

DEPARTMENT OF MANAGEMENT STUDIES



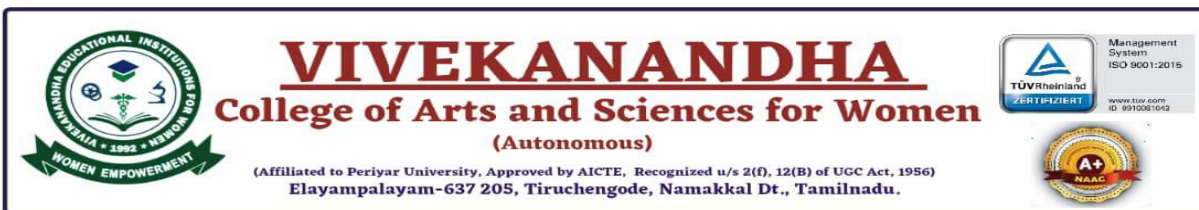
M.B.A (MASTER OF BUSINESSADMINISTRATION)

PROGRAMME CODE: PBA

**UNDER AUTONOMOUS OUTCOME BASED
AND
TANSCHÉ**

**VIVEKANANDHA EDUCATIONAL INSTITUTIONS
ANGAMMAL EDUCATIONAL TRUST**

ACADEMIC YEAR 2023 – 2024



Programme Outcomes (POs)

K1 : Remember, K2 : Understand, K3 : Apply, K4 : Analyse, K5 : Evaluate, K6 : Create

PO No	Programme Outcome	Knowledge Level
PO1	Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems	K2
PO2	Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.	K1
PO3	Ethical Value: Ability to develop value based leadership attributes	K4
PO4	Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.	K3
PO5	Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.	K5
PO6	Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge	K6
PO7	Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.	K6
PO8	Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.	K4

Programme Specific Outcomes (PSOs)

PSO No	Programme Specific Outcome
PSO1	Equip students with the necessary knowledge and managerial skills and competencies to occupy positions of management and administration in business, industry, public system, and the government
PSO2	Develop the ability to examine and analyze the impact of the changing environment and to respond appropriately at the tactical and strategic levels.
PSO3	Develop essential decision-making, critical and creative thinking, leadership, and entrepreneurial abilities.
PSO4	The ability to employ innovative career paths to acquire entrepreneurial traits to evaluate and manage their own business successfully

Program Educational Outcomes (PEOs)

PEO No	Programme Specific Outcome
PEO1	Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations
PEO2	Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills..
PEO3	Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.
PEO4	Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.
PEO5	Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

SEMESTER-I							
S. No	Subject Code	Subject Name	Credits	Hrs/Week	Marks		
					CIA	External	Total
1	23P1BAC01	Core-1: Management Principles and business ethics	4	5	25	75	100
2	23P1BAC02	Core-2:Quantitative techniques and research methods in business	3	5	25	75	100
3	23P1BAC03	Core-3:Managing Organizational behavior	4	5	25	75	100
4	23P1BAC04	Core-4:Accounting For Managers	3	5	25	75	100
5	23P1BAC05	Core-5:Managerial Economics	4	4	25	75	100
6	23P1BAC06	Core -6- Legal Systems in Business	4	2	25	75	100
7	23P1BADE01	DSE-1: Entrepreneurship Development	3	2	25	75	100
8	23P1BAS01	Soft Skills-I EXECUTIVE COMMUNICATION	2	2	25	75	100
		TOTAL	27	30			

SEMESTER-II							
S. No	Subject Code	Subject Name	Credits	Hrs/Week	Marks		
					CIA	External	Total
1	23P2BAC07	Applied Operations Research	4	4	25	75	100
2	23P2BAC08	Human Resource Management	4	4	25	75	100
3	23P2BAC09	Marketing Management	4	4	25	75	100
4	23P2BAC10	Operations Management	4	4	25	75	100
5	23P2BAC11	Financial Management	4	4	25	75	100
6	23P2BAC12	Strategic Management	4	4	25	75	100
7	23P2BADE02	International Business	3	4	25	75	100
8	23P2BACP01	Soft Skills III – Computing Skills	2	2	40	60	100
		TOTAL	29	30			

Semester - III				HRS/ WEEK	INT	EXT	TOTAL
S. No	Sub. code	Sub. Name	Credits				
1.	23P3BAC13	Core-1: Information systems for business	4	3	25	75	100
2.	23P3BAE01	Elective 1	3	3	25	75	100
3.	23P3BAE02	Elective 2	3	3	25	75	100
4.	23P3BAE03	Elective 3	3	3	25	75	100
5.	23P3BAE04	Elective 4	3	3	25	75	100
6.	23P3BAE05	Elective 5	3	3	25	75	100
7.	23P3BAE06	Elective 6	3	3	25	75	100
8.	23P3BAPR01	Internship	1	2	40	60	100
9.	23P3BAHR01	Human Rights	2	2	25	75	100
		Total	25	30			

Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.

