

**MBA (CSS- Evening-Regular) SCHEME AND SYLLABUS 2020  
ONWARDS BASED ON OUTCOME BASED EDUCATION**



**INSTITUTE OF MANAGEMENT IN KERALA**



**UNIVERSITY OF KERALA**  
THIRUVANANTHAPURAM 695581

**Program Regulations and Syllabus**

## **For those who joined in 2020 -2021 onwards**

- 1. Program:** Master of Business Administration (MBA)
- 2. Programmes Offered:**
  - a. MBA (CSS - Evening-Regular)**
- 3. Duration:** Two years Full Time (Each year having Two Semesters)
- 4. Medium of Instruction and Examinations:** English only.
- 5. Eligibility for Admission:**
  - A. The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M.Com.or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation as per University rules.
  - B. For the candidates of MBA (Evening-Regular), no entrance marks are required. However they have to produce experience certificate for 3 years and should not be less than 25 years of age as on 1<sup>st</sup> January of the admission year.
  - C. The provisional rank list for admission to the MBA programme will be prepared on the basis of the Graduation marks (80%), Group Discussion (10% weightage) and Interview (10% weightage).
  - D. Head, IMK is entrusted to conduct the Group discussion and Personal interview at IMK, Kariavattom for finalising the rank list.
  - E. Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala (Course Equivalency Certificate) at the time of admission. Only those candidates who produce eligibility certificate and mark lists of Degree or Master's Degree *from other universities* at the time of counseling, will be considered for admission.
  - F. Reservation of seats is as per the Government of Kerala and University of Kerala norms from time to time.

## **PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)**

**Programme Educational Objectives (PEOs) :** Upon completing the degree, the student will be able to:

<b>PEO 1</b>	Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.
<b>PEO 2</b>	Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment.
<b>PEO 3</b>	Learn to adapt to a rapidly changing environment with learned and applied new skills
<b>PEO 4</b>	This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development
<b>PEO 5</b>	To inculcate the spirit of team work, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

## **PROGRAMME OUTCOMES (POs)**

**Programme Outcomes (POs) :** Upon completing the degree, the student will be able to:

<b>PO 1</b>	Demonstrate the ability to perform professionally in organizations or start-ups.
<b>PO 2</b>	Perform in a social, cultural and ethical responsibility as an individual or as a member of a team in a professional manner.
<b>PO 3</b>	Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set.
<b>PO 4</b>	Adapt to sustain in emerging era and constantly upgrade skills towards independent and Lifelong learning.
<b>PO 5</b>	Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.
<b>PO 6</b>	Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.
<b>PO 7</b>	Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.
<b>PO 8</b>	Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.
<b>PO 9</b>	Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

## PROGRAMME SPECIFIC OUTCOMES (PSOs)

**Programme Specific Outcomes (PSOs) :** At the completion of the programme, the students will be able to:

<b>PSOs 1</b>	Apply the knowledge gained during the course of the program to identify, formulate and solve real life problems to meet the core competency with continuous up gradation.
<b>PSOs 2</b>	Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.
<b>PSOs 3</b>	Consolidate the acquired theoretical knowledge into practical skills and wisdom.
<b>PSOs 4</b>	Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

## PROGRAMME STRUCTURE

<b>SEMESTER - I</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 1	MGT C411	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	40	60	100	3
Core 2	MGT C412	MANAGERIAL ECONOMICS	40	60	100	3
Core 3	MGT C413	ACCOUNTING FOR MANAGERS	40	60	100	3
Core 4	MGT C414	QUANTITATIVE TECHNIQUES	40	60	100	3
Core 5	MGT C415	OPERATIONS MANAGEMENT	40	60	100	3
Core 6	MGT C416	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	40	60	100	3
Core 7	MGT C417	ENVIRONMENTAL MANAGEMENT	40	60	100	3
<b>Total for semester - I</b>			<b>280</b>	<b>420</b>	<b>700</b>	<b>21</b>
<b>SEMESTER - II</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 8	MGT C421	LAWS FOR BUSINESS	40	60	100	3
Core 9	MGT C422	RESEARCH METHODS FOR MANAGEMENT	40	60	100	3
Core 10	MGT C423	HUMAN RESOURCE MANAGEMENT	40	60	100	3
Core 11	MGT C424	MARKETING MANAGEMENT	40	60	100	3
Core 12	MGT C425	FINANCIAL MANAGEMENT	40	60	100	3
Core 13	MGT C426	COMMUNICATION SKILLS	40	60	100	2
Core 14	MGT C427	BUSINESS PLANNING AND ENTREPRENEURSHIP	40	60	100	2
Core 15	MGT C428	OPERATIONS RESEARCH	40	60	100	3

<b>Total for semester - II</b>			<b>320</b>	<b>480</b>	<b>800</b>	<b>22</b>
<b>SEMESTER - III</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 17	MGT C431	DATA ANALYTICS	40	60	100	3
Core 18	MGT C432	CYBER SECURITY AND INFORMATION SYSTEMS	40	60	100	3
Elective 1			40	60	100	3
Elective 2			40	60	100	3
Elective 3			40	60	100	3
Elective 4			40	60	100	3
Elective 5			40	60	100	3
<b>Total for semester - III</b>			<b>280</b>	<b>420</b>	<b>700</b>	<b>21</b>
<b>SEMESTER - IV</b>						
Part	Course Code	Name of the course	Internal	External	Total	Credit
Core 20	MGT C441	STRATEGIC MANAGEMENT	40	60	100	3
Elective 6			40	60	100	3
Elective 7			40	60	100	3
Elective 8			40	60	100	3
Core 21	MGT C442	DISSERTATION	00	100	100	3
		MOOC-1	40	60	100	2
		MOOC-2	40	60	100	2
<b>Total for semester - IV</b>			<b>240</b>	<b>460</b>	<b>700</b>	<b>19</b>
<b>Total for all semesters</b>			<b>920</b>	<b>1780</b>	<b>2700</b>	<b>83</b>
( 50% in total for a pass in a course, no internal minimum, 24 marks required for a pass in external examination out of 60)						

**The list of electives offered during the III and IV semester are as follows**

<b>A. FINANCE</b>			
CC	III Semester	CC	IV Semester
MGTE433	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	MGTE443	BEHAVIOURAL FINANCE
MGTE434	PROJECT FINANCING	MGTE444	STRATEGIC FINANCIAL MANAGEMENT
MGTE435	INVESTMENT BANKING	MGTE445	INTERNATIONAL FINANCIAL MANAGEMENT
MGTE436	FINANCIAL SERVICES		
MGTE437	COMMODITIES AND FINANCIAL DERIVATIVES		
<b>B. HUMAN RESOURCE</b>			
MGTE438	HUMAN RESOURCE DEVELOPMENT	MGTE446	PERSONALITY AND MANAGERIAL PERFORMANCE
MGTE439	ORGANISATIONAL CHANGE AND DEVELOPMENT	MGTE447	CONFLICT RESOLUTIONS AND NEGOTIATIONS
MGTE4310	GROUP DYNAMICS AND TEAM BUILDING	MGTE448	EVENT MANAGEMENT

MGTE4311	CAREER MANAGEMENT		
MGTE4312	PERFORMANCE MANAGEMENT		

### C. MARKETING MANAGEMENT

MGTE4313	ADVERTISING AND SALES PROMOTION	MGTE449	RETAIL MARKETING
MGTE4314	CONSUMER BEHAVIOUR	MGTE4410	DIGITAL MARKETING
MGTE4315	PRODUCT MANAGEMENT	MGTE4411	SERVICES MARKETING
MGTE4316	SALES MANAGEMENT		
MGTE4317	RURAL MARKETING		

### D. OPERATIONS

MGTE4318	SUPPLY CHAIN MANAGEMENT	MGTE4412	WORLD CLASS MANUFACTURING
MGTE4319	QUALITY MANAGEMENT	MGTE4413	TECHNOLOGY MANAGEMENT
MGTE4320	MATERIALS MANAGEMENT	MGTE4414	TOTAL PRODUCTIVE MAINTENANCE
MGTE4321	SERVICE OPERATIONS MANAGEMENT		

### E. SYSTEMS

MGTE4322	SYSTEM ANALYSIS AND DESIGN	MGTE4415	KNOWLEDGE MANAGEMENT
MGTE4323	SOFTWARE ENGINEERING	MGTE4416	INTERNET PROGRAMMING AND WEB DESIGN
MGTE4324	OBJECT ORIENTED PROGRAMMING	MGTE4417	BUSINESS INTELLIGENCE AND DATA WAREHOUSING
MGTE4325	SOFTWARE PROJECT MANAGEMENT		

## MOOC COURSES

In lieu of the Extra departmental electives, for MBA (Evening-Regular), the students have to undertake two MOOC courses which will be counted as 4 credits. They need to complete the same during the course of the programme. HOD will certify the same at the end of the fourth semester and based on that only the final mark list will be released.

