Risk-Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method
- Probability distribution Approach, Normal Distribution Approach, Sensitivity Analysis, and Simulation Method, Decision tree analysis. Investment decisions under capital rationing

MODULE 3: Capital Structure decision

HOURS: 10

- Financial leverage-meaning, measures, financial leverage, and shareholders' returns,
- Capital structure planning and policy, EBIT-EPS analysis, ROI-ROE analysis, Practical consideration in determining capital structure.
- Leasing and hire purchasing, Make or Buy decisions

MODULE 4: Credit, Inventory management, and Cash management HOURS: 10

- Optimum credit policy, Credit policy variables, Credit granting decision, Monitoring receivables,
- Monitoring and controlling of inventories, Inventory management techniques
- Cash forecasting and budgeting, managing cash collections and disbursements, Strategies to manage surplus funds and Cash management models.
- Working capital finance in financial institutions

MODULE 5: Financial Re-Engineering

HOURS: 8

- Meaning of Financial Re-Engineering- interpretations of Various Stakeholder's
- approach to innovative Financial Engineering, Funding Structure-Fund rising
- Instruments; Programs and Policies to reward various Shareholders

Reference Material

- Brigham & Houston –Fundamentals of Financial Management, Thomson Cengage Learning, latest edition
- Prasanna Chandra–Financial Management Theory and Practice; Tata McGraw Hill; 11th Edition
- I.M. Pandey – Financial Management, Vikas Publication House, latest edition
- M.Y. Khan & P.K. Jain – Financial Management (TMH), latest edition
- Damodaran– Corporate Finance – John Wiley & Co., latest edition.
- Pascal Quiry, Maurizio Dallochio, Yann Le Fur, Antonio Salvi Corporate finance theory and practice Fourth Edition
- Vanhorne– Financial Management & Policy, Pearson / PHI, latest edition
- Girish P Jakhotiya Vikas Publishing, (2011) 2/e Strategic Financial Management

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Financial Management	III	
Course code	Course Name	Credit/Distributions	
23C3F2	Banking, Financial Services and Insurance	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- Demonstrate a well-founded understanding of financial intermediaries and how they work
- To critically evaluate the role of an efficient banking system through regulation in the economic development
- To enable students to understand the risks in banking and mitigate the same
- To provide an understanding of insurance and the role of IRDA
- To explain financial services including money markets, and other financial instruments like credit cards, bills of discounting, etc.

Course Learning Outcome

- **CO1:** Students will be able to describe banking and central banking functions
- **CO2:** Students will be able to explain, interpret- summarise, and classify the banking activities
- **CO3:** Students will be able to apply the regulatory framework to banking and insurance
- **CO4:** Students will be able to analyze the types and applications of insurance, financial services, and financial performance
- **CO5:** Students will be able to critically evaluate the developments in financial markets and various products

MODULE 1: Banking system and structure

HOURS: 12

- Development of Banking in India- Structure of Banking Industry, Organization of Banking Industry, Role and functions of RBI, Competition in banking industry, Functions of Banks in an Economy, Bank Failures and its implications, Growth in banking
- **Risks in Banking:** Interest Rate Risk, Credit Risk, Treasury Risk, Operational Risk, Market Risk, and Risk Management in Banks.

MODULE 2: Risks in Banking

HOURS: 08

- Interest Rate Risk, Credit Risk, Treasury Risk, Operational Risk, Market Risk, and Risk Management in Banks.

MODULE 3: Management of Bank Capital

HOURS: 08

- Need for Regulation, Banking Risks and Regulations, Basel Recommendations, Capital Adequacy Compliance, Basel Framework for Capital Adequacy, Capital Adequacy of Banks in India

MODULE 4: Insurance Services

HOURS: 10

- Introduction, Role of Insurance in Economic Growth, Principles of Insurance, Origin, and Development of Insurance, Insurance Regulatory and Development Authority Duties, Powers, and Functions of the IRDA, Operations of the IRDA, Policy Holder's Grievances Redressal System, Business to be done by an Insurer in the Rural Sector, Insurance Intermediaries, Agents, Surveyors and Loss Assessors, Bancassurance, Risk Management, General Insurance, Crop Insurance, Non-life Insurance Industry, Health Insurance, Reinsurance Types of Reinsurance, Life Insurance, Maintenance of Solvency Margins of Insurers

MODULE 5: Money Market and Other Instruments / Services

HOURS: 10

- Structure – Organized and Un-Organized Market, Call Money Market, Bills market, Market for Government Securities., Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial Papers, Certificate of Deposit. The role of a merchant banker in the money market
- Credit card – Bill discounting – Factoring – Forfeiting – Consumer finance – Reverse mortgage service – Bridge Finance.

Reference Material

- IIBF. –Principles of Banking|| Macmillan, New Delhi
- Pathak -Indian Financial System – Pearson Education
- Gordon & Nataraju – Banking, theory, law, and practice- HPH
- Sunderaram and Varshney. –Banking Theory, Law and Practice Sultan Chand and Sons, New Delhi.
- Koch W, Timothy, and S. Scott. –Bank Management Thomson, New Delhi

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Financial Management	III	
Course code	Course Name	Credit/Distributions	
23C3F3	Investment Analysis & Portfolio Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To have a thorough understanding of investment and avenues of investment
- To have exposure to analyze the various risks & returns of different portfolios.
- To have a broad knowledge of fundamental and technical analysis by using various theories.
- To understand portfolio performance evaluation and construction strategies.

COURSE LEARNING OUTCOME

- **CO 1.** The students will understand the various Instruments and alternatives for Investment.
- **CO 2.** The students will be able to assess the risk and return associated with investments.
- **CO 3.** The students will be able to analyze the Economy, Industry, and Company framework for Investment Management.
- **CO 4.** The students will learn the theories of Portfolio management and also the tools and techniques for efficient portfolio management.
- **CO 5.** The students will learn portfolio construction and performance evaluation.

MODULE 1: INVESTMENT BACKGROUND

HOURS: 08

- Concepts of Investment- Investment Avenues - Objectives of Investment- Investment, Speculation and
- Gambling - Market Efficiency - Forms of Market Efficiency- Behavioral Finance - Standard Finance Versus Behavioral Finance.

MODULE 2: ANALYSIS OF RISK & RETURN

HOURS: 10

- Return - Measuring Return- Risk - Types of Risks -, Systematic, Unsystematic Risk - Total Risk, Measuring Risk - Variance and Standard Deviation - Covariance Matrix, Correlation and Beta, Return and Risk of a Single Security and Portfolio.

MODULE 3: FUNDAMENTAL AND TECHNICAL ANALYSIS HOURS: 10

- Economy - Industry-Company Framework- Economic Analysis and Forecasting – Technical Analysis- Assumptions of Technical Analysis - Technical Indicators - Dow Theory - Important Tools of Technical Analysis -Limitations of Technical Analysis.

MODULE 4: MODERN PORTFOLIO THEORY HOURS: 10

- Markowitz Model- Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Capital Asset Pricing Model, Capital Market Line, Security Market Line, Arbitrage Pricing Theory, CAPM V/s APT (Theory & Problems).

MODULE 5: PORTFOLIO PERFORMANCE EVALUATION AND CONSTRUCTION HOURS: 10

- Performance Evaluation, Sharpe, Treynor, Jensen's Alpha Measures of Mutual Fund /ETFs Performance, Active Portfolio Construction using Treynor Black Model, Sharpe Optimal Portfolio Construction

Reference Material

- Prasanna Chandra, 3/e, TMH, (2010). Investment Analysis and Portfolio management
- Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, (2010). Investments
- Security Analysis & Portfolio Management- J Kevin, TMH
- Reference Books: 1. Reilly & Brown, Cengage, 10e/ (2017). Analysis of Investments & Management
- 2. Punithavathy
- Pandian, 2/e, Vikas, (2005). Security Analysis & Portfolio Management.
- Reilly, F. K. & Brown, K.C. (2012) Analysis of Investments and Management of Portfolios (12th edition), Cengage India Pvt. Ltd.
- Ranganathan, M., & Madhumathi, R. (2006). Investment analysis and portfolio management. New Delhi: Pearson Education.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO2	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO3	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO4	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO5	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
W.A	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2

ELECTIVE
GROUP 3
HUMAN RESOURCE
MANAGEMENT

Course Nature	Course Area	Semester	
Elective	Human Resource Management	III	
Course code	Course Name	Credit/Distributions	
23C3H1	Personal Growth & Interpersonal Effectiveness	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To develop and nurture a deep understanding of self.
- To understand and practice personal and professional responsibilities.
- To Nurture comprehensive skill sets for life knowledge such as learning, personality improvement, and effective interpersonal relations, resolving conflict for better intrapersonal and interpersonal relationships.

COURSE LEARNING OUTCOME

- **CO1.** Ability to set short-term and long-term goals.
- **CO2.** Ability to distinguish between cultures, change attitudes of people, and develop knowledge on improving job satisfaction of employees.
- **CO3.** Develop learning skills and skills related to positive reinforcement.
- **CO4.** Ability to identify an individual 's personality type favorable or unfavorable to workperformance.
- **CO5.** Ability to identify sources and causes of conflicts and stress and develop conflict resolution and coping strategies.

MODULE 1: Personal Growth

HOURS: 10

- Meaning and concepts of personal growth, Self-esteem: Know yourself, accept yourself, Self-improvement: Plan to improve, actively working to improve yourself. Life positions, Personal lifestyle choices.

MODULE 2: Individuals and Organizations

HOURS: 10

- Values: Meaning, Types of values/: Societal values, Organizational values, and work values. Attitudes: Nature and Dimensions of Attitude, Components of Attitudes, Functions of Attitudes, Changing Attitudes, and Antecedents of work-related attitudes. Job satisfaction: Meaning, influences on job satisfaction, outcomes of job satisfaction. Job involvement, Organizational commitment: Meaning, Outcomes of organizational commitment, and Guidelines to enhance organizational commitment.

MODULE 3 Learning and personality theories

HOURS: 10

- Meaning, learning principles, Learning Theories: Classical conditioning theory, Operant conditioning, Cognitive theories, Social Learning Theory, Learning styles. Personality theories: The Big Five personality Traits, Myers Briggs Type Indicator (MBTI), Carl Jung's theory of personality types.

MODULE 4: Interpersonal Behavior and Conflicts

HOURS: 08

- Nature of conflict, Levels of conflict, Sources of conflict, Effects of conflict, Intraindividual conflict: Conflict due to frustration, Goal conflict, Role conflict and ambiguity, Interactive conflict: Interpersonal conflict, intergroup behavior, and conflict, Assertive behavior, Transactional analysis, Types of Transaction, Life positions.

MODULE 5: Stress Management and Emotional Intelligence

HOURS: 10

- The emergence of stress, causes of stress: Extra organizational stressors, Organizational stressors, group stressors, and individual stressors. Consequences of stress: Physiological symptoms, psychological symptoms, and behavioral symptoms. Coping strategies for stress: Individual approaches and organizational approaches. Emotional Intelligence: Role of emotions, Types of emotions, Meaning of Emotional Intelligence, Components of Emotional Intelligence.

REFERENCE MATERIAL

- Udai Pareek, Understanding OB, Oxford University Press.
- Keith Davis, Organizational Behaviour, Tata McGraw Hill.
- Stephen P. Robbins. Organizational Behavior concepts, controversies, and applications, Pearson.
- Fred Luthans, Organizational Behavior, TMH.
- Wallace & Masters, Personal development for life and work, Cengage Learning.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO2	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO3	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO4	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
CO5	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2
W.A	3	1.6	2.6	1.8	2.2	1.8	2	1.8	1.6	2.6	2.8	2

Course Nature	Course Area	Semester	
Elective	Human Resource Management	III	
Course code	Course Name	Credit/Distributions	
23C3H2	Organizational Change & Development	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To gain a general understanding of organizational change and development concepts
- To develop an understanding of change models and theories
- To reflect on different interventional strategies and their importance in a change process
- To apply change concepts to a real case example

Course Learning Outcomes

- **CO1:** Develop the knowledge of planning for organizational change and apply appropriate strategies for implementing planned change.
- **CO2:** Ability to identify the sources of resistance to change and overcome resistance to change.
- **CO3:** Ability to apply theories of change management in the work environment.
- **CO4:** Application of appropriate OD intervention for organizational change and development.
- **CO5:** Build a perspective organizational design including recent Advancement and link them with various relevant theoretical streams.