Specialization offered

1. Human Resource Management
2. Finance Management
3. Marketing Management
4. System Management
5. Logistics and Supply Chain Management
6. Hospital Management

IV SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst.	Hours	Marks		
										CIA	External	Total
	#Project Work & Viva- Voce	Core	-	-	-	Y	10	-	75	225	300	

L-Lecture

T-Tutorial

P- Practical

O-Project

#The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).

SEMESTER-1

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC01	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture- Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	CO1		
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	CO2		
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.							12	CO3		
IV	Leadership and Control: Leadership: Approaches to							12	CO4		

	Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action – An Integrated Control system in an Organization – Management by Exception (MBE) –		
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and-CSR Models.	12	CO5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6,	
CO2	Possess knowledge on planning & decision making.	PO1, PO2	
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6,	
CO4	Learn leadership, communication and controlling skills.	PO4, PO5	
CO5	Have better understanding on business ethics and social responsibility.	PO3,	
Reading List			
1.	https://deb.ugc.ac. In		
2.	http://www.managementconcepts. Com		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
References Books			
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan.2011.		
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1				2		2
CO 2	2	3				
CO 3					2	2
CO 4				3	3	
CO 5			3			

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							17	CO1		
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.							10	CO2		
III	Data Preparation and Analysis: Data Preparation -							15	CO3		

	Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis - Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.		
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	CO4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6,	
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
CO5	Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion.	PO4, PO6	
Reading List			
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf		
2.	https://study.com/academy/topic/probability.html		
3.	https://onlinecourses.nptel.ac.in/noCO18_ma07/preview		
4.	https://hbr.org/1964/07/decision-trees-for-decision-making		
References Books			
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.		

2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1	3	3				3
CO 2				3		3
CO 3				2		2
CO 4				2		2
CO 5				2		3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC03	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	CO1		
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting							12	CO2		

	theory, Self- efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.		
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	CO3
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	CO4
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6,	
Reading List			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	Journal of Organizational Behaviour – wiley Online Library		

References Books	
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1				2		
CO 2			3			3
CO 3		3		3	3	
CO 4					3	
CO 5						3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC04	Accounting For Managers	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	CO1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis-Distinction between Fund Flow and Cash Flow Statement – problem.							12	CO2		
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.							12	CO3		
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets,							12	CO4		

	master budget and Cash Budget - Problems - Zero Base Budgeting.		
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software-Open Source.	12	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6	
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6	
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6	
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6	
Reading List			
1.	http://files.rajeshhindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf		
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf		
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf		
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management		
References Books			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1						2
CO 2	3	3		3		3

CO 3	3	3	3			3
CO 4	3	3				3
CO 5		3	3	3		3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC05	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	CO1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	CO2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.							12	CO3		
IV	Macro Economic Variables – National Income-							12	CO4		

	Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning		
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	CO5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6	
CO3	Have better idea and understanding about production function and market structure	PO6	
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO6	
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO6	
Reading List			
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530		
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207		
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857		
4.	The Indian Economic Journal - SAGE Journals		
References Books			
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		

3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1		2		3		
CO 2				3		2
CO 3						3
CO 4						2
CO 5						3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAC06	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	<p>The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.</p>							12	CO1		
II	<p>Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.</p> <p>Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics</p>							12	CO2		

III	<p>Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p>Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>	12	CO3
IV	<p>Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.</p>	12	CO4
V	<p>Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.</p>	12	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have knowledge on understandings on law of contract.	PO4, PO6	
CO2	Know the sale of Goods & Negotiable instrument act.	PO6	
CO3	Have understandings on partnership and company law	PO6	
CO4	Have familiarize with various labour laws.	PO5, PO6	

CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO6
Reading List		
1.	http://www.legalserviceindia.com/article/	
2.	http://www.freebookcentre.net/Law/Law-Books.html 2	
3.	https://www.mooc-list.com/course/business-law-wma	
4.	https://ilj.law.indiana.edu/	
References Books		
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
5.	Intellectual Property Laws, Universal Law Publishing, 2012.	
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1				2		2
CO 2						2
CO 3						2
CO 4					2	2
CO 5						2

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BADE01	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.							9	CO1		
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms							9	CO2		
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels							9	CO3		
IV	Business Plan Preparation: Benefits of a Business Plan							9	CO4		

	– Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas		
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	CO5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to know about growth of entrepreneurship in India	PO4	
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO2	
CO3	Obtain knowledge on new venture creation	PO1,PO6	
CO4	Be able to prepare a business plan	PO4	
CO5	Gian knowledge on various types of financing available for new ventures.	PO5	
Reading List			
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf		
2.	https://www.cengage.com/highered		
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum		
4.	The International Journal of Entrepreneurship and Innovation		
References Books			
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.		
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.		
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.		
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1				3		
CO 2		3				
CO 3	3					2
CO 4				3		