The department offers the following extra departmental electives for other departments

Semester No.	Course Code	Name of the Course	Number of Credits
<b>I</b>	<b>MGT-X-411</b>	<b>TEAM BUILDING</b>	<b>2</b>
	<b>MGT-X-412</b>	<b>MANAGING RURAL MARKETS</b>	<b>2</b>
<b>II</b>	<b>MGT-X-421</b>	<b>CAREER MANAGEMENT</b>	<b>2</b>
	<b>MGT-X-422</b>	<b>MANAGING DIVERSITY IN WORKPLACE</b>	<b>2</b>
<b>III</b>	<b>MGT-X-431</b>	<b>ECOTOURISM</b>	<b>2</b>
	<b>MGT-X-432</b>	<b>BASICS OF RETAILING</b>	<b>2</b>
<b>IV</b>	<b>MGT-X-441</b>	<b>SIX SIGMA</b>	<b>2</b>
	<b>MGT-X-442</b>	<b>RESPONSIBLE TOURISM</b>	<b>2</b>

## 2. INTERNAL EVALUATION

For the Theory Courses, the break-up of marks shall be as follows:

Internal examinations:	20 marks
Seminar	: 10 marks
Assignment	: 10 marks
Total	: 40 marks

A student will be allowed to write the end semester examination only if he obtains the minimum attendance stipulated by the University.

## 3. EXTERNAL EVALUATION:

An external evaluation of 60 marks will be conducted by the University ( First and Third semester will be conducted by IMK and second and fourth semester by the University) in all four semesters for the courses excepting the Project work and Comprehensive viva.

### **The Pattern of Examination**

For papers other than MGTC413, 414,425 and 428 the following pattern to be followed:

#### **PART A**

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE INCLUDED. ( 5 x 3 = 15 MARKS)

#### **PART B**

5 QUESTIONS TO BE ANSWERED. ONE QUESTION EACH FROM EACH UNIT TO BE ASKED. 3 QUESTIONS TO BE ANSWERED (3 x 10=30 MARKS)

#### **PART C**

1 CASE STUDY/ RESEARCH ORIENTED QUESTION (15 MARKS)

*Pass minimum is as per the CSS regulations.*

## 4. EXTRA DEPARTMENTAL ELECTIVES:

A student has to complete two compulsory electives during the two years from other departments where his/her choice of subject is available. CSS will propose the electives at the start of every semester and the students have to opt one elective per semester and can complete the second elective during the course of the next semesters. Wednesday afternoons are earmarked for extra departmental electives. IMK will similarly offer extra departmental electives to other departments and the number of candidates who can register for the same is fixed at 40.

## 5. PROJECT WORK : Details are given along with the syllabus in Annexure

## 6. TRANSITORY REGULATIONS :

Wherever there has been a change of syllabi, examinations based on the existing syllabus will be conducted for two consecutive years after implementation of the new syllabus in order to enable the students to clear the arrears. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the departmental council.

7. Any other regulations not found in this, the University's broad CSS regulations will come into force.

8. Notwithstanding anything contained in the above pages as Rules and Regulations governing the Two Year Master's Programme, the Syndicate is vested with the powers to revise them from time to time on the recommendations of the Academic Council.

SEMESTER – 1						
CORE 1 - PRINCIPLES OF MANGEMENT AND ORGANISATIONAL BEHAVIOUR						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 411	PRINCIPLES OF MANGEMENT AND ORGANISATIONAL BEHAVIOUR	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims at facilitating the students to provide a fundamental exposure to the students on the theories in management and the practice and the nuances of organizational behaviour.

**Prerequisite:** Basics of the history of management, management process, organizational behaviour, decision making, communication and leadership.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of effective management	K2
CO2	Discuss and apply the planning, organizing and controlling processes	K2
CO3	Conceptualize, organize and resolve complex business problems or issues in the organizational behaviour	K3
CO4	Categorize decision making, its models and communication	K4
CO5	Discuss interpersonal dynamics and awareness	K5
CO6	Appraise Motivation & Leadership and Co-ordination functions in an organization	K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	History of scientific management - pioneers, Mary Follet, Fredrick.W.Taylor, Gilbreth, Henry Fayol etc. and their contributions – Schools of Management thought – the behavioural science school, quantitative school, scientific management school etc. – comparison.	8	Videos / e-PG Pathshala
II	Process of management – planning – types of plans – organizing – organization design – structure & process – line & staff – delegation – centralization and decentralization – directing and controlling – control techniques. Functions of management in the context of globalization and opening up of economy – Coping with economic downturns – Future of management	8	NPTEL Videos / e-PG Pathshala



III	Contributing disciplines to the understanding of OB – Historical evolution of OB – contemporary applications and challenges of OB – Developing a comprehensive and holistic of OB – Theoretical perspectives of human behaviour: Perception, Learning, Motivation and Personality.	9	Videos / e-PG Pathshala
IV	Decision Making: Decision making models – Reasoning and problem solving – Factors affecting decision making – Communication: Communication process – Factors affecting communication – Channels of communication – barriers to effective communication – Improving interpersonal and organization communication	9	Videos / e-PG Pathshala
V	Interpersonal dynamics: Developing interpersonal awareness – Johari Window – Transaction analysis – Empathy and Assertiveness Groups: Definition and classification of groups – Development of groups – groups structure – Roles, norms, and status – Group decision making	8	NPTEL Videos / e-PG Pathshala
VI	Teams – Developing high performance teams. Leadership – Power and Politics – Conflicts – Negotiation – Developing negotiating skills – Organizational culture – Change Management	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Koontz & Weihrich, Essentials of Management, Tata McGraw Hill, 12th Edition.2013			
2. Rao VSP, Hari Krishna V – Management: Text and Cases, Excel Books, 2012 Edition.			
3. Stoner & Stoner A.F & James Freeman Edward R, Management, PHI.2011			
4. Robert Krcitner, Management, ATTBS.2013			
5. Weihrich & Koontz, Management - A Global perspective, McGraw Hill.2012			
6. Hellrieger, Jackson & Slocum, Management - A Competency based approach , Thomson Learning, 13th Edition.2013.			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M01)			
2. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M05)			
3. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M06)			
4. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M26)			
5. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M33)			
6. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M08)			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
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SEMESTER - 1						
CORE 2 : MANAGERIAL ECONOMICS						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 412	MANAGERIAL ECONOMICS	CONCEPT (B)	44	6	0	3
<b>Preamble:</b> This course aims at facilitating the students to understand the relationship between economics and business management and apply the various concepts of economics to real life business environment						
<b>Prerequisite:</b> Basics of Economics at UG level.						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to:						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Express fundamental concepts in economics to facilitate application of the same					K2
CO2	Describe both micro and macro-economic concepts and Principles					K2
CO3	Interpret pricing under different market structures					K3
CO4	Evaluate the Macro-economic concepts					K4
CO5	Deduce profit and forecasting and calculate break-even analysis					K5
CO6	Estimate macroeconomic concepts like National Income, its measurement and the monetary & fiscal policies of the government					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content Unit
I	Relevance of Economics for business decisions – Role of Managerial Economist and Business decision making – Demand Analysis – Demand curve and demand function – Elasticity of demand and its estimation – Demand Forecasting.	8	PPT / e PG Pathshala
II	Production and cost of production – production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.	8	PPT / e PG Pathshala
III	Market structure and price – output decisions – pricing under perfect competition – competitive equilibrium and economic efficiency – market failures and rule of government – pricing under monopoly – monopolist's output decision – monopoly power and its measurement – regulation in practice	9	PPT / e PG Pathshala

<b>IV</b>	pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel – Indian Type of Cartel- National Income Accounting and their implication in business decision – Aggregate Demand and Supply	9	PPT / e PG Pathshala
<b>V</b>	Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator	8	PPT / e PG Pathshala
<b>VI</b>	Budget and Taxation – Concept of value Added Tax. Monetary Theory and practice – Quantity theory of money – objectives and Instrument of monetary policy – Bank Rate policy – changes in SLR, CRR, Open Market operations, Selective Credit Controls – Exchange Rate Management – Financial Markets – Indian and International.	8	PPT / e PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Mehta P.L., Managerial Economics – Analysis & Cases, Sultan Chand, 21th revised edition 2014
2. Joel Dean - Managerial Economics, Prentice Hall. 2011.
3. Rangarajan .C, Dholakiabh - Principles of Macro Economics, Tata McGraw Hill. 2012
4. Howard Davies Pun-Lee Lam - Managerial Economics an Analysis of Business Issues, Prentice Hall, 6th Edition. 2011
5. Atmanand.R., Managerial Economics, Excel, New Delhi. 2012 Economics, 4<sup>th</sup> Edition, Joseph Stiglitz and Carl Walsh, WW Norton and Company, 2006.
6. Fundamentals of managerial economics, 8<sup>th</sup> Ed., Hirschey, Mark, South-western College Publications, South Western, 2003.
7. Managerial Economics, Joel Dean, Prentice Hall, 1951.
8. Managerial Economics, 4<sup>th</sup> edition, Peterson and Lewis, Pearson, 2006.