Module 1: Introduction to Organizational Change

Hours: 10

- **Change** - Meaning & Definition of Change, Nature of Change, Importance of Change, Types of Change, Levels of Change, Causes of Change.
- **Organizational Change** – Definition, Objectives of Organizational Change, Planned Change, Planned Change Procedure/Steps
- **Theories of Planned Change** – Lewin's Change Model, Action Research Model, and The Positive Model, Comparison of Change Model.

Module 2: Organizational Development**Hours: 10**

- **Introduction** - Meaning & Definition of Organizational Development, Characteristics of Organizational Development
- **History of Organizational Development** – Early Development/First Generation Laboratory Training Background, Action Research & Survey Feedback Background, Normative Background, Modern Development/ Second Generation
- **Values, Assumptions & Beliefs in OD** – OD Assumptions, Values of OD and Implications of OD Values & Assumptions.

Module 3: Organizational Development Theories**Hours: 10**

- **Foundations of organization development:** Models and Theories of planned change - Kurt Lewin's Three stage model, Force Field Analysis, Burke Litwin Model of Organizational Change,
- **Managing the organization development process:** Diagnosis, six box model, Action Component, Program management component.
- **Action research and organization development:** Action Research a Process and an Approach, Genesis of OD in the company. The OD Process - A Diagnostic Study

Module 4: OD Interventions**Hours: 08**

- **Designing OD Intervention** - Human Process Intervention, Technostructural Intervention, Human Resource Management Intervention & Strategic Intervention.
- **Human Resource Intervention** – Interpersonal & Team Process Approach, Team Building(Gestalt Approach), Process Consultation Approach, Third Party Intervention.
- **Comprehensive intervention:** Beckhard's Confrontation meeting, Stream Analysis, Survey feedback, Grid OD, Trans-organizational Development.
- **Training experiences:** T Groups, Behavioural modeling, Life and career planning, Coaching and mentoring, Instrumented Training.

Module 5: Key Considerations and Issue**Hours:10**

- Issues in consultant-client relationships: Entry and Contracting, defining the client system, The trust issue, The nature of the consultant's expertise, Diagnosis and appropriate interventions, Depth of Intervention, The consultant as a model, The consultant team as a microcosm, Dependency issue and terminating the relationship, The role of the Human Resource Specialist in OD activities.
- **Power, politics and organization development:** Theories about the sources of social power, Organizational politics defined, Framework for analyzing power and politics, The role of power and politics in the practice of OD.

REFERENCE MATERIAL

- **French and Bell**, Organization Development. Pearson
- **Dr.S.S.Khanka**. Organizational Behavior. S.Chand & Company Pvt ltd.
- **Cummings T. G., & Worley C.G.** Organization Development and Change Cengage Learning
- **Fred Luthans**. Organizational Behavior An Evidence-based Approach.McGraw-Hill,
- **Keith Davis**, Human Behavior at Work. Tata Mc Graw Hill

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Human Resource Management	III	
Course code	Course Name	Credit/Distributions	
23C3H3	Training & Development	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To develop an understanding of the Training and Learning environment.
- To comprehend how need analysis is done for training.
- To get acquainted with the trainer 's skills and design a training program.
- To conceptualize the evaluation of the training program.

COURSE LEARNING OUTCOME

- **CO 1.** Assess the importance of training in organizations.
- **CO 2.** Compute training needs analysis for organizations.
- **CO 3.** Compare and contrast different training methods.
- **CO 4.** Identify the skills required for the trainer.
- **CO 5.** Evaluate the effectiveness of training programs through various models and theories.

MODULE 1: INTRODUCTION

HOURS: 10

- Introduction to the concept of Training, Importance of training, Advantages of training, training challenges, Changing workplace and workforce, Training as a sub-system of HRD.
- Learning principles, learning environment, Instructional design, Learning outcomes,
- Feedback, Conditions of transfer, Converting training objectives to the training plan.

MODULE 2: TRAINING NEEDS ASSESSMENT (TNA)

HOURS: 10

- Introduction to Needs Assessment, Why conduct Training Need Analysis? When to conduct a Training Need Analysis?
- Needs Assessment Process - Organizational support for TNA, Organizational Analysis, Requirement Analysis, Task and KSA Analysis, Person Analysis, Input design and evaluation of Training programs.

- Needs Assessment Techniques, Advantages and Disadvantages of Needs Assessment Techniques.
- Training enhancement, Trainee characteristics – Trainee readiness and Trainee Motivation.

MODULE 3: TRAINER’S SKILLS**HOURS: 10**

- Communication Skills, Questioning Skills, Body Language Gestures, Handling difficult situations, Creativity skills, Technical skills, Interpersonal skills, Development and awareness, Managerial skills, Designing skills, Humour, Integrity, Credibility, Transparent, resilience, Rapport building, Confidence, Feedback sensitivity.

MODULE 4: TRAINING DELIVERY**HOURS: 10**

- Differences between Traditional and Modern methods.
- Traditional Training Approaches – Classroom instruction, Lecture, and Discussion, Case study, Roleplay, Self-directed learning Program (SDLP), Simulated work settings.
- Modern Training Approaches - Distance Learning Program (DLP), CD ROM and Interactive Multimedia, Web-based instructions, Intelligent Tutoring System (ITS), Virtual Reality Training (VRT).

MODULE 5: TRAINING EVALUATION**HOURS: 08**

- Need for evaluation, Evaluation criteria, Training evaluation objectives.
- Types of evaluation instruments– Questionnaires/surveys, Interviews, Tests, Focus groups, Observation of participants, and Performance records.
- Training Evaluation Models – Kirk Patrick’s model, Philip’s Model, and CIRO model of Training Evaluation.

REFERENCE MATERIAL

- Irwin L. Goldstein, J. Kevin Ford. (2005). *Training in Organization*. (4th Ed.). Wordsworth.
- Dr.B.Janakiraman. (2007). *Training and Development*, (Kindle ed.). Biztantra / Wiley Dreamtech

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	2	2	2	2	3	3
CO2	3	3	3	3	2	2	2	3	3	1	3	3
CO3	3	3	3	3	3	2	2	3	3	1	3	2
CO4	2	3	2	2	2	3	3	1	3	2	3	3
CO5	3	3	3	3	2	2	2	3	3	3	1	2
W. A	2.8	3	2.8	2.6	2.4	2.4	2.2	2.4	2.8	1.8	2.6	2.6

**ELECTIVE
GROUP 4
CORPORATE
SOCIAL
RESPONSIBILITY**

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	III	
Course code	Course Name	Credit/Distributions	
23C3C1	Fundamentals of CSR	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To learn the concepts and theories of CSR
- To know the importance of sustainable development goals
- To understand the role of NGOs in promoting and implementing CSR initiatives in India
- To evaluate futuristic role of CSR in India

Course Learning Outcome

- To learn the concepts and theories of CSR
- To know the importance of sustainable development goals
- To understand the role of NGOs in promoting and implementing CSR initiatives in India
- To evaluate futuristic role of CSR in India
- To comprehend the role of nonprofit & Local Self- Governance in implementing CSR

UNIT I

12 Hours

- **Introduction to CSR:** Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT II

12 Hours

- International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs, United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

UNIT III**12 Hours**

- CSR-Legislation in India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT IV**10 Hours**

- The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

UNIT V**10 Hours**

- Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.

Practical Components:

- Visit two MNCs and list down their CSR activities
- Visit two NGOs and enumerate their role in propagating sustainable development goals
- To find out from NGOs their role in promoting CSR activities in India

Reference Books:

- Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
- The World Guide to CSR - Wayne Visser and Nick Tolhurst
- Innovative CSR by Lelouche, Idowu and Filho
- Corporate Social Responsibility in India - Sanjay K Agarwal
- Handbook on Corporate Social Responsibility in India, CII.
- Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
- Growth, Sustainability, and India's Economic Reforms – Srinivasan
- Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	2	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	2	3
CO5	3	2	3	3	3	3	3	3	3	3	2	3
W.A	3	2.4	3	3	3	3	3	3	3	3	2.6	3

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	III	
Course code	Course Name	Credit/Distributions	
23C3C2	Social Developing Issues & Challenges	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- The students will be enlightened on the principles and practices of NGOs, Cooperatives and Corporate foundations
- The students will get introduced to various society registration acts

Course Learning Outcome:

- The students will be enlightened on the principles and practices of NGOs, Cooperatives and Corporate foundations
- Comprehend contemporary social issues and equate Social Work intervention
- Understand Social legislations and rights of the marginalized
- Cognize MDG, SDG and Government of India policies for Social security
- Recognize the need for corporate community collaboration

Practical Components:

- Visit two NGOs and record their social spending
- Understand the funding structure of two foreign and national organizations

UNIT I**12 Hours**

- Introduction: What is the sociology of development - Neo-evolutionary, modernization and neo-modernization theories of development - Marxist and neo-Marxist theories of development - Global approaches to development

UNIT II**12 Hours**

- Social work intervention and contemporary issues, social work intervention and contemporary issues - Urban sociology, urban community development & municipal

administration – Rural sociology, rural community development & Panchayati raj - Family welfare Women's welfare and child welfare.

UNIT III

10 Hours

- Social justice and Empowerment-Women Rights - Tribal Rights - Social Policy and Social Legislation in India: Planning in India - Rehabilitation & Resettlement Policy and Social Development - Rehabilitation Action Plan - CSR Policy and Rehabilitation & Resettlement.

UNIT IV

12 Hours

- World Bank and ADB standing on and Rehabilitation & Resettlement - Government of India Policy Guidelines and interventions - Millennium Development Goals – Sustainable Development Goals-Developmental Schemes in India - Social Security in India

UNIT V

10 Hours

- Corporate –Community Collaboration (CCC)and Social Development Social Development and Modes of CSR – Challenges and barriers to Corporate-Community Collaboration – CCC as CSR process and product-Socio-Economic Impact of CCC Community Investment and Corporate Citizenship Programs.

References:

- Willis, K. Theories and Practices of Development, London: Routledge.
- Frank, A. G) “The Development of Underdevelopment
- Timmons Roberts and Amy Bellone Hite (eds.) The Globalization and Development Reader. Oxford: Blackwell
- Roberts, T.J. and A. Hite (eds) From Modernization to Globalization: Perspectives onDevelopment and Social Change. (London: Blackwell, 2000)
- Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)
- Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
- Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
- Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	III	
Course code	Course Name	Credit/Distributions	
23C3C3	Corporate Governance & Ethics	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- The students should be able to appreciate the nature of business ethics, ethical leadership
- The students must comprehend theoretical aspects of corporate governance

Practical Components:

- Visit two MNCs and record their practice of ethical leadership
- Visit two MNCs and study the transparency and accountability pattern practiced at corporate governance system

UNIT I (10 Hours)

- Meaning and definitions of ethics. Nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg's six stages of moral development; levels of ethical analysis; concept of corporate integrity.

UNIT II (12 Hours)

- Definition—Historical perspective of corporate governance and Issues in corporate governance—Theoretical basis of corporate governance—mechanism- corporate governance systems—Indian model of governance –What is good corporate governance— obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

UNIT III**12 Hours**

- Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle).
- Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business.
- Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute.
- HR: Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

UNIT IV**10 Hours**

- Role Players. Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non- executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumara Mangalam Birla Committee, CII, Report, Cadbury Committee.

UNIT V**12 Hours**

- Accounting Standards and Accounting disclosures. Finance Reporting and Corporate Governance, Non- Accounting Regulations in Corporate Governance, Corporate Governance & CSR

Reference Books:

- Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony, Gabbay, Abu Siddique
- The Quest for Sustainable Business - *Wayne Visser*
- A Guide for Corporate Responsibility Managers - *Timothy J Mohin*
- *ISO 26000: The Business Guide to the New Standard on Social Responsibility; Lars Moratis and Tino Cochius; Greenleaf Publishing; 2011*
- Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, William B. Werther, Jr., David Chandler
- Motivational Interviewing, Third Edition: Helping People Change (Applications of Motivational Interviewing) by William R. Miller and Stephen Rollnick (Sep 7, 2012)
- Skills Training Manual for Treating Borderline Personality Disorder by Marsha M. Linehan (May 21, 1993)
- Smart but Scattered: The Revolutionary "Executive Skills" Approach to Helping Kids Reach Their Potential by Peg Dawson and Richard Guare (Jan 2, 2009)

**ELECTIVE
GROUP 5
TOURISM &
TRAVEL
MANAGEMENT**

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	III	
Course code	Course Name	Credit/Distributions	
23C3T1	Tourism Management	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To study the conceptual clarity of tourism.
- To understand the types, typologies and its impacts on tourism.
- To know the international, national and regional organizations of tourism.