CO 5					3	
------	--	--	--	--	---	--

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P1BAS01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	25	75	100
Course Objectives											
CO1	To acquire communication awareness they are going to get for the industry.										
CO2	To make the customer realize that you can provide them with information and other essential things										
CO3	To explore the skill of writing business proposals										
CO4	To develop a plan for the meetings and interviews										
CO5	To analyze the skills required for non-verbal communication										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	CO1		
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.							6	CO2		
III	UNIT III- Business Reports and Proposals: Structure							6	CO3		

	of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.		
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	CO4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	CO5
Total		30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6	
CO2	Development of skills on developing Business Correspondence	PO4, PO6	
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6	
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6	
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6	
Reading List			
1.	https://www.skillsyouneed.com/ips/communication-skills.html		
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers		
3.	http://skillopedia.com		
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills		
References Books			
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.		
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011		
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO 1				3		3
CO 2				3		3
CO 3				3		3
CO 4				3		3
CO 5				3		3

3-Strong

2-Medium

1-Low

SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC07	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	CO1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							12	CO2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	CO3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief							18	CO4		

	Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.		
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	CO5
Total		60	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7

Reading List

1.	www.cbom.atozmath.com
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_gt.pdf
3.	http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf
4.	https://www.journals.elsevier.com/operations-research-perspectives

References Books

1.	Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta,P.K.,andComboj,IntroductiontoOperationsResearch, S.Chand, 2014
3.	Hiller,F.,Liebermann,NagandBasu,IntroductiontoOperationsResearch,11 th Edition Paperback,TataMcGraw-HillPublishingCo.Ltd., 2021
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3 rd Edition – Paperback,New Age International Publishers, 2018
5.	Taha,H.A., OperationsResearch:AnIntroduction,10 th Edition,Pearson, 2019
6.	Vohra,N.D.,QuantitativeTechniquesinManagement, 5 th Edition,TataMcGrawHillEducationPvt.Ltd.,2017.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
--	------	------	------	------	------	------	------	------

CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC08	HumanResourceManagement	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
CO1	To embark importance of HRM role, functions and need										
CO2	To assimilate theoretical and practical implications of HRP										
CO3	To critically use appropriate training tools										
CO4	To analyze and implement an effective performance management										
CO5	To extrapolate and design compensation management techniques										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction of Human Resource Management:Importance of Human Resources,Definition and Objectives of Human Resources Management, Qualities of a good HRmanager – Evolution and growth of Human Resource Management in India. FunctionsofHuman Resource Management.Strategic HumanResource Management(SHRM).HumanResourcePolicies:Need,ty peandscope,HumanResourceAccountingandAudit- Gig Economy.							12	CO1		
II	HumanResourcePlanning (HRP): Human Resources Planning:Long and Short term planning, Job Analysis, Skillsinventory,JobDescription,JobSpecificationandSuc cessionPlanning,StrategicHumanResourcePlanning. Recruitment and selection: Purposes, types and methods of recruitment and selection,Relative meritsanddemeritsofthedifferentmethods, Recruitment andSocialMedia. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews,Reduction ofattritionrate- Attrition and retention management							12	CO2		
III	Training,Development &CareerManagement: ImportanceandbenefitsofTrainingandDevelopment,Typ							12	CO3		

	esofTrainingMethods,ExecutiveDevelopmentPrograms ,ConceptandprocessofCareerManagement; Competency mapping, Knowledge Management & Talent Management.		
IV	PerformanceManagement: Importance, process and Methods: Ranking, rating scales, critical incident method,Removing subjectivity from evaluation, MBO as a method of appraisal, PerformanceFeedback,OnlinePMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	CO4
V	CompensationManagement: WageandSalaryAdministration:JobEvaluation,Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of LivingIndex and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial andnon-financialincentives,Productivity-linkedBonus,CompensationCriteria,RewardsandRecognition.	12	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6	
CO2	Implement appropriate HRP in workplace.	PO6	
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
CO4	Demonstrate managing performance of human resources.	PO6, PO7	
CO5	Design and justify compensation framework.	PO4, PO6, PO7	
Reading List			
1.	https://businessjargons.com/performance-management.html		
2.	https://www.hr-guide.com/data/G400.htm		
3.	https://www.managementstudyguide.com/training-development-hr-function.htm		
4.	https://www.tandfonline.com/toc/rjih20/current		
References Books			
1.	Ashwathappa,K.,HumanResourceManagement,9 th Edition,TataMcGraw-HillEducation Pvt.Ltd.,2021.		
2.	Ivanecovich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-HillEducation Pvt.Ltd.,2020.		
3.	Gary Dessler & Biju Varrkey,HumanResourceManagement,16 th Edition, PearsonIndiaPvt.Ltd.,2020.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC09	Marketing Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
C2	To provide with opportunities to analyze marketing activities within the firm.										
C3	To analyze and explore the buyer behavior pattern in marketing situations.										
C4	To understand the branding, pricing and strategies in marketing a product.										
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	CO1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	CO2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	CO3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market							12	CO4		

	Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.	12	CO5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
Reading List			
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.ama.org/ama-academic-journals/		
4.	https://www.emerald.com/insight/publication/issn/0736-3761		
References Books			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong 2-Medium 1-Lo

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC10	Operations Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective-Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	CO1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-							12	CO2		

	Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	12	CO3
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	CO4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	

Reading List	
1.	www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom
References Books	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC11	Financial Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	CO1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	CO2		
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.							12	CO3		
IV	Capital structure - Factors influencing capital structure							12	CO4		

	– optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.		
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	CO5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019		
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education		

	Pvt. Ltd., 2017.
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BAC12	Strategic Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							12	CO1		
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.							12	CO2		
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.							12	CO3		
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS							12	CO4		
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership							12	CO5		

	Strategic Control: Measurement in Performance-Problems in Measurement of Performance-Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7	
CO2	Be social and ethically responsible.	PO3, PO8	
CO3	Possess insights on making environmental analysis.	PO3, PO8	
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7	
Reading List			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – www.opentextbooks.org.hk		
4.	Mastering Strategic Management – www.saylor.org .		
References Books			
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.		
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.		
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.		
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P2BADE02	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business-Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							9	CO1		
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education —Culture and the Workplace — Cultural Change — Cross-cultural							9	CO2		

	Literacy — Culture and Competitive Advantage.		
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU-PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP- GSP-SAPTA-Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	CO3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	CO4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure forexport of goods- Quality Control and Pre-shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	CO5
	Total	45	
Course Outcomes			
Course	On completion of this course, students will;	Program Outcomes	

Outcomes		
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8

Reading List

1.	www.internationalbusinesscorporation.com
2.	www.business-ethics.org
3.	https://www.jstor.org/journal/jintebusistud
4.	Journal of International Business and Management (JIBM)

References Books

1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills II - Business Etiquette	Soft Skills	-	-	2	-	2	30	25	75	100
Course Objectives											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	CO1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.							6	CO2		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling							6	CO3		

	rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines		
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues- Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	CO4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects- Cultural Highlight: China-Cultural Highlight: India.	6	CO5
Total		30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23P2BACP01	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	25	75	100	
Course Objectives												
C1	To create awareness and understanding on the basic functions of MS Excel											
C2	To elucidate the students on the various advanced functions of MS Excel											
C3	To educate the students on MS Access and its application in database management											
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs											
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.											
SYLLABUS												
UNIT	Details							No. of Hours	Course Objectives			
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.							6	CO1			
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical							6	CO2			
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.							6	CO3			
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,							6	CO4			
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print							6	CO5			
Total							30					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				

CO1	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7

Reading List

1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2.	Richard Rost, Learning MS Access Kindle Edition, 2013
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4.	Valarie Lestourgeon, A Beginner’s Guide to GCP, Kindle Edition, 2021

References Books

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				3		3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low

SEMESTER III

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23P3BAC13	Information Systems for Business	Core	4	-	-	-	4	45	25	75	100
Course Objectives											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system- The management, structure and activities- Information needs and sources- Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	CO1		
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	CO2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	CO3		
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database-							12	CO4		

	Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.		
V	EnterpriseResourcePlanning(ERP)System,Benefitsofthe ERP,ERPHowdifferentfrom conventional packages , Need for ERP , ERP components , Selection of ERPPackage, ERP implementation,Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12	CO5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7	
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
Reading List			
1.	Information Systems for Business and Beyond – opentextbooks.site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.		
References Books			
1.	Azam,M., ManagementInformationSystem,McGrawHillEducation,2012		
2.	Laudon,K.,Laudon,J.andDass,R.,ManagementInformationSystems– ManagingtheDigitalFirm,11 th Edition, Pearson,2010.		
3.	Murdick,R.G.,Ross,J.E.andClaggett,J.R.,InformationSystemsforModernManagement,3 rd Edition,PHI,2011.		
4.	O’Brien,J.A.,Morakas,G.M.andBehl,R.,ManagementInformationSystems,9 th Edition,TataMcGraw-HillEducation,2009.		

5.	Saunders,C.S.andPearson,K.E.,ManagingandUsingInformationSystems,3 rd Edition, WileyIndiaPvt.Ltd.,2009.
6.	Stair,R.andReynolds,G.,InformationSystems,10 th Edition,CengageLearning,2012 .