#### Focus of Course

#### e-Resource

1. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-01, M-02, M-10 & M-05)
2. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-11, M-12, M-13 & M-14)
3. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-18, M-23 & M-24)
4. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-15)
5. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-29, M-34 & M-35)
6. e-PG Pathshala : <http://epgp.inflibnet.ac.in/view-f.php? Category=1405> (ME: P-11/M-01, M-02, M-10 & M-05)

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SEMESTER - 1													
CORE 3 : ACCOUNTING FOR MANAGERS													
Course Code	Course Name			Category		Lecture	Tutorial	Practical (P)		Credit			
MGT C 413	Accounting for Managers			Analysis (E)		40	4	6		3			
<b>Preamble:</b> This course aims at facilitating the student to understand the accounting functions and the analysis and interpretation of final accounts.													
<b>Prerequisite:</b> Accounting basics at UG level													
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to													
CO Number	Course Outcome (CO) Statement									Blooms Taxonomy Knowledge Level			
CO1	Understood the concepts , branches of Accounting and Prepare trading, profit and loss account and balance sheet									K1			
CO2	Interpret the accounts and financial statements of companies and financial institutions									K5			
CO3	Understand the importance of ratio analysis									K3			
CO4	Locate and analyze fund flow and cash flow of corporations									K2			
CO5	Understood the cost accounting concepts and applications									K5			
CO6	Prepare and analyze the budgets of corporate.									K6			
<b>Mapping the Programme Outcomes</b>													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	L	M	S	L		M	M	M	M	M
CO2	M	M	L	L	M	M	S		S	S	S	S	S
CO3	S	L	S	L	S	L	M	S	M	M	M	S	S
CO4	S	L	M	L	M	S	S	S		M	M	S	S
CO5	S	M	L	L	S	M	M		L	S	S	S	S
CO6	S	M	M	L	M	S	L		M	M	M	M	M
S- Strong; L- Low; M-Medium													
<b>Syllabus</b>													
Unit	Course Contents									Hours	e-Resources/ e-ContentUnit		
I	Financial Accounting: Definition-purpose, use and role, Concept and conventions- Rules of book keeping- double entry book keeping-Financial Accounting transactions, the process of recording, rules of book keeping and books of accounts – Double Entry book keeping, journalizing primary and secondary books of accounts.									10	PPT / e PG Pathshala		
II	Financial Statements– Meaning – Objectives –The structure and contents of financial statements – The profit and loss account and the Balance Sheet. The need for adjusting entries – revenue recognition, accrual principle, depreciation, closing inventories and their valuation, band debts and providing for doubtful debts, discounts, contingencies, prior year expenses etc.									10	PPT / e PG Pathshala		
III	The analysis of financial statements-Techniques of Financial StatementAnalysis: Ratio analysis-(problems)-Types of ratios-Ratios to understand the financial status and performance of anorganization. Rations and their uses.									10	PPT / NPTEL		

<b>IV</b>	Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement – Cash flow statement- computation of cash from operations – Preparations of cash flow statement.	<b>8</b>	PPT / e PG Pathshala
<b>V</b>	Cost Accounting – Meaning and Objectives – Classification – Direct cost – Overheads – Cost Sheet - Preparations of Cost Sheet –Marginal Costing: - Breakeven point analysis , Contribution, PV Ratio, Margin of Safety.(problems).	<b>7</b>	PPT / e PG Pathshala
<b>VI</b>	Budget – Budgeting and budget control – types of budgets – Preparation of Flexible and fixed budgets, and Cashbudget.	<b>5</b>	PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Ramachandran.N., Ram Kumar Kakan, “Financial Accounting for Management”,The TATA McGraw Hill Publishing Company Ltd, New Delhi,2014.
2. Sharma K Sasigupta, “Cost and Management Accounting” Sultan Chand and Sons,New Delhi, 2012.
3. Dr.S.N.Maheswari “Management accounting” Sultan Chand and sons, New Delhi. 11<sup>th</sup>Edition2013.

#### Focus of Course

##### e-Resource

1. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-01,08)
2. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-18)
3. <http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf>
4. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-06/M-27)
5. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-10)
6. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-01,08)
7. <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce:P-04/M-18)

##### e-Content URL: Vidya-mitra / e-Pathshala

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SEMESTER - 1						
CORE 4 : QUANTITATIVE TECHNIQUE						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 414	QUANTITATIVE TECHNIQUES	Application (D)	40	7	3	3
<b>Preamble:</b> To enable the learners to learn (i) Application of correlation and regression Analysis (ii) Application of sampling theory in real life problems						
<b>Prerequisite:</b> Basic Knowledge of correlation regression Analysis, Time series analysis						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	The students are expected to be familiar with the basic concepts and components data collection and presentation					K3
CO2	Develop skills in applying the probability theory					K6
CO3	Summaries different tests of significance in large and small sample theory					K5
CO4	Articulate moment measures of skewness, Kurtosis and solving problems related to management application					K3
CO5	To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making					K4
CO6	Apply Correlation and Regression analysis in Real Life.					K4

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	<b>Introduction to Statistics:</b> Statistics, meaning, data presentation using tables and charts, measurement and scaling, collection of data, presentation of data, graphs and diagrams frequency distribution, population and sample. Analysis of variance- one way classification	8	PPT
II	<b>Permutations and Combinations:</b> Theory of probability, Concept of random experiment: outcomes, sample space, events disjoint events, A priori or mathematical probability Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability, Problem solving with these concepts	8	PPT
III		9	Videos

	<b>Descriptive Statistics:</b> Descriptive statistics: Data : primary Data, Secondary Data, Summarization of data, measures of central tendency: Arithmetic mean – combined mean – Median – Measures of dispersion – Range, Mean deviation, standard deviation/variance – Quartile deviation – ‘Coefficient of variation, Moments (first 4 moments only),		
IV	<b>Skewness :</b> Karl Pearson’s and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to management application. Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson distribution-Problems in Management Application.	9	PPT
V	<b>Sampling Theory and Basic Concepts in Statistical Inference:</b> Sampling probability sampling and non-probability sampling: Sampling errors and non sampling errors: Methods of sampling: Simple random sampling – Stratified sampling – Systematic sampling – Cluster Sampling – Convenient / judgment sampling. Inference: Concept of statistical Sampling distributions, t, F. Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis	8	Videos
VI	<b>Statistical methods – II :</b> Correlation and Regression : Bivariate cases; Marginal and Conditional distributions (concepts only): Concept of correlation; Karl Pearson’s coefficient of correlation , Spearman’s rank correlation coefficient; Simple linear regression; Applications in management (Problems) – Time Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis	8	PPT
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Statistics for management , Richard Levin & Rubin, Prentice Hall India,2002			
2. Statistics Concepts and Applications, Pal. & Sankar, Prentice – Hall India,2005			
3. Quantitative techniques, C.R. Kothari, Vikas Publishing House,2009			
4. Quantitative Analysis for management, Render & Stair, prentice Hall of India,2005			
5. Matrix and linear algebra, Dutta, prentice – Hall India,2002			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. <a href="http://www.statisticalassociates.com">www.statisticalassociates.com</a>			
2. <a href="http://www.edu.plymouth.ac.uk">www.edu.plymouth.ac.uk</a>			
3. <a href="http://www.palgrave.com">www.palgrave.com</a>			
4. <a href="http://www.wiley.com">www.wiley.com</a>			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
<u>1.</u>			
<u>2.</u>			

SEMESTER - 1						
Core 5 : OPERATIONS MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 415	Operations Management	CORE	40	10	0	3
<b>Preamble:</b> To familiarise the student with the concepts, tools and techniques in the operations function in the organization and equip them for decision making in operations function.						
<b>Prerequisite:</b> Basic idea on the various functional areas in an organisation and their inter relationships.						
<b>Course Out Comes (COs) :</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Recognise the role of operations function in manufacturing and service organisations.					K2
CO2	Apply the concepts and tools used for designing the elements such as product, process, layout and job.					K3,K4
CO3	Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning.					K4,K5
CO4	Enable the application of control mechanism through quality management and short term scheduling.					K6
CO5	Gain insight on value creation through inventory management and supply chain integration.					K4,K5
CO6	Improve operation function through proper maintenance of system and application of state of the art world class practices					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M		S	S	L	S	L			L	L	M	L
CO2	S	M	S	S	S	S	S	M			M	S	M
CO3	S	M		S	S		M	S	M	S	M	S	M
CO4	S	M	S	S	M	S	M	M	M	S	M	S	
CO5	M	L	M	S		S	S		S	S	M	S	S
CO6	M		S	S	S	S	M		S	M	M	S	M
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-Content Unit
I	Production vs. Operations, Role of operations, History-Cost focus, quality focus, Customisation, mass customisation, Operations in service sector, Productivity, Operations strategy, Decision areas in operations.	6	PPT/ e-PG Pathshala
II	Product design: Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing. Process Design: Product –Process matrix, Single stage and multi stage process. Layout design: Importance, types of layouts. Job design: Work study, Work measurement techniques with numerical problems	10	Video/ e-PG Pathshala
III	Location selection for manufacturing and services- Relevant factors, Methods with numerical problems. Scheduling; Capacity planning, Aggregate Production Planning methods	8	Video/ e-PG Pathshala