Unit 1

10 Hrs

- **Concepts of Tourism**-Meaning-Definitions-Visitors-Excursionist-Tourist-Traveller-Hospitality- Nature- Forms -Tourism System-Purpose of Travel-Travel Motivators-Components of Tourism-Historical Development of Tourism-Tourism in India--Factors affecting growth and development of International and national Tourism; Push and Pull Factors-and Approaches.

Unit II

08 Hrs

- **Impacts of Tourism**-Tourism Industry-Significance of Tourism-Multipliers Effect-Economic-Socio-Cultural-Environmental Impacts of Tourism (Positive and Negative) - Case Studies.

Unit III

08 Hrs

- **Types and Typologies of Tourism:** Heritage, Adventure, Cultural, Sports, MICE, Educational and Mass Tourism. **Alternative Tourism:** Eco, Rural, Agri and Farm and Yoga Tourism.

Unit IV

07 Hrs

- **Economics of Tourism** –Demand and Supply-Factors Influencing on Tourism demand – Measuring the demand –Types of demand –Determinants of Tourism demand and Supply.

Unit V**07 Hrs**

- **Tourism Organizations:** Organization Structure and Functions of ITDC, STDCs, NTOs, PATA, UNWTO, TAAI, FHRAI, IATO, UFTAA.

Books for Reference:

- Chattopadhyay, K. (1995): Economic Impact of Tourism Development; An Indian Experience, Kanishka Publishers, Delhi.
- Cooper, C, Fletcher, J, Gilbert, D and Wanhill, S. (2002): Tourism: Principles and Practice, Addison Wesley Longman Publishing, New York, USA
- Swain S K, Mishra J.M. (2012), Tourism Principles and Practices, Oxford University Press
- Kamra & Chand (2002): Basics of Tourism, Theory Operation and Practice; Kanishka Publishers, New Delhi-02
- Kamra, Krishna. K (2001): Economics of Tourism; Pricing, Impacts, Forecasting; Kanishka Publishers, New Delhi-02

Course Outcomes

- To acquire the conceptual clarity of tourism.
- To enhance the knowledge related to impacts on tourism.
- To acquire the background knowledge of types, typologies of tourism.
- To acquire the concepts, relate to economics of tourism.
- To acquire the knowledge of international, national and regional organizations of tourism.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	-	-	2	3	2	1	1	1	-	-
CO2	2	2	1	2	3	1	3	1	1	2	1	1
CO3	2	2	1	3	-	1	1	2	3	1	3	1
CO4	2	1	2	3	1	-	-	2	1	1	3	1
CO5	2	1	2	3	-	2	3	1	2	1	2	-
W. A	2	1.4	1.5	2.75	2	1.75	2.25	1.4	1.6	1.2	2.25	1

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	III	
Course code	Course Name	Credit/Distributions	
23C3T2	Global Tourism Geography	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objective

- To acquaint with the interdependence between geography and tourism;
- To familiarize on the locales, attractions, and accessibility to major tourist destinations across the continents; and
- To be able to plan tour itineraries of various countries across time zones.

Unit I

09 hrs

- **Physical Geography**, Time Calculation and Transport System: North, South and Central America – Europe – Africa - Asia & Australasia, Map Reading: Latitude - Longitude - International Date Line, Time Zones, Calculation of Time: GMT Variation , Tourism Transport Systems: Major Destinations and Routes - Major Railway Systems and Networks - Water Transport - Road Transport.

Unit II

08 Hrs

- Tourist Destinations in the Americas: Key Features- Special Interests- Activities-Travel Formalities, North American Destinations: Canada- the United States of America, Mexico, Central America: Bermuda-the Caribbean Islands, South American Destinations: Brazil- Uruguay, Argentina, Chile- Peru.

Unit III

08 Hrs

- **Tourist Destinations in Europe:** Key Features- Special Interests- Activities- Travel Formalities, Countries: United Kingdom- France- Italy- Spain-Switzerland- Netherlands and Germany.

Unit IV

08 Hrs

- Tourist Destinations in Africa: Key Features- Special Interests- Activities-Travel Formalities, Regions: Western Africa- Eastern Africa- South Central Africa- South Africa, Important Destinations: the Egypt- Mauritius-Seychelles.

BOOKS FOR REFERENCES

- Boniface, B., Cooper, R. & Cooper, C. (2016), World Wide Destinations – The Geography of Travel and Tourism. New York: Routledge.
- Nelson, V. (2013). An Introduction to the Geography of Tourism. United Kingdom: Rowman and Littlefield Publisher.
- Hall, M. (1999). Geography of Travel and Tourism. London: Routledge.
- Hall, M., & Page, S.J. (2006). The Geography of Tourism and Recreation - Environment, Place and Space. London: Routledge.
- Hudman, L.E., & Jackson, R. H. (2003). Geography of Travel and Tourism. London: Thomson.
- IATA. (2009). Travel Information Manual. Netherlands: IATA Publications.

Course Outcomes:

- To acquaint with the interdependence between geography and tourism;
- To familiarize on the locales, attractions, and accessibility to major tourist destinations across the American continents.
- To familiarize on the locales, attractions, and accessibility to major tourist destinations across the European continents.
- To familiarize on the locales, attractions, and accessibility to major tourist destinations across the African continents.
- To be able to plan tour itineraries of various countries across time zones.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	-	3	1	2	1	3	1	3	1
CO2	2	2	3	1	3	2	1	-	3	1	2	-
CO3	2	1	1	2	1	1	2	1	1	2	1	-
CO4	2	1	1	1	1	1	1	1	1	-	-	-
CO5	2	1-	3	2	2	-	-	2	1	-	2	3
W. A	2	1.25	2	1.5	2	1.25	1.5	1.25	1.8	1.33	2	2

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	III	
Course code	Course Name	Credit/Distributions	
23C3T3	Hotel Operation & Management	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To study the flow of activities and functions of hotel operations and management
- To familiarize with hospitality, resort and spa management
- To understand the functioning of various departments and its role in hospitality industry

Unit I

10 Hours

- **Hotel and Hospitality Industry:** Introduction to hotel and hospitality industry, Overview of core departments, types and classification of hotels, service industry characteristics - concept of “Atithi Devo Bhava”, chain of hotels, leased and franchised hotels, future of hospitality industry, changing trends and hotel terminologies.

Unit II

8 Hours

- **Front Office Operations:** Front office organization, duties and responsibilities of front office staff, room tariff, meal plans, guest cycle, front office accounting and auditing, IT applications in front office, guest services.

Unit III

7 Hours

- **Accommodation Management:** Introduction to accommodation management, department hierarchy, duties and responsibilities, functions and operations of accommodation management, planning and organizing – inventories, budget, safety and security management.

Unit IV**8 Hours**

- **Food and Beverage (F & B) Management:** An overview of F & B management, department hierarchy, duties and responsibilities, food production organization, operations and functions, catering service, banquet, club, Food and Beverage control.

Unit V**7 Hours**

- **Evaluating Hotel Performance and Revenue Management:** Measuring methods of measuring hotel performance - occupancy ratio, average room rate, revenue per available room, yield management, guest relation management.

BOOKS FOR REFERENCE

- Introduction to Hospitality Industry: A Text Book S.C. Bagri and Ashish Dahiya
- Hospitality Today: Rocco M. Angelo, Andrew Vladimir
- Hotel Housekeeping: A Training Manual by Sudhir Andrews
- Hotel Housekeeping by Raghubalan
- Hotel Front Office Operations and Management by Jata Shankar R Tewari
- Food production operation by PS Bali
- Professional Food and Beverage Service Management –Brian Varghese
- Food Service Operations – Peter Jones and Cassel
- Marketing management analysis & Planning – Kotler Philip
- Hospitality Marketing – Wearne, Neil

Course Outcomes:

- To acquire the concepts and functions of hotel and hospitality operations and management
- To familiarize with front office operations.
- To familiarize with accommodation management.
- To familiarize with food & beverage management.
- To enhance the knowledge related to evaluating hotel performance and revenue management

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	1	1	-	1	1	1	1	1	3	3
CO2	2	-	-	1	1	2	1	-	2	1	2	3
CO3	2	2	1	-	-	1	-	-	1	-	1	3
CO4	2	1	-	1	1	1	1	-	1	1	-	3
CO5	2	-	-	-	-	-	-	-	-	-	-	3
W. A	2	1.33	1	1	1	1.25	1	1	1.25	1	2	3

SEMESTER IV

Course Nature	Course Area	Semester	
Hard Core	General Management	IV	
Course code	Course Name	Credit/Distributions	
23C401	Project Appraisal & Management	(L-3: T-0:P-0) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To Introduce students to the concept of project concept and idea formulation;
- To equip the students with evaluation techniques.
- To enable and enhance the understanding of students on project management and appraisal.
- To enable students to decide project uncertainty conditions

COURSE LEARNING OUTCOME

- **CO1.** Identify different concepts, contemporary methods, and systems for project management and appraisal.
- **CO2.** Understand specialized evaluation techniques to determine and evaluate project feasibility.
- **CO3.** Apply, synthesize, and communicate the financial context of projects and compare alternative projects.
- **CO4.** Critically analyses risk parameters to decide the selection of projects.
- **CO5.** To acquire knowledge and competencies to successfully implement the project

MODULE 1: Project Planning and Project Analysis

HOURS:12

- Planning & Analysis Overview: Phases of capital budgeting. Resource Allocation Framework: Key criteria for allocation of resource. Generation and screening of project ideas
- Market and demand analysis - Technical analysis – Environment analysis. (Environmental appraisal of projects: types and dimensions of a project – meaning and scope of the environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement).

MODULE 2: Financial estimates and Project cash flows**HOURS: 10**

- Financial Estimates and projections- Estimation of cost of project and means of financing – Estimates of sales and production – Cost of production – Working capital requirement and its financing – Estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

MODULE 3: Project Risk Analysis**HOURS: 08**

- Simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – decision tree analysis, decision tree, and real option – option to abandon – option to continue and an option to extend – selection of project – risk analysis in practice.

MODULE 4: Special decision situations**HOURS: 08**

- Choice between mutually exclusive projects of unequal life – optimal timing decision –determination of economic life – inter-relationships between investment and financing aspects – inflation and capital budgeting

MODULE 5: Project Implementation**HOURS: 10**

- Project planning and control management –Network techniques for project management – Development of project network – Time estimation – Determination of critical path – scheduling when resources are limited – PERT and CPM models

REFERENCE MATERIAL

- Prasanna Chandra; Projects-Planning, Analysis, Selection, Financing, Implementation and Review; Tata McGraw Hill;
- Narendra Singh – Project Management and Control – HPH,
- Nicholas – Project Management for Business and Technology: Principles and Practice Pearson / PHI Gray & Larson – Project Management: The Managerial Proc

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	2	2	2	2	3	3
CO2	3	3	3	3	2	2	2	3	3	1	3	3
CO3	3	3	3	3	3	2	2	3	3	1	3	2
CO4	2	3	2	2	2	3	3	1	3	2	3	3
CO5	3	3	3	3	2	2	2	3	3	3	1	2
W. A	2.8	3	2.8	2.6	2.4	2.4	2.2	2.4	2.8	1.8	2.6	2.6

Course Nature	Course Area	Semester	
Hard Core	General Management	IV	
Course code	Course Name	Credit/Distributions	
23C406	Capstone Project Report	(L-0: T-0:P-6) Credit - 06	
		C1+C2	40 Marks
		C3	10 Marks

COURSE OBJECTIVE

- To expose the students to understand the problems/ issues in an organization/company /industry.
- To take up an in-depth study of an issue/problem in the area of specialization or general management field.

COURSE OUTCOME

- Improve student's research and personal skills
- Upgrade student's experience of practical work thereby enhancing professional growth and experience
- Creating valuable employees and competent job applicants for the companies

Evaluation:

- Each Final project report will be evaluated for 70 marks by internal and external examiners.
- The guide ordinarily shall be the internal examiner.
- A viva voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

ELECTIVE
GROUP 6
MARKETING

Course Nature	Course Area	Semester	
Elective	Marketing Management	IV	
Course code	Course Name	Credit/Distributions	
23C4M4	Brand Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyze the importance of branding by visiting the various dimensions of brand promotion To Study the factors that are associated with brand success and failure
- To outline the importance of market planning and segmenting, targeting, and positioning to make the product successful.