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills IV – Leadership & Team Building Skills	Soft Skills	-	-	2	-	2	30	25	75	100
Course Objectives											
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
C3	To understand how to form, manage and lead the team.										
C4	To understand the measures of conflict in a team										
C5	To explore team roles & processes in developing and managing a team										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	CO1		
II	Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	CO2		
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.							6	CO3		
IV	Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	CO4		
V	Exploring team roles & processes: mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	CO5		
Total							30				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7

Reading List

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

References Books

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3	3	3	3	
CO 2				3	3	3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	3	45	25	75	100	
Course Objectives												
C1	To learn about the employability skills											
C2	To understand dimensions of task oriented skills											
C3	To study on critical problem-solving techniques											
C4	To develop employability skills											
C5	To understand the logical and reasoning skills											
SYLLABUS												
UNIT	Details							No. of Hours	Course Objectives			
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	CO1			
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	CO2			
III	INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	CO3			
IV	RESUME WRITING Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	CO4			
V	Arithmetic and Logical Reasoning Skills – Exercise.							9	CO5			
	Total							45				
Course Outcomes												
Course Outcomes	On completion of this course, students will;											
CO1	Acquire employability skills							PO4, PO6, PO7				

CO2	understand dimensions of task oriented skills	PO4, PO6, PO7
CO3	study on critical problem-solving techniques	PO4, PO6, PO7
CO4	develop employability skills	PO4, PO6, PO7
CO5	understand the logical and reasoning skills	PO4, PO6, PO7
Reading List		
1.	https://www.jobjumpstart.gov.au/article/what-are-employability-skills	
2.	https://www.simplilearn.com/why-are-employability-skills-important-article	
3.	https://blog.hubspot.com/marketing/employability-skills	
4.	https://www.indeed.com/career-advice/finding-a-job/employability-skills	
References Books		
1.	Soft Skills, Dr. K. Alex	
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.	
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.	
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.	
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.	
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

3-Strong 2-Medium 1-Low

Code: 23P3BAFR01	Human Rights	L	T	P	C
		Y	-	-	2
Course Objectives:					
<ul style="list-style-type: none"> To impart the basic ideas about Human Rights at post graduation level It provides different aspects of human rights which includes children and women. Students can learn not only their basic rights also can understand the duties to be carried out in the day to day life. 					
Expected Course Outcomes:					
On the successful completion of the course, student will be able to:					
CO1	The basics and both national and State initiatives on human rights are defined				K2
CO2	Basic and additional types of rights are introduced to the students				K5
CO3	Specific rights for women, children and reproductive rights are explained				K2
CO4	Gender inequality that exists and initiatives taken by the government are educated to the students				K6
CO5	Different dimensions of Human rights and its redressal mechanisms are introduced to them				K1
K1-Remember;K2-Understand;K3-Apply;K4- Analyze;K5-Evaluate;K6–Create					

Unit–I Introduction to Human Rights

3 hours

Human Rights: Meaning & Definitions Origin and Growth of Human Rights in World-Needs of Human Rights- Constitutional Provision for Protection of Human Rights NHRCI about NHRC - Composition, SHRC (Tamil nadu) about SHRC - Composition. Universal Declaration of Human Rights, 1948 - Human Rights Act, 1993.

Unit–II Classification of Human Rights

3 hours

Types - Moral, Legal, and Fundamental Rights - Right to Equality - Right to Liberty Freedom of Religion - Right to Education Right to Take Food - Right to wear clothes - Right to life -Rights to Dignity -Right against Exploitation Right to work - Right to Personal Freedom -Right to Freedom of Expression Right to information -Right to Clean Environment

Unit–III Rights of Women and Children

3 hours

Rights of Women Gender Equity Female Feticide and Infanticide and Sex Selective Abortion- Physical Assault and Sexual Harassment Domestic Violence - Violence at Work Place Right for Equal Pay Measures. Campaigns for Health and Reproductive Rights in India - Campaign against Sex-selective Abortions and Amniocentesis and Population Control Policies

Remedial -Rights to Children - Child and Family - Child labor - child Adoption - child education - child abuse and exploitation - juvenile justice.

Unit–IV Gender Equity

3 hours

Gender Inequality Index (GII): Introduction and indicators Issues on Gender inequality Gender-Based Violence, Unequal Access to Education, Invisible Labor, Gender Wage Gap, Child Marriage Government

Initiatives in India - Constitution (106th Amendment) Act, 2023 Women Reservation Act, 2023 - Gender Budget - Bet Bachao Beti Padhao (BBBP), Sukanya Samridhi Yojna (SSY), Nirbhaya Fund Framework, Prathan Mantri Mudra Yojana (PMMY)

Unit–V Multi - Dimensional aspects of Human Rights and Redressal Mechanism **3 hours**

Labor Rights- Bonded Labor - Contract Labor -Migrant Labor - Domestic Women Labor - Rights of Ethnic Refugees Problems and Remedies - Role of Trade Union in protecting the Rights of Laborers. Redressal Mechanisms at National and International Levels -Rights to Information Act, 2005 - Central Information Commission - powers and functions - State information Commission - powers and function

Total Lecture hour = 30

Text Book(s)

- Baradat Sergio and Swaronjali Ghosh. Teaching of Human Rights: Dominant Publishers and distributors, New Delhi, 2009.
- Roy A.N. Human Rights Achievements and challenges: Vista international Publishing house, Delhi, 2005.