<b>IV</b>	Quality-Dimensions, Cost of quality, Total Quality Management- TQM tools. Benchmarking, Kaizen, Employee empowerment, JIT. Quality management Systems- ISO 9000, ISO 14000, BIS. Short term scheduling, Production Planning and Control, Theory of Constraints.	<b>8</b>	Video/ e-PG Pathshala
<b>V</b>	Materials Management: Inventory control techniques, Purchase decision-Quantity and Period of purchase- Deterministic and stochastic models with numerical problems. Stores Management. MRP-I, MRP-II, ERP. Make or Buy decision. Vendor management. Supply Chain Management- Drivers of Supply Chain Performance.	<b>10</b>	Video/ e-PG Pathshala
<b>VI</b>	Maintenance and Reliability- Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM,PERT.	<b>8</b>	PPT/e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Jay Heizer, Barry Render, Operations Management, (2016), Pearson Education.
2. Richard Chase, Nitin Agarwal, Operations Management for Competitive Advantage(2014) Tata McGraw Hill
3. Elwood.s.Buffa, Rakesh.K.Sarin, Modern Production/Operations Management(2011), Wiley India.
4. B.Mahadevan, Operations Management-Concepts and Practice(2015), Pearson Education.
5. Kanishka Bedi, Production and Operations Management (2004) , Oxford.
6. Norman Gaiher, Greg Frazier, Operations Management(2002), Thomson

**Focus of Course :** Employability/Skill development

#### e-Resource

1. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04//M-05\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05))
2. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-04\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-04))
3. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-17\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-17))
4. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-22, M-27 & M-29\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-22, M-27 & M-29))
5. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04//M-05\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05))

**e-Content URL:** Vidya-mitra / e-Pathshala

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<b>SEMESTER - 1</b> <b>CORE 6 : BUSINESS ENVIRONMENT &amp; CORPORATE ETHICS</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 416	Business Environment & Corporate Ethics	CORE	36	5	9	3

**Preamble:** To sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity, society and ethical practices in historical perspective and enable the students to be more effective managers.

**Prerequisite:** Basic knowledge of business environment and Ethics

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Basics of Business Environment and Ethics	K1, K2
CO2	Familiarize with the nature of business environment and its components	K1, K2
CO3	The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.	K3
CO4	Understand the definition of ethics and the importance and role of ethical behaviour in the business world today.	K1, K2
CO5	Course is intended to make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.	K1,K2
CO6	Examine moral values and compare the major normative ethical approaches to business and Recognize ethical issues in business, evaluate approaches and options, and apply to business decisions.	K4,K5,K6

#### Mapping the Programme Outcomes

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	M	S	S	S	S	M	M	S
CO2	M	S	M	S	S	M	S	S	S	S	S	S	S
CO3	S	S	S	S	S	S	S	M	S	S	M	S	M
CO4	M	M	S	S	S	S	S	S	M	S	M	M	S
CO5	S	S	S	S	S	S	M	S	S	M	S	S	S
CO6	S	S	M	S	S	M	S	S	S	S	M	M	S

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

#### Syllabus

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Business Environment - Introduction - Concept of Business - Understanding the Environment - Environment influence on business - Business and Society - Business and Culture - Demographic trend and social structure in India - Significance of growing middle class - Inter-face between Society and management - Social changes and development - Role of Manager in the social context.	8	Videos e-Pathshala PPT
II	Political Environment of Business - Types of Political Systems - Business and government interface - Public Policy Formulation - Business Risks Posed by the Indian Political System - Economic Environment of Business -	9	Videos e-Pathshala PPT

	Business and Economic Policies - The Global Economic Environment - New Economic Policy 1991 - Positive and Negative effects of NEP – Liberalisation, Privatisation, Globalisation (LPG) – Impact of LPG.		
III	Technological Environment and its implications to business - New Technologies - New areas of growth - Economic effects of technology - Social consequences of technological change - Management's responsibility for technological change - Trade scenario	8	Videos e-Pathshala PPT
IV	National Income - Concepts, methods of measurement - Indicators of development - The growth & development of public sector enterprises and Service Sector - Trends in foreign participation in Indian business and Industry - Industrial Policy - EXIM Policy - WTO, IPR, TRIPS, TRIMS.	8	Videos e-Pathshala PPT
V	Introduction to Ethics - Importance of ethics and business ethics - Ethical Concepts and Theories - Ethical Values - Business Ethics - Factors affecting business ethics - Ethical Decision Making - Ethics in the Functional Area - Ethical gap - Ethical dilemma - Ethical leadership - Ethics and Business Strategy - Ethics Committee - Ethical Audit - Whistle blowing - Influence of Organizational Culture in Ethics - Ethics and Government.	9	Videos e-Pathshala PPT
VI	Corporate Governance –Need, Importance, Issues Corporate Governance, Role of auditors - Corporate Social Audit - Corporate Board, Attributes, Duties, Responsibilities - Corporate Social Responsibility (CSR) - Transparency & Disclosure - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance - Relevant Indian cases.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.
2. Business Environment, Vivek Mittal, Excel Books
3. Balasubramanian, R., Corporate Governance, IIM Bangalore
4. Laura P. Hatman, Perspectives in Business Ethics, Tata McGraw Hill
5. Bhatia, S.K., Business Ethics and Corporate Governance, Deep and Deep.
6. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons
7. Chakraborty, S.K., Management by Values, Oxford University press.

#### Focus of Course :

##### e-Resource

- 1) <https://business-ethics.com/>
- 2) <https://sbeonline.org/>
- 3) <https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization>
- 4) <https://managementhelp.org/businessethics/index.htm>
- 5) <http://www.ethicaledge.com/index.html>
- 6) <https://www.ethics.org/>
- 7) <https://www.wto.org/>

##### e-Content URL:

- |  |   |
|--|---|
| 1. <a href="https://youtu.be/jRwrc-jhcbA">https://youtu.be/jRwrc-jhcbA</a> | Business Ethics - Meaning and Importance                      |
| 2. <a href="https://youtu.be/q1csSZSHkgU">https://youtu.be/q1csSZSHkgU</a> | Business Ethics   |
| 3. <a href="https://youtu.be/0yg9n1tqpBU">https://youtu.be/0yg9n1tqpBU</a> | Corporate Governance  |
| 4. <a href="https://youtu.be/7CMUfDZ0Kzk">https://youtu.be/7CMUfDZ0Kzk</a> | The basics of Corporate Governance                            |
| 5. <a href="https://youtu.be/c_EuVEXQMRk">https://youtu.be/c_EuVEXQMRk</a> | The Basics of Corporate Governance                            |
| 6. <a href="https://youtu.be/ppz3wY5L3uE">https://youtu.be/ppz3wY5L3uE</a> | Corporate Governance (Introduction)                           |
| 7. <a href="https://youtu.be/cQJ3nC497kc">https://youtu.be/cQJ3nC497kc</a> | Relationship Between Human Values, Morality, Ethics and Ethos |

SEMESTER - 1						
CORE 7 : ENVIRONMENTAL MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT-C-417	ENVIRONMENTAL MANAGEMENT	CONCEPT (B)	44	6	0	3
<b>Preamble:</b> To introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.						
<b>Prerequisite:</b> Basics idea of the environment, nature and pollution						
<b>Course Out Comes (COs) :</b>						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of environment management					K2
CO2	Discuss and critically evaluate the environment degradation and exploitation					K2
CO3	Discuss the different dimensions of environment management					K3
CO4	Creating awareness about environmental protection					K4
CO5	Identifying and developing suitable waste management system					K5
CO6	Discussing role of environment organizations and legislation					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Environment and its components – Ecology – Forest – Wildlife – biotic and a biotic environment – Agricultural – fisheries – cycling of materials in the ecosystem – eco-friendly farming – Lithosphere – atmosphere – hydrosphere – stratosphere – Food chain – Climate change – Carbon credit.	8	Videos
II	Environmental degradation – Population growth – Economic development – pollution – pollution control – sustainable development – Hazardous wastes – Energy and environment – alternate sources of energy.	8	NPTEL Videos /
III	Dimensions of environmental management – economic dimensions – technological dimensions – socio-cultural dimensions – ethical and moral dimensions – Participatory Environmental Management	9	Videos / e-PG Pathshala
IV	Integrated environmental management – managing the urban environment – managing the rural environment – environmental management systems – environmental audit.	9	Videos / e-PG Pathshala