Course Outcomes:

- **CO1.** Enable the students to develop the critical importance of raising awareness of a product by Branding and understanding various dimensions of the Gamut of Branding.
- **CO2.** Develop the vital role of understanding product launching strategies and how they play an important part in the survival and thriving of business.
- **CO 3.** Helping the student realize the growing importance of strategic approaches in planning, executing, and evaluating marketing strategies using Branding.
- **CO 4.** Assisting the students comprehend a holistic ability to develop tenable programs to make a brand robust and seamlessly help protect and promote a product and its business.
- **CO 5.** To enable the student to appreciate the need for practicing values, principles, and ethics in Business and to be able to acknowledge, appreciate, and apply Brands to project a strong sense of association.

Module 1: Introduction

10 Hours

- Introduction to Product and Brand Management, Product mix and Product line, Brand Image, Features of Strong Brand, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise, Maintaining Brand Consistency. Significance of Brand focus on Global Markets – Communication strategy. The Science of Branding – Fortifying versus Leveraging

Unit II: New Product Development Process**10 Hours**

- Product Launch, Launch Strategy, Reasons for New Product failures, Approaches to consumer adoption process, Product Life Cycle concepts. Branding ‘Sweet Spot’, Ten Commandments to building global customer-based Brand Equity.

Unit III: Market Planning**10 Hours**

- Planning Process, Components of Marketing Plan – Analysis of competition - **Models**, Product Portfolio and Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing and Distribution strategies.

Unit IV: Designing and Implementing**10 Hours**

- Marketing Programs to build Brand Equity, Important Elements to build Brand Equity, Measuring the effectiveness of Brand Equity, and Branding Strategies. Brand Equity enhancing methods – Factors contributing to building Brand Equity. Comparing the major brand valuation approaches. New capabilities for Brand Marketers.

Unit V: Ethics in Brand Building**08 Hours**

- Brand Marketing practices in India, Asia, and the Western world. Issues and Challenges for Indian Brands in the context of Global Marketing, Branding in rural India. Branding of NPOs and state-run initiatives, retiring brands, Expanding Brand awareness, and Celebrity Endorsements.

Reference Material

- Strategic Brand Management, Building Measuring & Managing, Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
- Marketing Management - Philip Kotler
- Successful Branding - Pran K Choudhary
- Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
- Strategic Brand Management -Capere

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	2	2	2	2	3	3
CO2	3	3	3	3	2	2	2	3	3	1	3	3
CO3	3	3	3	3	3	2	2	3	3	1	3	2
CO4	2	3	2	2	2	3	3	1	3	2	3	3
CO5	3	3	3	3	2	2	2	3	3	3	1	2
W. A	2.8	3	2.8	2.6	2.4	2.4	2.2	2.4	2.8	1.8	2.6	2.6

Course Nature	Course Area	Semester	
Elective	Marketing Management	IV	
Course code	Course Name	Credit/Distributions	
23C4M5	Industrial Marketing	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To Study the factors that are associated with business and consumer marketing
- To acquaint myself with buying motivation and processes involved in organizational customer
- To study the product lifecycle of Industrial Marketing in the context of managing businessmarketing

COURSE LEARNING OUTCOME

- **CO1.** Students will know key concepts, theories, and models required to understand the unique phenomena that emerge in managing business-to-business marketing.
- **CO2.** Students will be able to identify, categorize, and analyze the various components of the
 - -Business marketing-related issues required in managing market relationships.
- **CO3.** Students will be able to appreciate a given market situation and apply relevant concepts and tools that increase efficiency and effectiveness.
- **CO4.** Students will be able to evaluate a given service situation, develop strategies, and develop interventions required to address key issues in markets.
- **CO5.** Build upon important workplace skills through active learning activities and other classroom exercises.

MODULE 1: Introduction

HOURS: 10

- The Nature and uniqueness of Industrial Marketing, Classification of Industrial Products, Classification of e-commerce and m-commerce, Difference between Business and Consumer Marketing, Insights into Business Consumers

MODULE 2: Business Buying Behavior

HOURS: 10

- Identifying the Buying Behavior of Industrial products and services, Buying Processes and Stages, Procurement Center Roles, Identification and Evaluation of Suppliers for value chain robustness, and Marketing Information System for Industrial Marketing.

MODULE 3: Segmenting, Targeting and Positioning**HOURS: 10**

- Industrial Marketing Planning Process, Demand and Supply Analysis, Segmenting, Targeting and Positioning, Industrial Product Strategy and Product Policy, Product Portfolio, New Product Development, Product Life Cycles of Industrial Products.

MODULE 4: Key Account Management**HOURS:10**

- E-channels, Concept of Logistics and Supply Chain Management in Industrial Marketing. Pricing strategy for Markets, Competitive Bidding Techniques, Types of Leasing, Hire-purchase, and Personal Selling Process in Industrial marketing.

MODULE 5: Data Interpretation**HOURS: 08**

- ABC and MBA Analysis, selling using the Internet, Issues, and Challenges relating to transactions using software.

References

- Krishna K Havaladar, Business Marketing, Tata McGraw Hill, Third Edition;
- Robert R Reeder, Edward G Briety, Betty h Reeder, PHI, 2009 edition

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Marketing Management	IV	
Course code	Course Name	Credit/Distributions	
23C4M6	Services Marketing	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To analyze the growing importance of Services marketing post LPG To Study the factors affecting customer expectation and satisfaction
- To list the roles of effective service delivery to bring about sales performance To study the emerging trends in services marketing;
- To Enable students to understand customer expectations; To Learn to design service development strategies;
- To Identify the gap between customers' expectations and service delivery; Understanding the integrated gap models to improve the service quality.

COURSE LEARNING OUTCOME

- At the end of this course the students will be able to analyse and evaluate consumer behaviour in the services sector;
- ensuring customer service delivery through various channels; and able to promote services across various service sectors.
- provide analytical skills to recognize the service as a strategy that supports broader marketing decisions.
- Evaluate the capacity and demand management in service marketing.

MODULE 1: Introduction

10 Hours

- Definition and uniqueness of Services, Emerging trends in Services Marketing, Service Marketing mix, recent trends in Services Marketing, the Growing potential of the Service Industry post-liberalization, Sectoral view of the service industry

MODULE 2: Unit II Consumer Behaviors in Services

10 Hours

- Gap Analysis and Consumer Behavior, Gap Analysis and Strategies, Customer Perception and expectations, Factors influencing Customer Expectations, Services Design and Development, and the inevitability of Service Standards post-globalization.

Understanding demand patterns, strategies, and tools for matching capacity and demand, coping with fluctuating demand, and waiting line strategies.

MODULE 3: Management of Service Performance

10 Hours

- Service Delivery and Performance, Employees role in Service Delivery - Boundary-spanning roles, Customer roles in Service Delivery, Delivering Services through Intermediaries and Electronic Channels
-

MODULE 4: Managing Demand and Capacity:

10 Hours

- Managing service promises, Integrated service marketing communications, Pricing of services, & integrated gap models for service quality. Improving service productivity, TQM.

MODULE 5: Marketing of Services

08 Hours

- Health Care, Hospitality Services, Transport Services, Telecommunication Services, Consultation Services, Financial Services.

REFERENCE MATERIAL

- Services Marketing – Integrated Customer Focus Across The Firm – Valarie A. Zeithaml and M. J.Bitner
- Services Marketing – People, Technology, and Strategy – Lovelock
- Services Marketing – Ravishankar
- Marketing of Services – Jha Marketing of Services – G.S. Bhatia
- Marketing of Services – Sahu and Sinha

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Marketing Management	IV	
Course code	Course Name	Credit/Distributions	
23C4M7	International Marketing	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

Course Outcome

- **CO1.** Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminologies.
- **CO2.** Be able to demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal, and political) on international marketing activities.
- **CO3.** Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies by applying product pricing promotion and channels of distribution in international settings.
- **CO4.** Be capable of appreciating various schemes, initiatives, and policies of the government of India to promote exports on a sustained basis and to optimize the utilization of detailed resources.
- **CO 5.** Exposing the student to various international economic institutions and forums to promote international trade and appreciating the dimensions of global aspects of trade, commerce, and international relations.

Unit I: Introduction

08 Hours

- Introduction and Importance of International Marketing, Concepts in International Trade, Theories of International Trade, Trade Barriers, Panoramic view of India's Foreign trade since Independence. Cross-cultural negotiations, Global logistics, and expanding through joint ventures and alliances.

Unit II: International Marketing Environment

10 Hours

- Economic, Political, Legal, Socio-cultural and Demographic environment. Market entry strategies – MNCs, Global marketers, etc. Country blocks and distinct patterns in foreign trade, sustainable marketing mix policy for the global marketplace. leveraging the internet for global market research studies.

Unit III: International Marketing Mix**10 Hours**

- Factors affecting International Marketing, International Marketing mix Strategy, Distribution Strategies, and Types of Intermediaries in International Marketing. Protectionism - Technology trade - distinct national narratives and value propositions in global trade. Crisis management and consumer boycotts, global pricing, and antidumping regulations.

Unit IV: Export Planning**10 Hours**

- Export Finance, Letter of Credit, Export Licensing, Export Houses, Export risk and Insurance, Export Promotion, and Incentives provided by the Government of India. Import-Export policies of the Government of India. New schemes to boost exports and initiatives for import substitutions.

Unit V: International Economic Institutions and Forums**10 Hours**

- GATT, WTO, EFTA, LAFTA, EU, SAARC, BRICS, ASEAN, World Bank, IMF, and other trading blocks and common marketing for International Business. Export import bank, trade concessions, Export negotiations, emerging markets.

Reference Material

- Hollensen, Svend (2017). 7th Edition, International Marketing, Pearson Education.
- Warren J. Keegan & Mark Green (2018). 9th Edition, International Marketing, Pearson Education

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

ELECTIVE
GROUP 7
FINANCE

Course Nature	Course Area	Semester	
Elective	Financial Management	IV	
Course code	Course Name	Credit/Distributions	
23C4F4	Mergers, Acquisition & Corporate Restructuring	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To enable the students to understand, evaluate, and interpret the significance of Mergers, Acquisitions and Corporate Restructuring
- To analyze how the strategic decisions are affected by valuation, purchase considerations, and regulatory environment

COURSE LEARNING OUTCOME

- **CO1.** Understand the mergers, acquisition, and restructuring strategies
- **CO2.** Make an informed decision with due diligence
- **CO3.** Apply Business valuation approaches
- **CO4.** Evaluate purchase consideration in Mergers and Acquisition
- **CO5.** Analyze the Legal and Regulatory aspects of merger and acquisition

MODULE 1: Unit I – An Introduction to Mergers, Acquisitions, and Other Restructuring Activities

HOURS: 10

- Basic forms of mergers and acquisition- Motives of mergers and acquisition, Corporate Restructuring strategies. Theories of mergers- Synergy of Mergers – Value Creation in Mergers and Acquisitions - Takeover Defense Strategies, Reasons for failures of Mergers and Acquisitions.

MODULE 2: The Mergers and Acquisitions Process

HOURS: 8

- Procedure for M & A-Five-stage model–Due diligence–Types, process, and challenges of due diligence- Implications of M & A for stakeholders merger integration.

MODULE 3: Financial Evaluation of M&A

HOURS: 10

- Merger as a capital budgeting decision valuation approach based, market-based, and income-based Approaches- Methods of financing mergers– cash offer, share exchange ratio.

MODULE 4: Accounting for Mergers**HOURS: 10**

- Amalgamation like merger and amalgamation like purchase-Methods of Accounting- Pooling of interest method and Purchase method–Calculation of purchase consideration

MODULE 5: Legal and Regulatory aspects of Mergers/amalgamations and acquisitions/takeovers**HOURS: 10**

- Anti-takeover amendments, Legal and regulatory aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India
- (CCI), The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations.

REFERENCE MATERIAL

- DePamphilis, D., Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, latest edition, Academic Press 9th Edition
- Mergers and Acquisitions, Text and Cases B Rajesh Kumar, McGraw-Hill, 2010
- Rabi Narayan Kar and Minakshi, Taxman 's. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, 3rd. Edition, 2023
- Sheeba Kapil and Kanwal N. Kapil, Wiley, Mergers and Acquisitions, 2022
- Machiraju H.R, New Age International (P) Ltd., Mergers, Acquisitions and Takeovers, New Delhi

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Financial Management	IV	
Course code	Course Name	Credit/Distributions	
23C4F5	Derivatives	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To make students understand the different types of derivatives
- To help students understand, option pricing models, and option trading strategies and to work out problems in these areas
- To expose students to options on futures contracts, using options to manage interest rate risk, short-term and long-term interest rate futures and to work out problems in these areas
- To help students in the application of theoretical concepts to practical situations involving several cases.