- Asish Kumardas and Prasant Kumar Mohanty. Human Rights in India: Sarup and Sons. New Delhi. 2007.
- Meena, P.K. Human Rights theory and practice: Murali Lal and Sons, New Delhi, 2008.

Reference Books

- Bhavani Prasad Panda. Human Rights Development and environmental law: Academic excellence, Delhi, 2007. Vishwanathan. V.N. Human Rights Twenty First Century Challenges: Kalpaz Publications, New Delhi, 2008.
- Ansari, M.R. Protecting Human Rights: Max Ford Books, New Delhi, 2006.
- Rao, M.S.A. Social Movements in India - Social Movements and Social Transformation in India Vol.1 & 2: Manohar A publications, New Delhi. 1978.
- Human Rights Education for Beginners, Prepared by Karnataka Women's Information and Resource Centre for NATIONAL HUMAN RIGHTS COMMISSION. (3rd & 4th units).

Related Online Contents [MOOC, SWAYAM, NPTEL, Websites etc.]

- <https://www.indiacode.nic.in/handle/> (5th Unit)
- <https://www.drishtias.com/> (4th Unit)
- <https://www.drishtias.com/daily-updates/daily-news->

MAPPING

COs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	M	S	M	L	M	S
CO3	M	S	M	L	M	S
CO3	M	S	M	L	M	S
CO4	M	S	M	L	M	S
CO5	M	S	M	L	M	S

*S-Strong; M-Medium; L-Low

SEMESTER IV

IV SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	#Project Work & Viva- Voce	Core	-	-	-	Y	10	-	75	225	300

L-Lecture

T-Tutorial

P- Practical

O-Project

#The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).

SPECIALIZATION COURSES

Specialization Courses: Finance Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100
2	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
3	Tax Management	Elective	3	-	-	1	3	3	25	75	100
4	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
5	Derivatives Management	Elective	2	-	1	-	3	3	25	75	100
6	Banking and Insurance	Elective	2	-	1	-	3	3	25	75	100
7	Behavioural Finance	Elective	2	-	1	-	3	3	25	75	100
8	Financial Modelling	Elective	2	-	1	-	3	3	25	75	100
9	Capital Markets and Financial Services	Elective	2	-	1	-	3	3	25	75	100
10	Financial Planning and Wealth Management	Elective	2	-	1	-	3	3	25	75	100
11	Fixed Income Securities	Elective	3	-	-	-	3	3	25	75	100
12	Fintech and Investment Analysis [@]	Elective	-	-	3	-	3	3	40	60	100
13	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
14	Risk Management in Banks	Elective	2	-	1	-	3	3	25	75	100

Specialization Courses: Marketing Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Advanced Marketing Research and Consumer Behaviour	Elective	3	-	-	-	3	3	25	75	100
2	Advertising Management and Sales Promotion	Elective	3	-	-	-	3	3	25	75	100
3	Sales and Distribution Management	Elective	3	-	-	-	3	3	25	75	100
4	Brand Management	Elective	3	-	-	-	3	3	25	75	100
5	Industrial Marketing	Elective	3	-	-	-	3	3	25	75	100
6	Services Marketing	Elective	3	-	-	-	3	3	25	75	100
7	Customer Relations Management	Elective	3	-	-	-	3	3	25	75	100
8	Retail Marketing	Elective	3	-	-	-	3	3	25	75	100
9	Rural Marketing	Elective	3	-	-	-	3	3	25	75	100
10	International Marketing	Elective	3	-	-	-	3	3	25	75	100
11	Advanced Selling and Negotiation Skills	Elective	3	-	-	-	3	3	25	75	100
12	Channel Management Strategies	Elective	3	-	-	-	3	3	25	75	100
13	Customer Engagement Marketing	Elective	3	-	-	-	3	3	25	75	100
14	Digital Marketing	Elective	3	-	-	-	3	3	25	75	100
15	Marketing Analytics	Elective	3	-	-	-	3	3	25	75	100
16	Marketing Metrics	Elective	3	-	-	-	3	3	25	75	100
17	New Product Strategies	Elective	3	-	-	-	3	3	25	75	100
18	Strategic Marketing	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
2	Performance Management	Elective	3	-	-	1	3	3	25	75	100
3	Organizational Development	Elective	3	-	-	1	3	3	25	75	100
4	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100
5	Career Management	Elective	3	-	-	1	3	3	25	75	100
6	Emotional Intelligence for Managerial Effectiveness	Elective	3	-	-	1	3	3	25	75	100
7	HR Analytics	Elective	2	-	1	-	3	3	25	75	100
8	Learning and Development	Elective	2	-	1	-	3	3	25	75	100
9	Organizational Change	Elective	2	-	1	-	3	3	25	75	100
10	Strategic HRM	Elective	3	-	-	1	3	3	25	75	100
11	Talent Management	Elective	3	-	-	1	3	3	25	75	100
12	Workplace counselling	Elective	2	-	1	-	3	3	25	75	100
13	Human Capital Planning	Elective	2	-	1	-	3	3	25	75	100
14	Human Resources Information System	Elective	2	-	1	-	3	3	25	75	100
15	Stress Management	Elective	2	-	1	-	3	3	25	75	100
16	Competency mapping	Elective	2	-	1	-	3	3	25	75	100
17	International HRD	Elective	3	-	-	-	3	3	25	75	100
18	Compensation and Rewards Management	Elective	2	-	1	-	3	3	25	75	100