V	Development Management – environment friendly – sustainable agriculture – sustainable forestry management – water resources management – industrial waste management – unclear waste management – municipal waste management – hospital waste management – air quality management – coastal and marine resources management.	8	NPTEL Videos / e-PG Pathshala
VI	Environmental Management Institution – Environmental legislations – legal framework – national and international legislations – governmental institution for environmental management – private sector and civil society in environmental management – environmental awareness – environment friendly products – green taxes – academic and research institutions in environmental management. Global environment strikes	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50/30</b>	
<b>Reference Books:</b>			
1. Environment management ,T. V. Ramachandra and Vijay Kulkarni ,Karnataka environment foundation, .2013			
2. Concepts and Issues of Environmental Management, Govind Prasad.			
3. Natural Resources Conservation and environment Mgt, Qazi Navid & Shabir Qazi			
4. Sustainable Environmental Management, V.C. Khilare & L.V. Gangawane			
5. Environmental Education and Mgt, Avinash Chiranjeev & Anil Kumar Jamwal			
6. Urban Environmental Management, Abha Lakshmi Singh & Shahab Fazal.			
7. Concepts and Issues of Environmental Management, Govind Prasad.			
8. Natural Resources Conservation and environment Mgt, Qazi Navid & Shabir Qazi			
9. Sustainable Environmental Management, V.C. Khilare & L.V. Gangawane			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. <a href="http://www.emb.gov.ph">www.emb.gov.ph</a>			
2. <a href="http://www.wyndham.vic.gov.au">www.wyndham.vic.gov.au</a>			
3. <a href="http://www.qld.gov.au">www.qld.gov.au</a>			
4. <a href="http://www.springer.com">www.springer.com</a>			
5. <a href="http://www.emb.gov.ph">www.emb.gov.ph</a>			
6. <a href="http://www.wyndham.vic.gov.au">www.wyndham.vic.gov.au</a>			
<b>e-Content URL:</b>			
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**SEMESTER - 2**  
**CORE 8 : LAWS FOR BUSINESS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 421	LAWS FOR BUSINESS	CONCEPT (B)	44	6	0	3

**Preamble:** The course creates awareness on the Administrative Law, Contract Law, Company Law, Income Tax Act and Sales Tax Act and VAT and Labour Laws

**Prerequisite:** Basics idea of Law

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	To familiarize the students with important law relating to business	K2
CO2	To identify the requirement of the requirements of the contract agreement	K2
CO3	Inculcate values of Rights and Duties, and transfer these values to real-life through legal and judicial process for promoting community welfare.	K3
CO4	Demonstrate an understanding of the Legal Environment of Business	K4
CO5	Understanding of the nature of tort law, including business torts	K5
CO6	Able to conceptualize, organize and resolve complex legal issues by using the resources available under their discretion.	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principles of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suits against Government – torts and contracts – control of public undertakings..	8	Videos
II	Contract Law : General Principles – Essentials of a Valid Contract – Communication, Acceptance and revocation, void, voidable, unenforceable and illegal contracts – discharges of contracts – breach of	8	NPTEL Videos /

	contract and remedies		
III	Laws relating to partnership, Registration, Rights and Liabilities – Dissolution of a firm. Laws of Agency – Sale of goods – agreements to sell-contact for work – bailment, mortgage of goods – time purchases and relationships with sale – conditions and warranties – rights of an unpaid seller.	9	Videos / e-PG Pathshala
IV	Company Law: Evaluation – comparison of types of companies, incorporation, capital-kinds of shares, directors, meetings and resolutions accounts and audit, winding up different modes.	9	Videos / e-PG Pathshala
V	Preliminary ideas regarding Income Tax Act and Sales Tax Act and GST	8	NPTEL Videos / e-PG Pathshala
VI	Labour Laws – Factories Act, I D Act, Trade Union Act – Workman’s Compensation Act, Law of Specific Relief, Injunctions, Civil and Criminal procedures – relating to business, Negotiable Instrument Act – Cheques, Bills of Exchange, promissory Notes.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Administrative Law, Avtar Singh
2. Principles of Mercantile Law, R.P. Maheswari
3. Mercantile Law, N.D. Kapoor
4. Industrial Law, P.K. Malik
5. Relevant BARE Acts.
6. A Textbook of Company Law, P P S Gogna
7. Business Law for Managers: IIMA Series. Anurag K Agarwal

#### Focus of Course :

##### e-Resource

1. [www.business.govt.nz/laws](http://www.business.govt.nz/laws),
2. [www.business.qld.gov.au](http://www.business.qld.gov.au)
3. [www.findlaw.com](http://www.findlaw.com)
4. [www.business.govt.nz/laws](http://www.business.govt.nz/laws),
5. [www.business.qld.gov.au](http://www.business.qld.gov.au)
6. [www.findlaw.com](http://www.findlaw.com)

##### e-Content URL:

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<b>SEMESTER – 2</b> <b>CORE 9 : RESEARCH METHODS FOR MANAGERS</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 422	Research Methods for Managers	CORE	36	5	9	3
<b>Preamble:</b> The course introduces the student to introduction to business research, research process, Measurement of variables, Data analysis and interpretation and The research report.						
<b>Prerequisite:</b> Basic understanding of the research and its application in management.						

Course Out Comes (COs) : On successful completion of the course the students will be able to;		
CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role and importance research in managerial decision making	K1,K2
CO2	Familiarise with research process, problem formulation, review of literature and selection of appropriate research design	K2,K3
CO3	Equip to take decision regarding, types of data, data collection method and tools	K2,K3
CO4	Apply appropriate sampling method, sample size and scaling technique	K3,K4
CO5	Ability to select and use appropriate statistical tool to analyse data	K3,K4,K5
CO6	Selection and use of suitable format to present the research work	K3,K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	S	S	S	S	S	S	M	S	S
CO2	S	M	S	S	S	S	S	S	M	S	M	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M	S
CO4	S	S	S	M	S	M	S	S	S	M	S	M	S
CO5	L	L	M	M	S	M	S	M	S	M	S	M	S
CO6	S	S	S	S	S	S	S	S	S	M	S	M	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to business research - Meaning of Research - Need for Business Research - Influence of Uncertainty on the Research - Research and Managers - Knowledge about Research and Managerial Effectiveness - Induction & Deduction Method - Building Blocks of Science in Research	8	Videos e-Pathshala PPT
II	The Research Process –Problem Formulation- Statement of problem, framing objectives. Literature survey - reasons – conduct – write up the literature review - Theoretical Frame Work - Research design – Exploratory, descriptive and Experimental designs -	8	Videos e-Pathshala PPT
III	Types of data – Sources of primary and secondary data. Data collection methods Interview – Types. Observation- types. Questionnaire - Questionnaire design and guidelines, Reliability and validity - Types of Validity - Goodness of Measures - Projective methods-types, uses.	8	Videos e-Pathshala PPT
IV	Sampling design –Population, Sampling Frame, sampling unit - Sampling Error – Sampling types-probabilistic and non-probabilistic methods- Sample size -	8	Videos e-Pathshala PPT



	Determination of sample size-Measurement and Scaling Techniques - Variables - Errors in Measurement - Nominal, Ordinal, Interval, Ratio Scales - Guttman Scale – Likert Scale.		
V	Data Analysis and Interpretation - Getting data ready for analysis - Editing data - Handling blank response - Coding - Categorization - Entering data. - Data analysis - Testing goodness of fit of data - Cronbach's Alpha - Parametric and Non-Parametric tests - Multivariate analysis - Analysis of Dependence – Analysis of Interdependence - Multiple Regression Analysis - Discriminant analysis - Factor Analysis - Cluster Analysis - SPSS.	9	Videos e-Pathshala PPT
VI	Research Report Writing - Research Proposal - Research Report – Components, Steps, and Types - Characteristics of Well Written Reports - Structure of the research –Bibliography – Basic Bibliographic Information (APA Format) - Style of Listing the Sources (books, Encyclopaedia, Dictionary, Magazines & Newspaper Articles, Website or Webpage, Online Document) - Oral Presentation.	9	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Research methods for business, Uma sekharan, John Wiley and Sons
2. Business research methods, Donald Cooper et al, Tata McGraw Hill
3. Research methods for business students, Phillip Heiws et al, Pearson Edn.
4. Data Analysis & Decision Making with Microsoft Excel by Albright Winston & Zappe, Thomson Learning (Indian Edition).
5. Levine., Statistics for Management.
6. Krishnaswamy O.R, Research Methodology in Social Sciences
7. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 4th Edition, by John W. Creswell

#### Focus of Course :

##### e-Resource

1. <https://conjointly.com/kb/>
2. <https://www.thomsonreuters.com/en.html>
3. <https://research-methodology.net/>
4. <https://processresearchmethods.org/>
5. <https://www.elsevier.com/en-in>
6. <https://www.ibm.com/analytics/spss-statistics-software>
7. <https://www.spss-tutorials.com/basics/>

##### e-Content URL

1. <a href="https://youtu.be/ze5bS-DNERk">https://youtu.be/ze5bS-DNERk</a>	Research methodology introduction
2. <a href="https://youtu.be/aHkaCWRGLDw?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/aHkaCWRGLDw?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Writing a Research Proposal
3. <a href="https://youtu.be/rADYOfgEGEo?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/rADYOfgEGEo?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Quantitative Research Methods
4. <a href="https://youtu.be/PQte-bezIiM?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/PQte-bezIiM?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Theoretical frame work and theories in quantitative research
5. <a href="https://youtu.be/kDWxeqCXU0E?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/kDWxeqCXU0E?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Variables and Measurement
6. <a href="https://youtu.be/i4b5rvz9KT0?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/i4b5rvz9KT0?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Quantitative RM, Hypothesis & Research