COURSE LEARNING OUTCOME

- **CO1.** The student will be able to remember the fundamental concepts of derivative instruments.
- **CO2.** The student will be able to understand the concepts of derivatives as a financial risk management tool.
- **CO3.** The student will be able to apply the concepts of derivative instruments to real-life situations and compute the fair value of derivative instruments.
- **CO4.** The student will be able to analyze the situation and adopt the appropriate strategy of speculation, arbitrage, or hedging based on the situation.
- **CO5.** The student will be able to evaluate the results of various strategies adopted based on the situation. Demonstrate the application of concepts learned to practical situations involving several cases of cost control and management.

MODULE 1: Unit I: Introduction to Derivatives

HOURS: 10

- Forwards, Futures, Options, Swaps, trading mechanisms, Exchanges, clearing house (structure and operations, regulatory framework), Floor brokers, initiating trade, Liquidating or Future position, Initial margins, Variation margins, Marking to Market (MTM), Types and orders, Futures commission merchant

MODULE 2: Forwards & Futures Markets**HOURS: 14**

- Pricing and trading mechanism - mechanics of futures market - types of futures - forward sources futures - functional of futures market - Specifications of futures contract. Determination of forward and futures prices - currency future - index and stock futures -commodity futures.
- Hedging strategies using futures – Basic principles – Basis risk – Cross hedging- Minimum variance hedge ratio. Stock index futures - Adjusting Beta of a portfolio - Methods in Hedging Portfolio using Index – one-to-one hedging, Beta hedging, Minimum variance hedge. Rolling the hedge forward.

MODULE 3: Option Basics**HOURS: 10**

- Option terminology - the distinction between options and futures contracts - properties of options
- Trading strategies involving a single option and a stock - hedging with options – Spreads – combinations and other payoffs

MODULE 4: Option Pricing Models**HOURS:10**

- 810Determinates of option price - Basic model - Binomial option pricing model - Black andSholes option pricing model - Option Greeks

MODULE 5: Commodity Market in India**HOURS: 4**

- Commodity futures and options, outlines of SEBI guidelines, working of NCDX, MCX.

REFERENCE Material

- Options & Futures- Vohra& Bagri, TMH
- John C. Hull, Pearson Education. Options Futures & Other Derivatives,
- Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press
- Sundaram& Das, Derivatives, Principles and Practice, McGraw Hill.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W.A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Financial Management	IV	
Course code	Course Name	Credit/Distributions	
23C4F6	International Finance	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To understand the International Financial Environment and the Foreign Exchange market.
- To analyze hedging and FOREX risk management.
- To examine the Firm's Exposure to risk in the International environment and various theories associated with it.

COURSE LEARNING OUTCOME

- **CO 1.** Analyze the international integration of financial markets.
- **CO 2.** Measure Foreign Exchange Exposure and Hedge Foreign Exchange Exposure.
- **CO 3.** Apply financial knowledge in forecasting foreign exchange rates.
- **CO 4.** Understand strategies used by Multinational Corporations.
- **CO 5.** Evaluate projects using International Capital Budgeting.

MODULE 1: International Dimensions of Financial Management HOURS: 10

- Role of International Financial Management in Corporate Financial Management,
- Dynamics of Global Capital Flows, International Monetary system,
- India's Balance of Payment, trends, direction and composition. BOP equilibrium & disequilibrium, trade deficits. Economic and Monetary Union

MODULE 2: Foreign Exchange Market and Instruments HOURS: 10

- Function and Structure of the FOREX markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rate determinations in forwarding markets.
- Exchange rate behavior-Cross Rates- - Bid – Ask – Spread, Premium, and Discount (Theory & Problems)

MODULE 3: Foreign Exchange Risk Management**HOURS: 10**

- Hedging against foreign exchange exposure – Forward Market- Futures Market- OptionsMarket-Currency Swaps-Interest Rate Swap- problems on both two-way Swaps (Theory & Problems).

MODULE 4: Forecasting Foreign Exchange & International Parity Relationship**HOURS: 10**

- Measuring exchange rate movements-Exchange rate equilibrium–Factors affecting foreign exchange rate-Forecasting foreign exchange rates,
- Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular, and Covered Interest Arbitrage (Theory & Problems)

MODULE 5: International Investment Decision**HOURS: 08**

- International Capital Budgeting- Evaluation Criteria, Cost and Benefits, Risk Factors-Country Risk.

REFERENCE MATERIAL

- MadhuVij-International Financial Management, 2nd Edition, 2003
- AptePrakash G., International Finance, Tata McGraw Hill Ch1 Buckley, Adrian MultinationalFinance, New York, Prentice Hall Inc.
- Kim, Suk and Kim, Seung – Global Corporate Finance: Text and Cases, 2nd ed. Miami Florida,Kolb
- Shapiro, Alan. C – Multinational Financial Management, New Delhi, Prentice Hall of India
- International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.2011
- Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011
- International Financial Management - Jeff Madura, Cengage Learning 2008.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	3	1	2	3	3	3	3	3	3
CO2	3	3	3	3	3	1	2	3	2	3	3	3
CO3	3	3	3	3	3	1	3	2	2	3	3	3
CO4	3	3	3	3	2	1	2	3	3	3	3	3
CO5	3	3	2	2	1	3	3	2	3	3	3	3
W. A	3	2.8	2.8	2.8	2	1.6	2.6	2.6	2.6	3	3	3

Course Nature	Course Area	Semester	
Elective	Financial Management	IV	
Course code	Course Name	Credit/Distributions	
23C4F7	Corporate Tax	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- Understand the different types of companies and the residential status of the companies.
- Understand the different sources of income for corporate assessments.
- Understand advance tax, TDS, and TCS in corporate tax
- Analyze the basic principle of tax planning to reduce the tax liability of the company
- Understand the tax planning of companies for decision-making.

COURSE LEARNING OUTCOME

- CO 1. The students will understand the different types of companies and their residential status.
- CO 2. The students will be able to assess the sources of income and total taxable income
- CO 3. The students will understand corporate tax management regarding advance tax, TDS, and TCS.
- CO 4. The students will understand various corporate tax planning which will help to make better decisions.

MODULE 1: CORPORATE TAXATION

HOURS: 08

- Definition of Company, Features, And Types of Company - Indian Company, Domestic Company, Foreign Company, Widely-Held Company, Closely-Held Company, Residential Status, Tax Incidence, Corporate Tax Policy, Corporate Tax Revenue and Expenditure.

MODULE 2: COMPUTATION OF TAXABLE INCOME

HOURS: 10

- Computation of Taxable Income under Different Heads of Income - House Property, Profit and Gain from Business or Profession, Capital Gain and Income from Other Sources, Treatment of Corporate Loss, Carry Forward and Set-off of Losses. Deductions, Exemptions, and Concessions from Gross Total Income, Sec- 115JB - Minimum Alternative Tax, Calculation Minimum Alternative Tax.

MODULE 3: CORPORATE TAX MANAGEMENT**HOURS: 10**

- Return of Income, Assessment, Advance Payment of Tax, Tax Deductions at Source, Tax Collection at source, Appeals and revisions, Income Tax Authorities, Settlement of Cases, Search and Seizure, Penalties and Fine.

MODULE 4: CORPORATE TAX PLANNING HOURS: 10

- Introduction of Tax Planning. Tax planning concerning Forms of Business. Nature of Business. Location of Business. Tax Planning V/s Tax Management. Tax Avoidance V/s Tax Evasion.

MODULE 5: TAX PLANNING FOR CORPORATE DECISIONS HOURS: 10

- Tax Planning for Business. Capital Structure Decision. Dividend Distribution Decision. Own or Lease. Make or Buy Decision. Repair or Replace. Shutdown or Continue Decisions.

Reference Material

- V.K. Singhania and Monica Singhania Corporate Tax Planning and Business Tax Procedure Taxmann Publication Ltd.
- .C. Mehrotra and S.P. Goyal Income Tax Law including Tax Planning and Management Sahitya Bhawan Publications.
- Sally Jones and Shelley Rhodes Principal of Taxation for Business and Investment Planning Tata McGraw Hill.
- Girish Ahuja and Ravi Gupta. Direct Taxes Ready Reckoner with Tax Planning, Wolters Kluwer Publisher.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	2	2	2	2	2	2	2	2
CO2	3	2	3	3	3	2	2	3	2	3	3	2
CO3	3	2	3	3	3	2	1	3	2	3	3	2
CO4	3	1	3	1	3	2	2	3	2	2	3	2
CO5	3	1	2	1	1	1	1	3	2	2	3	2
W. A	3	1.6	2.6	1.8	2.4	1.8	1.6	2.8	2	2.4	2.8	2

ELECTIVE
GROUP 8
HUMAN RESOURCE
MANAGEMENT

Course Nature	Course Area	Semester	
Elective	Human Resource Management	IV	
Course code	Course Name	Credit/Distributions	
23C4H4	Strategic Human Resource Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To learn the fundamentals of the SHRM framework and analyze the overall role of SHRM in business.
- To improve the ability to think about how SHRM should be used as a tool to achieve competitive advantage.
- To understand the key element of SHRM and unite with organizational culture.

COURSE LEARNING OUTCOME

- **CO 1.** Recognize the fundamentals of the SHRM framework and analyze the overall role of SHRM in business.
- **CO 2.** Compute the strategic planning for Human resources.
- **CO 3.** Design the training program strategically as required for the organization.
- **CO 4.** Design and implement compensation packages for human resources.
- **CO 5.** Gain insights on various operations of HRM at the International level.

MODULE 1: CONTEXT OF STRATEGIC HRM

HOURS: 10

- Introduction, An investment perspective of HRM – Adopting an investment perspective, Valuation of assets, Understanding and measuring human capital, Human resource metrics, and factors influencing investment-oriented organizations.
- Impact of changes in technology - Telecommuting, Employee surveillance and monitoring, e-HR, Social networking.
- Workforce demographics & diversity on HRM – Generational diversity, Sexual orientation, individuals with disabilities, and other dimensions of diversity.

MODULE 2: STRATEGIC ROLE OF HRM & PLANNING

HOURS: 10

- Strategic HR Vs Traditional HR – Roles assumed by the HR function, HR roles in a knowledge-based economy, SHRM critical HR competencies, Lepak and Snell's Employment models.

- Barriers to strategic HR.
- Strategic HR planning – Objectives of HR planning.
- Types of planning - Aggregate & Succession planning.

MODULE 3: STRATEGIC PERSPECTIVES ON RECRUITMENT, TRAINING & DEVELOPMENT

HOURS: 10

- Temporary vs. permanent employees, Internal vs. external recruiting, methods of recruiting.
- Selection - Interviewing, testing, references; International Assignment.
- Strategizing training & development, Needs assessment, objectives, Design and delivery, and Evaluation.

MODULE 4: STRATEGIC PERSPECTIVES ON PERFORMANCE MANAGEMENT

HOURS: 10

- Feedback & Use of the System.
- Who evaluates – Supervisor, peers, subordinates, customers, and self.
- What to evaluate – Traits, Behaviour, and Results.
- How to evaluate – Absolute measures and relative measures.
- Measures of evaluation – Traditional and modern methods.

MODULE 5: STRATEGIC PERSPECTIVES ON COMPENSATION HOURS: 08

- Concept of Equity, Internal equity, external equity, and Individual equity.
- Employee separation - Reduction in force, turnover, retirement

REFERENCE MATERIAL

- Jeffery Mello. (2012). *Strategic Management of Human Resources*. (3rd International ed.). Cengage Learning
- S.K. Bhatia. (2007). *Strategic Human Resources Management: Winning through People*, Deep & Deep Publication Pvt. Ltd.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	2	2	2	2	2	2	2	2
CO2	3	2	3	3	3	2	2	3	2	3	3	2
CO3	3	2	3	3	3	2	1	3	2	3	3	2
CO4	3	1	3	1	3	2	2	3	2	2	3	2
CO5	3	1	2	1	1	1	1	3	2	2	3	2
W.A	3	1.6	2.6	1.8	2.4	1.8	1.6	2.8	2	2.4	2.8	2

Course Nature	Course Area	Semester	
Elective	Human Resource Management	IV	
Course code	Course Name	Credit/Distributions	
23C4H5	Industrial Relations & Labour Legislations	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE:

- To understand the importance of Human Relations at work.
- To distinguish the procedures concerning Worker Participation and Participatory Institutions and Instruments of Trade Union
- To Understand & Interpret on Indian Labour Legislations & Labour Codes.