(An exclusive HRM lab with simulation, AI facilities as a common facility region wise is suggested)

Specialization Courses: Systems Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Database Management System	Elective	3	-	-	-	3	3	25	75	100
2	System Analysis and Design	Elective	3	-	-	-	3	3	25	75	100
3	Decision Support System	Elective	3	-	-	-	3	3	25	75	100
4	E – Business	Elective	3	-	-	-	3	3	25	75	100
5	Internet of Things	Elective	3	-	-	-	3	3	25	75	100
6	Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
7	Enterprise Resource Planning	Elective	3	-	-	-	3	3	25	75	100
8	Software project and quality management	Elective	3	-	-	-	3	3	25	75	100
9	Data Warehousing	Elective	3	-	-	-	3	3	25	75	100
10	Deep Learning and Artificial Intelligence	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Logistics and Supply Chain Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Supply Chain Management	Elective	3	-	-	-	3	3	25	75	100
2	Principles and Practice of Logistics Management	Elective	3	-	-	-	3	3	25	75	100
3	Inventory & Warehousing Management	Elective	3	-	-	-	3	3	25	75	100
4	Domestic and International Logistics	Elective	3	-	-	-	3	3	25	75	100
5	Purchasing Management	Elective	3	-	-	-	3	3	25	75	100
6	Logistics legal framework and Maritime documents	Elective	3	-	-	-	3	3	25	75	100
7	Export & Import Management	Elective	3	-	-	-	3	3	25	75	100
8	Strategic Logistics Management	Elective	3	-	-	-	3	3	25	75	100
9	Distribution Management	Elective	3	-	-	-	3	3	25	75	100
10	Multi-Modal Transportation	Elective	3	-	-	-	3	3	25	75	100
11	Logistics Infrastructure	Elective	3	-	-	-	3	3	25	75	100
12	Shipping Finance and Maritime Insurance	Elective	3	-	-	-	3	3	25	75	100
13	Packaging and Material Handling	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Hospital Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Health Policy and Health Care System	Elective	3	-	-	-	3	3	25	75	100
2	Hospital Planning and Administration	Elective	3	-	-	-	3	3	25	75	100
3	Hospital Records Management	Elective	3	-	-	-	3	3	25	75	100
4	Hospital Core Services	Elective	3	-	-	-	3	3	25	75	100
5	Hospital Support Services	Elective	3	-	-	-	3	3	25	75	100
6	Quality Assurance in Health Care	Elective	3	-	-	-	3	3	25	75	100
7	Operations Management in health care	Elective	3	-	-	-	3	3	25	75	100
8	Health care Governance and Technology	Elective	3	-	-	-	3	3	25	75	100
9	Total Quality Management in Hospital	Elective	3	-	-	-	3	3	25	75	100
10	Health care accreditation and Law	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Business Analytics

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Fundamentals of Business Analytics	Elective	3	-	-	-	3	3	25	75	100
2	Data Analytics with R Programming	Elective	3	-	-	-	3	3	25	75	100
3	Business Analytics Using Python	Elective	3	-	-	-	3	3	25	75	100
4	Data Visualization	Elective	3	-	-	-	3	3	25	75	100
5	Data Analytics in Business Functional Areas	Elective	3	-	-	-	3	3	25	75	100
6	Data Science	Elective	3	-	-	-	3	3	25	75	100
7	Business Intelligence, Big Data, Cloud Computing	Elective	3	-	-	-	3	3	25	75	100
8	Block Chain Technology	Elective	3	-	-	-	3	3	25	75	100
9	Software Project Management	Elective	3	-	-	-	3	3	25	75	100
10	Design and Analysis of Algorithm	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Entrepreneurship and Family Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Introduction to Entrepreneurship	Elective	3	-	-	1	3	3	25	75	100
2	Family Business	Elective	3	-	-	1	3	3	25	75	100
3	Entrepreneurial Marketing and Sales Strategy	Elective	3	-	-	1	3	3	25	75	100
4	Financial Institutions and Funding for Entrepreneurs	Elective	2	-	1	-	3	3	25	75	100
5	Effective Business Plan Preparation	Elective	3	-	-	1	3	3	25	75	100
6	Entrepreneurial Innovation, Management and Design Thinking	Elective	2	-	1	-	3	3	25	75	100
7	Managing start-ups	Elective	3	-	-	1	3	3	25	75	100
8	Designing and Configuring Business Models	Elective	3	-	-	1	3	3	25	75	100
9	International Business Venture environment	Elective	3	-	-	1	3	3	25	75	100