	Question
7. <a href="https://youtu.be/YCEL5byPNFY?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312">https://youtu.be/YCEL5byPNFY?list=PL_a1TI5CC9REBpPrDIIW23NsuQ7dpL312</a>	Sample Selection In Social Work Research

**SEMESTER - 4**  
**CORE 10 : HUMAN RESOURCE MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 423	HUMAN RESOURCE MANAGEMENT	CONCEPT (B)	44	6	0	3

**Preamble:** This course aims To provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organization or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations

**Prerequisite:** Basics with importance of HRM, its functions, Decision Making Process, Industrial Relations and Collective Bargaining.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe HRM and its importance	K2
CO2	Discuss performance appraisal and it systems	K2
CO3	Conceptualize job evaluation and its merits	K3
CO4	Categorize decision making process participation and its current trends	K4
CO5	Discuss industrial relations and its various acts	K5
CO6	Describe collective bargaining and its role in business scenario	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Human Resource Management in Organizations – Definition – Functions – Changing Role of HR Management in India – HR Manager – role & functions. Analysis and Designing of Jobs – Human Resource Planning – Human Resource Recruitment – Recruitment and Selection – Induction and Placement – Training and Development – Transfers and Promotions – Changing role of HRD in Management of Organization.	8	Videos / e-PG Pathshala
II	Performance Appraisal – Designing of Effective Performance Appraisal Systems – Wages and Salary Administration – Theories of Wages	8	NPTEL Videos / e-PG Pathshala
III	Job Evaluation and merit rating – occupational health, safety and social security – Discipline Employee grievance and their redressal	9	Videos / e-PG Pathshala

<b>IV</b>	Participation of Decision Making Process – Quality Circles – TQM – Role of Quality Circles in TQM – Personnel Management and Technological Change – Management of Change – Changing Role of Personnel Manager – Current Trends in Human Resources Management.	9	Videos / e-PG Pathshala
<b>V</b>	Industrial Relations – IR system in the Indian environment – ILO and Tripartite Bodies in India – Trade Union Movement in India – Recognition – Problems – management of Trade Unions – Industrial Laws India – Trade Union Act – Industrial Employment Standing Order Act – Industrial Disputes Act	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Collective Bargaining – Industrial Relations in Public and Private Sector Organizations – Workers Participation in Management – Experience in different countries – Indian experience – Industrial Relations in the Present era – Role of Employees/ Employers in the changing business scenario.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Gary Dessler, “Human Resource Management”, 11th edition, Prentice-Hall of India P.Ltd. 2011
2. Human Resource Management, Aswathappa, McGraw Hill, 2017
3. Human Resource Management, 14<sup>th</sup> edition, Dressler Gary, Prentice Hall of India, 2015.
4. Personnel/Human Resources management, DeCenzo david A and Robbins Stephen P, Prentice hall of India, 2013.
5. Essentials of Human Resource Managemnt, P Subba Rao, Himalaya, 2013.
6. Personnel management and Human resources, CS Venkatrathanam, Mc Graw Hill, 2004.
7. Rao VSP, Human Resource Management: Text and cases, 1st edition, Excel Books, New Delhi-2010.
8. David A.De Cenzo & Stephen P. Robbins, Personnel/Human Resource Management, 3rd edition, PHI/Pearson.2010.
9. John Bernardin H & Joyee E.A Russel, Human Resource Management- An experimental approach, 4th edition, McGraw-Hill International Edition., 2012.
10. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2011

**Focus of Course :** Employability/Skill Development

#### e-Resource

1. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view\\_f..php?category=1194](http://epgp.inflibnet.ac.in/view_f..php?category=1194) (Management :P-01/M-36)
2. [www.humanresources.org](http://www.humanresources.org)
3. [www.workforce.com](http://www.workforce.com)
4. [www.ihrim.org](http://www.ihrim.org),
5. [www.humanresourcesiq.com](http://www.humanresourcesiq.com)

**e-Content URL:** Vidya-mitra / e-Pathshala

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SEMESTER - 4						
CORE 11 : MARKETING MANAGEMENT						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 424	MARKETING MANAGEMENT	CONCEPT (B)	44	6	0	3
<b>Preamble:</b> This course aims at facilitating the students to provide a fundamental exposure to the students on the theories, concepts and applications of marketing management.						
<b>Prerequisite:</b> Basic Management Principles, Organizational Behaviour						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to:						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	The students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles					K1, K2
CO2	Develop skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications					K2
CO3	Develop skills in applying the analytic perspectives, decision tools, and concepts of product offering; pricing; distribution channels and marketing communications					K3
CO4	The students will be equipped with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making.					K4
CO5	Understand the applications of marketing in international context					K5
CO6	Understand the applications of marketing in rural context					K5,K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L	S		L		S		S	S	S
CO2	M	S	S		S				M		M	S	M
CO3	M	S	S		M				M		M	S	S
CO4	L	S	S	M	M		M				M	S	M
CO5	M	M	M	S	S		S				S	S	S
CO6	S		S	S	S		L		M		S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment - micro environment of marketing and macro environment of marketing – domestic marketing and international marketing - fundamentals of strategic marketing planning - marketing organization - customer lifetime value - marketing organization and control systems -	8	Videos / e-PG Pathshala

	organizing marketing department - marketing control techniques - annual plan control - profitability control - strategic control		
<b>II</b>	Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour	<b>8</b>	<b>NPTEL Videos / e-PG Pathshala</b>
<b>III</b>	Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies	<b>9</b>	<b>Videos / e-PG Pathshala</b>
<b>IV</b>	Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Services marketing - Pricing concepts, factors influencing price decisions - pricing strategies	<b>9</b>	<b>Videos / e-PG Pathshala</b>
<b>V</b>	Promotion and Distribution Decisions: Promotion mix - integrated marketing communication– advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing	<b>8</b>	<b>NPTEL Videos / e-PG Pathshala</b>
<b>VI</b>	Emerging trends in marketing - Social Marketing – Digital Marketing - Green Marketing – Retro Marketing- Marketing Analytics - Current Developments in Marketing, Ethics in Marketing	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Chandrasekar K.S (2019).Marketing Management: Text & Cases, Tata McGraw Hill.
2. Kotler Philip (2016), Marketing Management, Pearson India Education.
3. Saxena, Rajan (2004) Marketing Management, Tata McGraw Hill.
4. Ramaswamy, V.S. and Namakumari S (2018), Marketing Management, Sage.
5. Stanton, W.J, Michael Etezel and Bruce J.Walker (1997) Fundamentals of Marketing, McGraw Hill
6. Kotler, Keller, Jha & Koshy(2003) Marketing Management - A South Asian Perspective, Pearson

**Focus of Course :** Employability/Skill Development

#### e-Resource

1. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23> (Marketing: P14-M40)e-PG Pathshala :

**e-Content URL:** Vidya-mitra

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**SEMESTER - 2**  
**CORE 12 : FINANCIAL MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 425	Financial Management	Concept (B)	40	4	6	3
<b>Preamble:</b> This course aims at facilitating the student to understand and apply the various functions of financial management, capital budgeting, capital structure and working capital management.						
<b>Prerequisite:</b> Financial management basics at UG level						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Acquire a comprehensive knowledge about Finance Functions and Indian Financialsystem					
CO2	Understood the capital Budgeting Techniques					
CO3	Comprehend the cost of capital and its calculation					
CO4	Understood the theories of capital structure					
CO5	Dividend theories and policies					
CO6	Understand the working capital management					