COURSE LEARNING OUTCOME

- **CO1:** Students are acquainted with the concepts, principles, and issues connected with trade unions.
- **CO2:** Students are acquainted with Collective bargaining and grievance Redressals
- **CO3:** Students Can reflect on Regulative & Protective Legislations.
- **CO4:** Students Can reflect and Summarize Wage Related & Social Security Legislation
- **CO5:** Students Can reflect upon New Labour Codes.

Module 1: Industrial Relations and Trade Unions**Hours: 10**

- **Industrial Relations:** Historical background, concept, Meaning and scope of IR, stakeholders of IR, Perspectives/Approaches to IR. Essentials of sound IR policy, IR strategies.
- **Trade Union:** Trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union Act 1926, registration of trade union.

Module 2: Grievances, Disciplines & Collective Bargaining**Hours: 10**

- **Grievances & Discipline:** Grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals,

Conflicts, Industrial disputes, Lay off, Termination simpliciter, Retrenchment, closures.

- **Collective Bargaining:** Concept, its relevance in IR, ILO perception of CB, Objectives of CB, Functions, process, negotiations, bargaining approaches & techniques.

Module 3: Industrial Labour Legislations

Hours: 10

- **Introduction:** Industrial Revolution & Need of Labour Laws, Objectives of Labour Laws, Principles of Labour Laws, Classification of Labour Laws.
- **The Regulative Legislations:** Industrial Dispute Act, 1947
- **Protective Labour Legislation:** Factories Act, 1947

Module 4: Wage Related & Social Security Labour Legislation

Hours: 10

- **Wage Related:** The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965
- **Social Security:** The Employees PF and Miscellaneous Provisions Act, 1952, The Payment of Gratuity Act, 1972

Module 5: New Labour Codes for India

Hours: 08

- **Labour Codes:** Code on Wages 2019, Industrial Relations Code 2020, Occupational Safety, Health & Working Conditions Code 2020, and Social Security Code

Reference Material:

- Bare Acts of the relevant Legislation
- Garg, K.C.; Sharma, Mukesh; Sareen, V.K. (2002). *Commercial and Labour Laws*. Ludhiana: Kalyani Publishers.
- Kumar H.L., (2000). *Practical Guide to Labour Management*. New Delhi: Universal Law Publishing.
- Reshma Arora, (2000). *Labour Law*. New Delhi: Himalaya Publication House.
- Kumar H.L., (2002). *Practical Guide to Contract Labour - Regulation & Abolition Act & Rules*. New Delhi: Universal Law Publishing.
- Mathur. A.S. (1968). *Labour Policy and Industrial Relations in India*. Agra: Ram Prasad. Singh, Avtar. (2002). *Introduction to Labour & Industrial Law*. New Delhi: LexisNexis.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1	2	2	2	2	2	2	2	2
CO2	3	2	3	3	3	2	2	3	2	3	3	2
CO3	3	2	3	3	3	2	1	3	2	3	3	2
CO4	3	1	3	1	3	2	2	3	2	2	3	2
CO5	3	1	2	1	1	1	1	3	2	2	3	2
W.A	3	1.6	2.6	1.8	2.4	1.8	1.6	2.8	2	2.4	2.8	2

Course Nature	Course Area	Semester	
Elective	Human Resource Management	IV	
Course code	Course Name	Credit/Distributions	
23C4H6	International Human Resource Management	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To understand how global HRM functions are different from generic HRM functions in the domestic arena and to understand various concepts and practices within the field of Global HRM
- To appreciate the implications of globalization on people management in multinational organizations
- To systematically define, categorize, and analyze issues and problems faced by MNCs in their people management activities
- To appraise the impact of global factors (cultural and contextual factors) in shaping HR practices namely hiring, training, compensating, performance appraisal, and management and employee/Labour relations management in MNCs

COURSE LEARNING OUTCOME

- **CO1:** Demonstrate how global HRM functions are different from generic HRM functions in the domestic arena and understand various concepts and practices within the field of global HRM
- **CO2:** Identify the impact of global factors (cultural and contextual factors) in shaping HR practices
- **CO3:** Outline the implications of globalization on people management in multinational organizations
- **CO4:** Examine the issues and problems faced by MNCs in their people management activities.
- **CO 05:** Identify the impact of global factors in shaping compensation, performance appraisal, and management.

Module 1: Introduction to International HRM**Hours: 10**

- **Introduction** - Defining International HRM Models of International HRM, Difference Between HRM & International HRM.
- **Strategic View of IHRM** - A Model of Variables Differentiating HRM & International HRM, Strategic View of International HRM, Evolving Field of International HRM, Evolving Roles of HRM in MNCs, IHRM Trends & Challenges, Changing Context of International HRM

Module 2: The Cultural & Organizational Context of IHRM**Hours: 10**

- **Cultural Context** – Introduction to Cross-Cultural Management System, Schein's Concept of Culture, Hofstede's Cross Cultural Management Study, The Globe Study, Cultural Dimensions of Globe Study, The Trompenaars and Hampden-Turner study, The Cultural dimensions by Hall and Hall
- **Organizational Context** - Standardization & Localization of HRM Practices, Factors Driving Standardization, Factors Driving Localization, The Path to Global Status and Control Mechanism

Module 3: Sourcing Human Resource for Global Markets**Hours: 08**

- **Staffing** – Approaches to Staffing, Transferring Staff for International Business Activities, The Role of Expatriate, Non-expatriate & Inpatriates.
- **Recruitment & Selection** – Recruitment & Selection of International Managers, Selection Criteria, Expatriate Selection Process in Practice, Expatriate Success & Failure, and Dual Career Couples.

Module 4: International Training, Development & Career**Hours: 10**

- **Global Training & Development** - Trends in International Training & Development, Components of Effective Pre-departure Training Programme, The Effectiveness of Pre-departure Training and Developing Staff Through International Assignments.
- **Global Career** – Re-Entry & Career Issues, The Repatriation Process, Individual Reactions to Re-Entry, and, Designing a Repatriation Programme

Module 5: International Performance Management & Compensation**Hours:10**

- **Performance Management** – Multinational Performance Management, Expatriate and non-expatriate Performance Management, Performance, and Appraisal of International Employees.
- **Compensation** – Objective of International Compensation, Key Components of an International Compensation Programme for Expatriates, Approaches to International Compensation of Expatriates, and Complexity, Choices and Challenges in Global Pay

Reference Material

- **Dowling P. J.**, International human resources management, Cengage EMEA.
- **Harzing, A. W. and Pinnington, A.**, International human resource management, Sage Publication, London.
- **Saini, D. S. and Sami A. K.**, Human resource management – Perspectives for the new era, Response Books (A Division of Sage), New Delhi.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	3	1	1	2	2	3	2	3	3	2
CO2	3	2	3	3	3	2	2	2	2	3	3	2
CO3	3	2	3	3	3	1	2	1	2	3	2	2
CO4	3	2	3	3	3	2	1	2	2	3	3	2
CO5	3	2	3	3	3	1	1	3	2	3	3	2
W. A	3	2	3	2.6	2.6	1.6	1.6	2.2	2	3	2.8	2

Course Nature	Course Area	Semester	
Elective	Human Resource Management	IV	
Course code	Course Name	Credit/Distributions	
23C4H7	Managing Knowledge Workers	(L-4: T-0:P-0) Credit - 04	
		C1+C2	30 Marks
		C3	70 Marks

COURSE OBJECTIVE

- To analyze and define the links between Knowledge Management and Organizational Learning.
- To analyze the fundamental elements of Knowledge Management.
- To examine and Evaluate the Role of Leadership in Facilitating Human Infrastructure to enable best practices.
- To Identify the Drivers and Inhibitors of Effective KM Practices to promote Innovation and
- improve projects and management practices at large.

COURSE LEARNING OUTCOME

- **CO1:** Recognize the significance of knowledge workers in an organization.
- **CO2:** Gain knowledge on effective harnessing of organizational knowledge.
- **CO3:** Identify the role of a knowledge leader in achieving team goals.
- **CO4:** Realize the association between knowledge management and HRM practices.
- **CO5:** To effectively instill HRM practices in organizational structure to manage knowledge workers

MODULE 1: KNOWLEDGE MANAGEMENT

HOURS: 10

- The changing nature of organizations – workforce composition, evolving work roles and responsibilities, Teamwork, Relationship building, Communication, Leadership, Decision making, Change management, worker motivation, and Infrastructure.
- Concept of Knowledge management, Drivers of knowledge management, Knowledge as an asset – Explicit knowledge and tacit knowledge, Organizational knowledge.
- Knowledge management as an emerging concept - leadership and knowledge management, Developing a knowledge culture, learning & development- mental organization, Asset-based corporate development, Applying knowledge to work practices, Knowledge Systems, Developing a Knowledge Service, The Challenge for Strategic Knowledge Leadership.

MODULE 2: STRATEGIC KNOWLEDGE MANAGEMENT

HOURS: 10

- Models of knowledge management, Knowledge management Life cycle.
- Knowledge workers, Skills and competencies of knowledge workers.
- Phases of knowledge development – Knowledge sourcing, Knowledge Abstraction, Knowledge Conversion, Knowledge Diffusion, Knowledge development and refinement.
- Knowledge management infrastructure – Managerial infrastructure, Technological infrastructure, social infrastructure.
- Harnessing organizational knowledge, Enabling Knowledge Transference, The five P's of strategic management, Building knowledge management into the Strategic Framework.

MODULE 3: KNOWLEDGE LEADER

HOURS: 10

- Contributory Disciplines to Knowledge Leadership - Librarianship, Information Technology, Human Resource Management, Business Management.
- The generic Attributes of a knowledge leader are strategic visionary, Motivator, Communicator, Change agent, Coach Mentor and model, Learning facilitator, and Knowledge Executor.
- Specific knowledge Leadership Roles – Strategic knowledge leader, Core leaders.
- Leading Knowledge Teams – Self-managed knowledge teams, Virtual knowledge teams. Leading a Knowledge network, Recruiting and Selecting Knowledge Leaders.

MODULE 4: DEVELOPING AND SUSTAINING A KNOWLEDGE CULTURE

HOURS: 08

- Knowledge Culture Enablers – Core values, Structural support, Enacted values, and Interaction with colleagues.
- Maintaining the Knowledge Culture during Change.
- Reviewing the existing knowledge culture.
- Implementing knowledge culture enhancement programs
- Maintaining the Knowledge Culture.

MODULE 5: KNOWLEDGE MANAGEMENT & HRM PRACTICES

HOURS: 10

- Structural Support for Knowledge Management.
- Impact of Organizational Structure on Knowledge Management – Functional structure, Divisional structure, Matrix model.

- Staffing – workforce planning, defining core competencies, Selection and Recruitment, Induction orientation and acculturation, and work context management.
- Performance Management – Performance standards, performance management process, providing feedback, Rewarding high-achieving Knowledge Workers.
- Learning & Development – Individual learning, succession planning, learning transfer.
- Organizational Evaluation and Review – Exit interviews, Performance measures, Organizational development.

REFERENCE MATERIAL

- Shelda Debowksi. (2005). *Knowledge Management*. (1sted.). John Wiley India Pvt. Ltd.
- Elias M. Awad & Hassan M. Ghaziri. (2004). *Knowledge Management*. Pearson Education.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	3	2	1	-	2	-	-	3	2	2	-
CO2	2	3	2	2	-	2	2	-	3	1	-	1
CO3	3	1	-	-	-	-	-	-	3	-	3	2
CO4	3	2	-	-	-	-	-	-	-	-	2	1
CO5	-	3	2	1	-	2	-	-	3	2	2	-
W. A	1.6	2.4	1.2	0.8	-	1.2	0.4	-	2.4	1	1.8	0.8

ELECTIVE
GROUP 9
CORPORATE
SOCIAL
RESPONSIBILITY

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	IV	
Course code	Course Name	Credit/Distributions	
23C4C4	Brand Management	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives

- To analyze the importance of branding by visiting the various dimensions of brand promotion To Study the factors that are associated with brand success and failure
- To outline the importance of market planning and segmenting, targeting, and positioning to make the product successful.