(Campus incubation centre, Non-technical business start-ups can be created in few campuses in every region for giving practical exposure)

Specialization Courses: Operations Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Project Management	Elective	3	-	-	-	3	3	25	75	100
2	Total Quality Management	Elective	3	-	-	-	3	3	25	75	100
3	Six sigma	Elective	3	-	-	-	3	3	25	75	100
4	Materials Management	Elective	3	-	-	-	3	3	25	75	100
5	Services Operations Management	Elective	3	-	-	-	3	3	25	75	100
6	Process Management	Elective	3	-	-	-	3	3	25	75	100
7	Product design	Elective	3	-	-	-	3	3	25	75	100
8	Supply chain Analytics	Elective	3	-	-	-	3	3	25	75	100
9	Operations Strategy	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Tourism and Hospitality Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Destination Tourism	Elective	3	-	-	-	3	3	25	75	100
2	Tourism Principles and Practices	Elective	3	-	-	-	3	3	25	75	100
3	Tourism Products of India	Elective	3	-	-	-	3	3	25	75	100
4	Strategic Tourism Management	Elective	3	-	-	-	3	3	25	75	100
5	Hospitality management	Elective	3	-	-	-	3	3	25	75	100
6	E Tourism	Elective	3	-	-	-	3	3	25	75	100
7	Travel Agency and Tour Operations Management	Elective	3	-	-	-	3	3	25	75	100
8	Tourism Entrepreneurship	Elective	3	-	-	-	3	3	25	75	100
9	Eco Tourism and Sustainable Development	Elective	3	-	-	-	3	3	25	75	100
10	Automation in Hospitality Industry	Elective	3	-	-	-	3	3	25	75	100
11	Special Interest Tourism	Elective	3	-	-	-	3	3	25	75	100
12	Service Quality Management In Hospitality	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Export Import Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Export Business Environment	Elective	2	-	-	1	3	3	25	75	100
2	Export–Import Procedures, Documentation and Logistics	Elective	2	-	1	-	3	3	25	75	100
3	International Economics and Trade theories	Elective	2	-	1	-	3	3	25	75	100
4	International Marketing Management	Elective	2	-	-	1	3	3	25	75	100
5	International Financial Management	Elective	2	-	1	-	3	3	25	75	100
6	FOREX Management	Elective	2	-	1	-	3	3	25	75	100
7	Export Finance and Promotion	Elective	2	-	1	-	3	3	25	75	100
8	Global Supply Chain Management	Elective	2	-	-	1	3	3	25	75	100
9	International Trade Finance and Risk Management	Elective	2	-	1	-	3	3	25	75	100
10	Regulatory Framework for International Trade	Elective	2	-	1	-	3	3	25	75	100

Specialization Courses: Technology Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Technology Forecasting and Assessment	Elective	3	-	-	-	3	3	25	75	100
2	Technology Commercialization and Transfer	Elective	3	-	-	-	3	3	25	75	100
3	Research and Development Management	Elective	3	-	-	-	3	3	25	75	100
4	Intellectual Property Rights	Elective	3	-	-	-	3	3	25	75	100
5	Managing Technological Innovation	Elective	3	-	-	-	3	3	25	75	100
6	E - Business Management	Elective	3	-	-	-	3	3	25	75	100
7	Software Project and Quality management	Elective	3	-	-	-	3	3	25	75	100
8	Data Mining & Business Intelligence	Elective	3	-	-	-	3	3	25	75	100

Specialization Courses: Retail Management:

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
1	Introduction to Retailing	Elective	3	-	-	-	3	3	25	75	100
2	Retail Economics and Retail Formats	Elective	3	-	-	-	3	3	25	75	100
3	Store Operations Management	Elective	3	-	-	-	3	3	25	75	100
4	Retail Strategies	Elective	3	-	-	-	3	3	25	75	100
5	Store Location , Store Layout – Design and Visual Merchandising	Elective	3	-	-	-	3	3	25	75	100
6	Retail Buying and Merchandise Management	Elective	3	-	-	-	3	3	25	75	100
7	Retail Selling and Customer Service	Elective	3	-	-	-	3	3	25	75	100