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	L	M	L	L	M				M	S	S	S	S
CO2	L	M	L	L			S			M	M	S	S
CO3	S	L	S	L		S		S		M	M	M	M
CO4	S	S	L	L		S		S		L	L	M	M
CO5	L	M	L	L					L	S	S	S	S
CO6	L	M	L	L	M				M	S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	<b>Business Finance:</b> Finance function – meaning and scope – objective of financial management – Financial forecasting – Financial planning –Time value of money- Estimating financial requirements- Role of financial market and financial institutions in India.	10	PPT / e-PG Pathshala
II	<b>Sources of funds:</b> Long term – short term and medium term –Equity shares – preference shares – Debentures and Bonds – Retained earnings -Lease financing-Venture capital.	4	PPT / e-PG Pathshala
III	<b>Investment Decisions:</b> Capital Budgeting – methods of appraisal - Payback period, Accounting rateofreturn,NetPresentValue,InternalRateofReturn,Profitability Index - Capital Rationing–(Problems).	10	PPT / e-PG Pathshala
IV	<b>Financing Decisions:</b> Capital Structure Theory - Net Income Approach - Net Operating Income Approach – MM Approach –Cost of Capital - computation of cost of debt, cost of preference shares, cost of equity,	8	PPT / e-PG Pathshala

	weighted average cost of capital.(Problems)		
<b>V</b>	<b>Dividend Decisions:</b> Dividend Policies-Types of dividends-Dividend models-Dividend Theories-Gordon and walters model.	<b>8</b>	PPT / e-PG Pathshala
<b>VI</b>	<b>Working Capital Management:</b> Working capital Policies – Management of cash, inventory and receivables - Forecasting Working Capital requirements(problems).	<b>10</b>	PPT / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Dr.S.N.Maheswari, “FINANCIAL ANAGEMENT”, Sultan Chand Publications, April2012			
2. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill, 2017			
3. Financial Management: Principles and practice, S.N. Maheswari,S.Chand, 2014.			
4. Financial Management, C Parameswaran and T Subramanian, New Age, 2008			
5. Financial management, IM Pandey,Vikas, 2016.			
6. Financial Management, 7 <sup>th</sup> edition, Khan & Jain, McGraw Hill, 2014			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-01)			
2. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-05)			
3. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-13)			
4. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-25)			
5. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce:P-08/M-33)			
<b>e-Content URL:</b> Vidya-mitra / e-Pathshala			
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<b>SEMESTER - 2</b> <b>CORE 13 : COMMUNICATION SKILLS</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 426	COMMUNICATION SKILLS	Concept (B)	44	6	0	2
<b>Preamble:</b> The course objective is focused to enhance students' understanding of business communication skills after completion of the course the students would be able to communicate diligently and effectively, develop listening skills and identify the various aspects of organizational setting for business communication, plan and deliver presentations, apply techniques for adapting message to audience, master various types of graphic aids and incorporate them show sensitivity to ethical and intercultural communication issues.						
<b>Prerequisite:</b> Basic knowledge of Communication						
<b>Course Out Comes (COs) :</b> Students will communicate ethically, responsibly, and effectively as local, national, international, and global citizens and leaders.						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Recognize their ethical responsibilities to their community, society, discipline, and profession based on various perspectives and associated standards of ethical communication					K2
CO2	Understand the impact of the professional management solutions in societal and environmental contexts					K2
CO3	Demonstrate the knowledge of and need for sustainable development via report writing					K3
CO4	Inherent the Basic communication process, along with knowledge of cross cultural functions					K4
CO5	Create and apply appropriate techniques, resources and modern management in business communication in corporate meetings					K5
CO6	Demonstrate ability to consume communication critically. Demonstrate intercultural sensitivity					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	M	M
CO2	M	S	S						M	S	L	S	S
CO3	M	S	M			M			M	M	S	S	S
CO4	L	S	M	M					M	S	S	S	S
CO5	M	S	S	M			M			S	S	S	S
CO6	M	M	S	S		M	M			S	S	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Nature and purpose of communication; Process and Elements – Classification of communication – interpersonal, interpersonal, written, verbal, non-verbal, visual etc; Barriers to communication; principles of effective communication; Business communication – Role, Importance,	8	Black Board Teaching/Group Assignment



	types; Deductive & inductive logic..		
<b>II</b>	Written communication, Principles of effective writing; business letters – types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint; Case	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>III</b>	Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports	<b>9</b>	<b>Black Board Teaching/NPTEL/Case study</b>
<b>IV</b>	Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;	<b>9</b>	<b>Role Play/Black Board Teaching</b>
<b>V</b>	Chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control – Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>VI</b>	Non-verbal communication, body language, kinetics, proxemics, paralanguage, NLP; Listening – principles of effective listening, Visual communication – use of AVAs, Technology and communication – Communicating digitally – Fax, Electronic mail, Teleconferencing, Video conferencing.	<b>8</b>	<b>Role Play/Black Board Teaching</b>
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Bovee, Courtland L., Thill, John V. and Mukesh Chaturvedi (2011). Business Communication Today, 3/e; New Delhi: Pearson
2. Communication skills for Professionals, Konar N, Prentice Hall, 2011.
3. Communication skills, Sanjay Kumar and Pushpa Lata, Oxford, 2015.
4. Communication skills, Sen and Leena, Prentice Hall, 2007.
5. Business Communication, Meenakshi Raman and Prakash Singh, Oxford, 2012.
6. Developing communication skills, Krishan mohan, Laxmi, 2009.
7. Ober, Scot (2009). Contemporary Business Communication, 5/e; New Delhi: Biztantra.
8. Anjane Sethi, and Adhikari Bhavana (2010). Business Communication; New Delhi: Tata McGraw-Hill.
9. Jaishri Jethwaney, Corporate Communication Principles and Practice, Oxford Publications Ltd., 2010
10. Ajay Pandit, Rajendra Pal & J.S. Korlahalli-Essentials of Business Communication, Siltan Chand & Sons, 2013 Edition.

#### Focus of Course : Employability/Entrepreneurship

#### e-Resource

1. NPTEL/ [http://epgp.inflibnet.ac.in/view\\_f.php?category=](http://epgp.inflibnet.ac.in/view_f.php?category=)

#### e-Content URL: Vidya-mitra / e-Pathshala

1.

2.

SEMESTER – 2						
CORE 14 : BUSINESS PLANNING AND ENTREPRENEURSHIP						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 427	BUSINESS PLANNING AND ENTREPRENEURSHIP	CORE	39	8	3	3
<b>Preamble:</b> To familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.						
<b>Prerequisite:</b> The course offers introduction, Feasibility Planning, Acquiring an Established venture, Financing a new venture, and Life cycle of an entrepreneurial venture.						
<b>Course Out Comes (COs):</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	To understand the concepts of entrepreneurship, its need and scope.					K1, K2
CO2	To study the need for a Business Plan & steps in the preparation of Business Plan					K2, K3
CO3	To know the Marketing Plan, Operation Plan & Financial Plan					K1, K4
CO4	To know the Financing and its effects on effective asset management					K4, K5
CO5	To provide basic knowledge about the Acquiring an Established Venture & Methods of valuing a business					K4, K5
CO6	To understand the life cycle of an entrepreneurial venture & importance of Intellectual property					K2, K4

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	S	S	S	S	S	S	S	S	S	S
CO2	S	S	S	S	S	S	S	S	S	S	M	S	S
CO3	S	S	S	S	S	S	S	M	S	S	S	S	M
CO4	S	M	M	S	S	M	M	L	S	S	M	S	M
CO5	S	M	M	S	M	M	M	M	M	S	S	S	M
CO6	S	M	M	M	L	M	L	M	L	S	S	S	L
S- Strong; L- Low; M-Medium													

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Entrepreneurship: Meaning and concept – Definition of an Entrepreneur – Characteristics of an Entrepreneur – Entrepreneurial Process – Scope of Entrepreneurship in India – Entrepreneurial motivation – Factors responsible for Emergence of Entrepreneurship – Types of Entrepreneurship – Barriers to Entrepreneurship – MSME – Small Business: Meaning – Role – Strengths and weaknesses.	10	PPT/Videos
II	Business Plan: Meaning – Need for a Business plan - Steps in the preparation of Business Plan – Project Report Preparation	8	PPT/Videos
III	Marketing Plan: Market Research – Segmentation – Market Positioning – Developing Marketing Mix Strategies – Packaging and Labelling – Pricing Mix – Promotional Mix – Distribution Mix – Operation Plan – Financial Plan – Feasibility Planning - Fundamental of a good feasibility plan	8	PPT/Videos
IV		8	PPT/Videos

	Financing a new venture: Financing and its effects on effective asset management – Alternate methods of financing – Venture capital and new venture financing – working out working capital requirement – Government agencies assisting in financing the project.		
<b>V</b>	Acquiring an Established Venture: Advantages and Disadvantages of acquiring established business – considerations for evaluation business opportunities – Methods of valuing a business – Franchising and Franchisee's perspective.	<b>8</b>	<b>PPT/Videos</b>
<b>VI</b>	Life cycle of an entrepreneurial venture – Role of entrepreneur during various transition stages – Importance of Intellectual property – Trademarks – Copyright – Patents – Steps in Obtaining a Patent– Geographical Indications(GI) of Goods.	<b>8</b>	<b>PPT/Videos</b>
	<b>Total</b>	<b>50</b>	

#### Reference Books:

1. 'Entrepreneurship', Madhurima Lall, Shika Sahai, Excel Books, 2008
2. 'Innovation and Entrepreneurship', Peter Drucker, Harper Collings, 2015
3. 'Entrepreneurship', Bruce Baringer, Pearson, 2015
4. 'Projects: Planning, Analysis, Selection, Implementation and Review', Prasanna Chandra, Tata McGraw Hill, 2015
5. 'Management and Entrepreneurship', NVR Naidu, IK International, 2008
6. 'Entrepreneurship: Creating and leading and entrepreneurial organization', Arya Kumar, Pearson, 2012

#### Focus of Course:

#### e-Resource/e-Content URL:

1. <https://www.entrepreneur.com/>
2. <https://msme.gov.in/>
3. <https://www.inc.com/>
4. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

#### e-Content URL:

- 1.
- 2.
- 3.
- 4.
- 5.