Course Outcomes:

- **CO1.** Enable the students to develop the critical importance of raising awareness of a product by Branding and understanding various dimensions of the Gamut of Branding.
- **CO2.** Develop the vital role of understanding product launching strategies and how they play an important part in the survival and thriving of business.
- **CO 3.** Helping the student realize the growing importance of strategic approaches in planning, executing, and evaluating marketing strategies using Branding.
- **CO 4.** Assisting the students comprehend a holistic ability to develop tenable programs to make a brand robust and seamlessly help protect and promote a product and its business.
- **CO 5.** To enable the student to appreciate the need for practicing values, principles, and ethics in Business and to be able to acknowledge, appreciate, and apply Brands to project a strong sense of association.

Module 1: Introduction

10 Hours

- Introduction to Product and Brand Management, Product mix and Product line, Brand Image, Features of Strong Brand, Brand Equity, Brand Association, Brand Awareness, Brand Recall, Brand Positioning, Brand Narration, Brand Experience, Brand loyalty, Brand pull, Brand Promise, Maintaining Brand Consistency. Significance of Brand focus on Global Markets – Communication strategy. The Science of Branding – Fortifying versus Leveraging

Unit II: New Product Development Process**10 Hours**

- Product Launch, Launch Strategy, Reasons for New Product failures, Approaches to consumer adoption process, Product Life Cycle concepts. Branding ‘Sweet Spot’, Ten Commandments to building global customer-based Brand Equity.

Unit III: Market Planning**10 Hours**

- Planning Process, Components of Marketing Plan – Analysis of competition - **Models**, Product Portfolio and Customer Analysis, Segmenting – Targeting – Positioning (STP), Techniques of good positioning, Various Pricing and Distribution strategies.

Unit IV: Designing and Implementing**10 Hours**

- Marketing Programs to build Brand Equity, Important Elements to build Brand Equity, Measuring the effectiveness of Brand Equity, and Branding Strategies. Brand Equity enhancing methods – Factors contributing to building Brand Equity. Comparing the major brand valuation approaches. New capabilities for Brand Marketers.

Unit V: Ethics in Brand Building**08 Hours**

- Brand Marketing practices in India, Asia, and the Western world. Issues and Challenges for Indian Brands in the context of Global Marketing, Branding in rural India. Branding of NPOs and state-run initiatives, retiring brands, Expanding Brand awareness, and Celebrity Endorsements.

Reference Material

- Strategic Brand Management, Building Measuring & Managing, Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
- Marketing Management - Philip Kotler
- Successful Branding - Pran K Choudhary
- Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
- Strategic Brand Management -Capere

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	2	3	3	2	2	2	2	3	3
CO2	3	3	3	3	2	2	2	3	3	1	3	3
CO3	3	3	3	3	3	2	2	3	3	1	3	2
CO4	2	3	2	2	2	3	3	1	3	2	3	3
CO5	3	3	3	3	2	2	2	3	3	3	1	2
W. A	2.8	3	2.8	2.6	2.4	2.4	2.2	2.4	2.8	1.8	2.6	2.6

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	IV	
Course code	Course Name	Credit/Distributions	
23C4C5	International Business & CSR	(L-2: T-0:P-1) Credit - 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- The students will be highlighted various concepts of the International Business process
- The students will be introduced to the relationship between CSR and International Business

Practical Components:

- Students can visit two successful MNCs and record the business processes
- Prepare a mini project on the CSR activities conducted by two MNCs

UNIT I**14 Hours**

- International Business –Definition – Internationalizing business-Advantages – Concept of Liberalization Privatization and Globalization - Factors causing globalization of business- International business environment – Country attractiveness –Political, economic and cultural environment –Effect of Liberalization Privatization and Globalization, Liberalization Privatization.

UNIT II**14 Hours**

- Globalization: Meaning, Drivers, And International Trade Theory: Mercantilism, Absolute Advantage, Comparative Advantage, Globalization and its Impact on Indian Economy- Meaning and Levels of Globalization- Factors Influencing Globalization - Globalization Strategy for a Company- A Critique of Globalization- Globalization in India- steps towards globalization – effects of globalization. GATT and WTO - multilateral trade negotiation and agreements and implications, the global recession.

UNIT III**14 Hours**

- Convention on–Diversity 1992, WTO Agreement of 1994, KYOTO Protocol of 1997.Relationship of WTO, CBD, and KYOTO for India, Roles, and Benefits from WTO, CBD and KYOTO, Relationship between CSR and WTO, CBD & KYOTO.

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	IV	
Course code	Course Name	Credit/Distributions	
23C4C6	Sustainability & Stakeholder Management	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- The students will be introduced to the concepts and importance of sustainability
- The students will get insights into stakeholder's management

Practical Components:

- Students can visit two NGOs and record their contribution towards sustainability practices
- Write any two strategies employed to engage stakeholders in companies

UNIT I**10 Hours**

Sustainability and sustainable development: Why sustainability? - Concept and seven key factors of Sustainability – UN Sustainable Development Goals and Sustainability – Environmental Sustainability: Global Initiatives on Environmental Sustainability.

UNIT II**10 Hours**

- Corporate Sustainability Footprint: The Value Chain Footprint - Sustainability and Greenhouse gases (GHG) - Facility Operations: Energy Efficiency & Green Building - Sustainable Procurement & Logistics, Sustainable Production and Consumption. Corporate Sustainability Footprint - Resource use and loss – Process view and Life Cycle Assessment Industry and competition analysis.

UNIT III**12 Hours**

- Business (corporate) sustainability: Evolution of business approaches to SD- Business Sustainability – UN Global Compact - Key players in sustainability field: governments, NGOs, international and supranational organizations.

- Stakeholder mapping, Internal Stakeholders, External Stakeholders, Stakeholder Theory & Stakeholder Engagement Overview. Stakeholder relations. Pro-poor development.

UNIT IV**10 Hours**

- Corporate Sustainability Strategy: Developing strategy through benchmarking and balanced scorecard - Intrapreneurs and employee engagement - Operationalizing Sustainability - Corporate Sustainability Management System: Determining sustainability “current state” – Corporate level; Benchmark sustainability program – Gap analysis; Creating sustainability strategy - Sustainability Challenges and Solutions.

UNIT V**10 Hours**

- Corporate Stakeholder Engagement: Multilateral engagement (UN/World Bank/OECD) - Government engagement - NGOs – Influence and engagement -Trade associations (WBCSD) - Stakeholder interests and engagement -Creating a comprehensive Stakeholder engagement strategy - Implementation and engagement-Analysis and evaluation.

Reference Books:

- Farver, Mainstreaming Corporate Sustainability
- Blackburn, The Sustainability Handbook
- “R. Edward Freeman on Stakeholder Theory”
- Rate the Raters Phase Four: The Necessary Future of Ratings (Sustain Ability, July 2011); scan key points
- Accountability AA1000 Stakeholder Engagement Standard (AA1000SES) •
- Account Ability & UNEP: From Words to Action: The Stakeholder Engagement Manual (Volumes One & Two) (review high level)
- Accountability & UNEP: From Words to Action: The Stakeholder Engagement Manual (Volumes One & Two)

Course Outcome:

- The students will be introduced to the concepts and importance of sustainability
- The students will get insights into stakeholders’ management
- Awareness of governments, NGOs, and international and supranational organizations in corporate sustainability
- Ability to Develop strategies for sustainability
- Knowledge of stakeholder management, Challenges, and Solutions.

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	2	3	3	2	3
W.A	3	3	3	3	3	3	3	2.8	3	3	2.8	3

Course Nature	Course Area	Semester	
Elective	Corporate Social Responsibility	IV	
Course code	Course Name	Credit/Distributions	
23C4C7	Industrial Relations	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Course objectives

- To understand the importance of Human Relations at work
- To distinguish the procedures concerning Worker Participation and Participatory Institutions and Instruments of Trade Union
- To distinguish Employee Rights and obligations according to the scope of employment
- To analyze the field of Labor Relations in an Interdisciplinary Manner
- To Synthesize the proposals for Legislative Initiatives

Unit I: Industrial Relations

12 Hours

- Historical background, concept, Meaning, and scope of IR, stakeholders of IR, various factors influencing IR, Perspectives/Approaches to IR- Unitary, Pluralist, Radical, Psychological approach, Sociological approach, Human Relations approach, Socio ethical approach, Gandhian/ Trusteeship approach, Systems approach, Essentials of sound IR policy, IR strategies, Legal framework: The Industrial Disputes Act 1947, Industrial conflict Disputes – Causes and Consequences of Industrial Conflicts in India, Conflict resolution.

Unit II: Trade Unions and Related aspect

10 Hours

- Trade union movement and growth of TU in India, national level federations, trade union problems, trade union organization, leadership and management of Trade union, trade union act 1926, registration of trade union, employers' association – objectives, origin and growth, legal status, problems of trade unions.

Unit III: Grievances and Disciplines

12 Hours

- Grievances, redressal, discipline, standing orders, acts of misconduct, show cause notice, suspension, Enquiry procedure, Principles of natural justice, Punishments, Demotion suspension, Termination, Removal and dismissals, Conflicts – Industrial disputes – Lay off, Termination simpliciter, Retrenchment, closures, VRS.

Unit IV: Collective Bargaining**10 Hours**

- Concept, its relevance in IR, CB as an institution, ILO perception of CB, Objectives of CB, Structure, Functions, process, negotiations, bargaining approaches & techniques, patterns of bargaining.

Unit V: Settlements**12 Hours**

- Types of settlement wage settlement, bonus settlement, productivity settlement, VRS settlement, Union issues settlement, Reorganization settlement, transfer, Layoff, retrenchment, and closure settlements.

Practical Component

- Give a case of collective bargaining and ask the students to role-play
- Arrange a debate in the classroom about the rights and duties of trade unions for workers

Text Books

- Memoria, Mamoria, Gankar,. (2016). *Dynamics of Industrial Relations*.
- Himalaya Publishing House
- C S Venkata Ratnam. (2017). *Industrial Relations*(2nded.). Oxford University Press

Reference Books

- A M Sarma. (2016). *Industrial Relations & Labour Laws*. (Revised ed.).
- Himalaya Publishing House
- Arun Monnappa. (2017). *Industrial Relations & Labour Law*. (2nded.).
- Mc Grawhill Education

Course Outcomes:

- **CO1:** To familiarize with the role of management and unions in the promotions of industrial relations.
- **CO2:** Be acquainted with the concepts, principles, and issues connected with trade unions.
- **CO3.** Be acquainted with the concepts, principles connected with collective bargaining, grievance redressal, and employee discipline, and dispute resolution

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	2	3	3	2	3
W.A	3	3	3	3	3	3	3	2.8	3	3	2.8	3

ELECTIVE
GROUP 10
TOURISM &
TRAVEL
MANAGEMENT

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	IV	
Course code	Course Name	Credit/Distributions	
23C4T4	Travel Agency & Transport Management	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Learning Objective:

- The main objective of the course is to equip the students with a set of theoretical and practical knowledge relating to travel agency tour operation and transportation management.

Unit 1

10 Hours

- Introduction- Definition of Travel Agency –History & Growth of– Scope –Role - Functions and Types of Travel Agency - Ancillary Tourism Service - Sources of Income. – Differentiation and Interrelationship between Travel Agency and Tour Operators - Contributions in Growth and Development of Tourism.

Unit II

11 Hours

- The Modern Tour Industry:** Evolution of Tour Operation Business – Definition – Types Functions – Types of Tours - Tour Formulations, Tour Designing Process – Tour Operations Process – Holiday Packages – Types - Components of Package Tour – Basic Principles in Packaging - Factors Affecting Tour Design and Selection. Developing Linkages with Principle Suppliers – Itinerary – Meaning, Types of Package Tour (Prepare Itinerary Of Assumed Tour Packages) –Tour Guides And Escorts - Types, Role And Responsibilities.

Unit III

05 Hours

- Travel Formalities:** Passport, Visa, Foreign Exchange, Travel Insurance, Customs, Immigration, and Health Regulation along with travel documents required for visiting North East region of India: Restricted Area Permit (RAP) and Inner Line Permit (ILP).

Unit IV**10 Hours**

- **Introduction to Tourism Transport System:** Airlines Transportation - The Airlines Industry - Origin and Growth - Scheduled and Non-scheduled Airlines services - Role of IATA and ICAO. Airports and Major Airlines. Road Transport in Tourism: Growth and Development of Road Transport system in India - Role of Regional Transport Authority. Rail Transport - Major Railways to tourists - Indranil pass – Eurail pass – Brit rail pass, Luxury Tourist Trains in India. Cruise ships – Types – Cruise liners – Major Cruise tourism destinations - Prospects. Car Rental and International car hire.

UNIT V:**04 Hours**

- **Aviation Management-** Aviation, Types of Aircrafts, Airport Layout, Types of Air Fares, Role of GDS and CRS in Air Travel.

Books for Reference:

- An introduction to Travel and Tourism, McGraw Hill Int. Edition. 1994
- Laws, Eric, Managing Packaged Tourism, International Thomson Business Press, Edition 1997.
- Negi, Jagmohan, Tourist Guide and Tour operation, Kanishka Publishers 2004.
- Syrratt, Gwenda Manual of Travel Agency Practices, Elsevier, Butterworth Heinemann, Edition 2003.
- Pender, Lesley, Travel Trade and Transport. An Introduction, Edition 2001
- Holloway, J.C., (1983), The Business of Tourism, McDonald and Evans, Plymouth.
- Syrratt Gwenda, (1995). Manual of Travel Agency Practice, Butterworth Heinemann, London
- Stevens Laurence, (1990). Guide to Starting and Operating Successful Travel Agency, Delmar Publishers Inc., New York.
- Chand, Mohinder, Travel Agency Management, Anmol Publication

Course Outcomes:

- To acquire the functions and contribution of travel agencies and tour operators to the tourism sector.
- To enhance the knowledge of tour operations business and its process.
- To acquire background knowledge of travel formalities.
- To enhance the knowledge of transport systems in linkage with tourism aspects.
- To acquire the background knowledge of aviation management

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	-	2	3	2	1	1	1	-	2	2
CO2	2	2	2	1	1	-	2	-	2	3	2	1
CO3	2	1	2	3	-	2	1	2	-	2	2	2
CO4	2	2	3	-	2	3	1	1	2	1	-	3
CO5	2	1	2	1	2	-	-	2	-	1	1	-
W.A	2	1.4	2.25	1.75	2	2.33	1.25	1.5	1.66	1.75	1.75	2

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	IV	
Course code	Course Name	Credit/Distributions	
23C4T5	International Tourism	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Learning Objectives:

- To study the Tourism resources of India.
- To understand the Tourism resources of North America and South America.
- To know the tourism resources of Europe, Africa, the Middle East, Asia, and Australia.

Unit 1

12 Hours

- **Concept of International Tourism** - Challenges-Factors Affecting Global and Regional Tourist Movement-Contemporary Trends in International Tourist Movements- IATA Areas.
- **Tourism Resources of India** Forms-Paintings, Museums, Art Galleries -Manmade Attractions-Archaeological Sites, Forts and Palaces. – Natural Attractions-Land Forms, Landscapes, Mountains, Water Bodies, Deserts, Islands, Wildlife Sanctuaries, National Parks, and Tourism Attractions - Cultural Attractions, Fairs and Festivals, Dance Forms, Handicrafts and Music.

Unit II

07 Hours

- **Tourism Resources of North and South America**-USA-Canada-Mexico-CaribbeanIslands-Brazil and Argentina.

Unit III

07 Hours

- **Tourism Resources of Africa and the Middle East**- South Africa-Egypt-Kenya –Seychelles-Mauritius-U.A. E-Saudi Arabia.

Unit IV

07 Hours

- **Tourism Resources of Europe:** Scandinavia -Italy-France-Germany-United Kingdom-Spain-Switzerland- Austria-Poland –Greece.

Unit V**07 Hours**

- **Tourism Resources of Asia and Australia-** China-Japan- Hongkong- Singapore- Malaysia-Thailand- Indonesia- Australia –New Zealand.

Books for References:

- Travel Geography, Burton and Rosemary Longmen Edn. 1999s.
- Worldwide destination, Geography of Travel and Tourism by Cooper, Chris and Bomifade.
- Geography of Travel and Tourism, Hudson, Lyods and Jackson, Delmar Publishers 1999.
- International destinations by Perlitz, Lee, and Elliots, Prentice Hall Edn. 2001.
- World Geography – By Majid Hussain
- Heritage and Cultural Tourism – Romila Chawla
- Tourism products - Robinet Jacob, Sindhu, Mahadevan
- Cultural tourism - Harish Badan

Learning Outcomes:

- To acquire the knowledge of tourism resources of India.
- To enhance the knowledge of the tourism resources of North America and South America.
- To enhance the knowledge of the tourism resources of Africa, the Middle East
- To enhance the knowledge of the tourism resources of Europe
- To enhance the knowledge of the tourism resources of Asia and Australia

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	3	-	2	-	2	-	1	1	3
CO2	2	1	-	3	-	2	2	1	1	-	2	2
CO3	2	3	2	1	1	-	2	1	2	1	2	-
CO4	2	3	1	-	2	3	1	-	3	2	-	1
CO5	2	-	2	3	-	2	-	2	1	1	1	1
W.A	2	2	1.75	2.5	1.5	2.25	1.6	1.5	1.75	1.25	1.5	1.75

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	IV	
Course code	Course Name	Credit/Distributions	
23C4T6	Tourism Planning & Development	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To understand tourism planning in destination management and development.
- To know the institutional support in tourism destination development.
- To study the concept of sustainable tourism planning and development.

Unit I

8 Hours

- **Tourism Planning:** Common Features of Tourist Destinations – Components of Destination Amalgam. –Essential Facilities and Services For Tourism Development- Conceptual Meaning Of Tourism Planning- Destination Planning Process And Analysis – Types -Levels of Tourism Planning - Assessment of Tourism Potential of A Destination.

Unit II

08 Hours

- **Tourism Destination Image Development** - Attributes of Destinations: Pearson's Determined Image, Measurement of Destination Image – Tourism Destination Branding Perspectives and Challenges-Creating the Unique Tourism Destination Proposition – Tourism Destination Image Formation Process; Unstructured Image - Product Development and Packaging - Destination Branding and the Web-Case Study.

Unit III

06 Hours

- **Tourism Destination Promotion and Publicity** - Ten 'A's Framework for Tourism Destinations -Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies - Role of DMOs in Destination Marketing Strategies.

Unit IV**10 Hours**

- **Institutional Support:** Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners -Characteristics of Rural Tourism Plan - Environmental Management Systems – Destination Vision- The Focus of Tourism Policy: The Competitive Sustainable Tourism Destination. (Destination Mapping- Practical Assignment).

Unit V**08 Hours**

- **Sustainable Tourism:** Definition – Forces Which Promote Sustainable Tourism – Economic Forces Which Resist– Principles– Carrying Capacity–Forms - Planning For Sustainable Tourism Development-Environmental Impact Assessment.

Books for Reference:

- Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination Branding: Creating the Unique Proposition, Butterworth and Heinemann.
- Richard W. Butler (2006), The Tourism Area Life Cycle: Applications and Modifications, Channel View Publications. Praveen Seth- Successful tourism planning and Management, Cross-section Publications.
- Dash M.C. (1993) Fundamentals of Ecology (New Delhi), Tata McGraw Hill Co. Ltd., Publishing Co. Ltd.)
- Eagles P.F.J. 1987. The Planning and Management of Environmentally sensitive areas. (U.S., A. Longman).

Course Outcomes:

- To acquire the theoretical background of tourism planning, and destination development.
- To enhance the concepts related to institutional support in tourism destination image development.
- To acquire knowledge of tourism destination promotion and publicity
- To enhance the concepts related to institutional support, PPP, National, WTO,rural, and environmental management.
- To acquire the knowledge of the concept of sustainable tourism planning and development

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	-	3	-	2	1	-	2	1	3
CO2	2	1	1	2	-	3	2	2	-	1	2	2
CO3	2	3	1	2	1	2	-	1	2	1	-	2
CO4	2	1	2	-	3	2	1	-	2	-	1	-
CO5	2	1	-	2	1	1	3	2	2	1	2	1
W.A	2	1.4	1.5	2	2	2	2	1.5	2	1.25	1.5	2

Course Nature	Course Area	Semester	
Elective	Tourism & Travel Management	IV	
Course code	Course Name	Credit/Distributions	
23C4T7	Meeting, Incentive, Conference & Exposition Tourism	(L-2: T-0:P-1) Credit – 03	
		C1+C2	30 Marks
		C3	70 Marks

Course Objectives:

- To know about event management, MICE industry, and its contribution to the tourism sector
- To understand the techniques and strategies for organizing successful meetings, conferences, trade fairs, and incentive tours
- To acquire the knowledge of competencies to market and promote MICE tourism

Unit 1

10 Hours

- **Introduction to Event Management:** Meaning- Characteristics, Size and Type of Events, Event Team, Code of Ethics, Stakeholders in the Industry - Five C's of Event Management
- Nature, Scope, Significance, and Trends of Event Business - Roles and Functions of Technical Staff and Event Manager - Purpose of Event, Developing Theme of the Event, Venue Selection, Participants, Financial, Date and Time Factors, Sponsors - Designing the Layout, Decoration, Technical Equipment, Catering Services, Logistical Elements, Feasibility, Legal Issues.

Unit II

08 Hours

- **MICE and Professional Meeting Planning:** Meaning, Nature, Scope and Importance of MICE Tourism - Sectors Involved in MICE (Hotel, Transportation, Attractions) – Planning Process - Economic and Social Significance of MICE-Professional Meeting Planning: Meaning, Types and Roles, Associate, Corporate and Independent Meeting Planners - Travel Agents and Tour Operators as Meeting Planners - Responsibilities/Role of Meeting Planners – Current Meeting Technologies.

Unit III**07 Hours**

- **Conference/Convention and Events Venues:** Concept and Types-Conference Venues- Facilities, Check-Inland Check-Out Procedures, Requirements; Conference Room Lay-Outs; Conventions-Meaning, Significance and Process, Convention Manager -Convention Visitor Bureaus – Functions, Structure and Funding Sources, Conference Facilities in India Role and Functions of ICPB and ICCA.

Unit IV**08 Hours**

- **Trade Shows and Exhibitions/Expositions:** Types of Shows, Benefits of Exhibitions, Participant Decision Making Process, Contract Negotiations – Principles, Steps, Negotiation with Hotels, Airlines, and Ground handlers. Case Studies: Tourism Festivals – Ellora Festival, Taj Festival, Khajuraho Festival, Dasara Festival, Hampi Festival - Trade Fairs: World Travel Mart ITB, TTW, PTM and TTF.

Unit V**07 Hours**

- **Incentive Tour and Marketing, Promotion of MICE:** Concepts, Trends, Growth, and Characteristics - Organizing and Special Requirements/Checklists - Nature of MICE Markets - Demand, Segmentation, Targeting and Positioning Techniques, Marketing Channels, Process of MICE E-Marketing, SWOT Analysis, DMO's and DMC's and their Role in Promotion of the Destination.

BOOKS FOR REFERENCE:

- Event Planning Ethics and Etiquette: A Principled Approach to the Business – Judy Allen
- Event Planning –Judy Allen
- Meeting Spectrum – Rudi. R Right
- Meeting Conventions and exposition and introduction to industry – Rhoda J. Montgomery
- Global Meetings and Exhibition - Carol Krugman and Rude R.Wright

Practical Components:

- Identify 5 major companies in service sectors that have generated employment opportunities in India
- Visit 2 Car dealers and gather information on expectations and satisfaction from customers about recently introduced car
- Visit a major Hospital and gather data to analyze the service gap experienced by the patients

Course Outcomes:

- To acquire the knowledge of event management and its contribution to the tourism sector
- To enhance the knowledge of event planning
- To acquire the theoretical background of conference and conventions requirements and functionalities
- To acquire the theoretical background of trade show and exhibition requirements and functionalities
- To acquire the knowledge of incentives, and competencies to market and promote MICE tourism

CO/PO ARTICULATION MATRIX												
CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	1	2	2	2	-	-	1	1	3	-	1
CO2	2	2	-	1	2	3	2	-	1	1	2	3
CO3	2	1	1	2	-	2	-	1	1	2	-	1
CO4	2	2	3	-	2	-	1	1	2	3	2	2
CO5	2	1	1	2	-	2	-	2	-	2	3	1
W. A	2	1.4	1.75	1.75	2	2.3	1.5	1.25	1.25	2.2	2.3	1.6