SEMESTER – 2						
CORE 15 : OPERATIONS RESEARCH						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 428	OPERATIONSRESEARCH	Application (D)	44	3	3	3
<b>Preamble:</b> To facilitate the learners to apply various OR Models in Business industry and other real life situations.						
<b>Prerequisite:</b> Level- I knowledge in OR UG level.						
<b>Course Out Comes (COs):</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Familiarize the applications of operations research tools and techniques for managerial decision making					K6
CO2	Articulate transportation Problem , Formulation; Methods of solution					K5
CO3	Understand assignment problem:Formulation; Methods of solution:					K4
CO4	Identify the application of network techniques to optimize time and cost					K4
CO5	Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely					K5
CO6	Familiarize with simulation technique and decision making under risk and uncertainty					K5

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	
S- Strong; L- Low; M-Medium													

Unit	Course Contents	Hours	e-Resources/ e-Content
I	Decision making with O.R: Nature and significance of O.R; Scientific methods in O.R., Models and relevance of modelling in O.R. Applications of OR, Tools and techniques of O.R,Role of operations research in decision making. Linear Programming: Formulation of the problem; Methods of solution, Applications of LPP in Industry and Management.	8	PPT
II	Transportation Problem: Formulation; Methods of solution (Initial solution by North-West Corner Rule, least cost method & Vogel's method; test of optimality, MODI method for final solution). Unbalanced T.P, Maximisation in TP	8	PPT
III	Assignment problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optimal solutions; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem –	9	PPT

	Queuing Theory: M/M/1 Queue; Standard problems.		
<b>IV</b>	Network Analysis: Concepts of Network; Activities and events, network diagram- Critical path Method (CPM); PERT Analysis, Probability of project completion by a target date.	<b>9</b>	<b>Videos</b>
<b>V</b>	Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; Staffing problem- Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost – Game Theory: Two persons Zero-sum game- principle of dominance solutions in to linear programming.	<b>8</b>	<b>Videos</b>
<b>VI</b>	Simulation: Introduction to Simulation and modelling – Decision Theory: Concepts of decision making: Decision under uncertainty: Maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk: Expected minatory value, Expected value, of perfect information, OpportModuley loss.	<b>8</b>	<b>Videos</b>
	<b>Total</b>	<b>50</b>	

<b>Reference Books:</b>	
1.	An Introduction to OR; Hillier & Liebermann, CBS Publishers, 1967.
2.	Operations Research for Management, GV Shenoy, New Age, 1986.
3.	Operations Research, PK Gupta, S Chand & Co, 2014.
4.	Operations Research, S.D. Sharma, Kedar Nath, Ram Nath & Co., 2013.
5.	Operations Research, R Panneerselvam, Prentice Hall, 2006.
<b>Focus of Course:</b> Employability	
<b>e-Resource/e-Content URL:</b>	
1.	<a href="https://www.ibu.edu.ba/assets/userfiles/mng/coursematerials/6-Transportation%20and%20Assignment%20Model.ppt">https://www.ibu.edu.ba/assets/userfiles/mng/coursematerials/6-Transportation%20and%20Assignment%20Model.ppt</a> <b>Transportation problem</b>
2.	<a href="http://users.uom.gr/~acg/Courses/QaMba/material/Decision-Analysis.ppt">http://users.uom.gr/~acg/Courses/QaMba/material/Decision-Analysis.ppt</a> Decision Analysis
<b>e-Content URL:</b>	
1.	<a href="http://youtube.com/watch?v=P15F3bdozMw">http://youtube.com/watch?v=P15F3bdozMw</a> Linear programming problem
2.	<a href="http://youtube.com/watch?v=9tJv5COGkD0">http://youtube.com/watch?v=9tJv5COGkD0</a> Inventory Model
3.	<a href="http://youtube.com/watch?v=sqxd8PjwQ0">http://youtube.com/watch?v=sqxd8PjwQ0</a> Network (CPM&PERT)

**SEMESTER - 3**  
**CORE 17 : DATA ANALYTICS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
<b>MGT C 431</b>	<b>DATA ANALYTICS</b>	<b>CORE</b>	<b>36</b>	<b>5</b>	<b>9</b>	<b>3</b>
<b>Preamble:</b> To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making and To become familiar with the processes needed to develop, report, and analyze business data.						
<b>Prerequisite:</b> Basic knowledge of Data management, Information Systems, Business Statistics						
<b>Course Out Comes (COs) :</b> On successful completion of the course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understanding the basic concepts of Data , Information and Information Systems					<b>K1,K2</b>
<b>CO2</b>	Understanding the application of Information systems in Modern day Business					<b>K2,K3</b>
<b>CO3</b>	Familiarize the concepts of Big data and Big data analytics					<b>K2,K4</b>
<b>CO4</b>	Familiarize the concept of Machine language and to develop the ability to apply the concepts in the real world					<b>K3,K5</b>
<b>CO5</b>	Ability to practically carry out data analysis					<b>K4,K3</b>
<b>CO6</b>	Develop the ability to take decisions regarding the applications of Business analytics at strategic level					<b>K2,K3,K4</b>

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>
<b>CO2</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>
<b>CO3</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>
<b>CO4</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>
<b>CO5</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>M</b>	<b>S</b>
<b>CO6</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>M</b>
<b>S- Strong; L- Low; M-Medium</b>													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
<b>I</b>	Understanding Data: Types of data – Data cleaning and preparation- Information – Types of data – Structured and unstructured - Characteristics – Information systems in modern day business – Importance of Information Processing in Management	<b>8</b>	Videos e-Pathshala PPT
<b>II</b>	Online data storage: Relevance of online data processing – Cloud computing –Cloud based services offered by Amazon, Google and IBM – E-Commerce Applications	<b>8</b>	Videos e-Pathshala PPT
<b>III</b>	Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data – Data search algorithms in search engines – Digital advertisements – Recommender systems – Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics	<b>7</b>	Videos e-Pathshala PPT
<b>IV</b>		<b>9</b>	Videos

	Machine learning: Types of learning algorithms – Machine learning models – Areas of application – Business intelligence – Data gathering – Data storage and knowledge management		e-Pathshala PPT
V	Data Analysis: Introduction to R Programming, SPSS and MS-Excel – Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive	9	Videos e-Pathshala PPT
VI	Business Analytics at the strategic level: Strategy and BA, Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA, functions, information as strategic resource.	8	Videos e-Pathshala PPT
<b>Total</b>		<b>50</b>	

#### Reference Books:

7. Maheswari A (2017) Data Analytics, McGraw Hill Educations
8. S, A.Vivek & Kumar, Rakesh S. (2019). Business Analytics: An Introduction. Kollam: SS Book Series
9. Siegel E (2013) Predictive Analytics, The Power To Predict Who Will Click, Buy, Lie Or Die R, Wiley
10. Simon P (2015) Too Big to Ignore, The Business Case for Big Data, Wiley
11. Croll A, Yoskovitz (2013), Lean Analytics, Use Data to Build a Better Startup Faster, O'Reilly Media
12. James G, Witten D, Hastie T and Tibshirani R (2013), Introduction to Statistical Learning with Applications in R, Springer Science and Business
13. Miles A, Huberman M and Saldana J (2018), Qualitative Data Analysis: A Methods Source Book, Sage Publications

#### Focus of Course

#### e-Resource

1. <https://www.simplilearn.com/data-science-vs-big-data-vs-data-analytics-article>
2. <https://www.edureka.co/blog/what-is-data-analytics>
3. <https://intellipaat.com/blog/what-is-data-analytics/>
4. <https://www.proschoolonline.com/blog/top-10-data-analytics-tools>
5. <https://cyfar.org/types-statistical-tests>
6. <https://towardsdatascience.com/statistical-tests-when-to-use-which-704557554740>

#### e-Content URL:

<u>6.</u>	
7.	
8.	
9.	
10.	

<b>SEMESTER - 3</b> <b>CORE 18 : CYBER SECURITY AND INFORMATION SYSTEM</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 432	CYBER SECURITY AND INFORMATION SYSTEM	CORE	36	5	9	3
<b>Preamble:</b> To acquaint the student with the role, functions and development of information systems at different levels and functional areas of the organization.						
<b>Prerequisite:</b> Basic knowledge of data, information, and security measures						

Course Out Comes (COs) : On successful completion of the course the students will be able to		
CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the role of information system in modern day organisations	K1,K2
CO2	Familiarise with the level wise classification of IS	K2,K3
CO3	Realize the role of IS in different functional areas in an organisation	K2,
CO4	Ability to decide on the appropriate method for system building	K3,K4
CO5	Comprehend the various threats to IS and the means to ensure quality of IS	K4,K5
CO6	Realize the legal and ethical issues in the management of information technology	K2,K3,K4

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	S	S	S	S	S	S	S	S	M
CO2	S	S	S	S	S	S	S	M	S	S	S	S	L
CO3	S	M	S	S	S	L	M	M	M	S	S	S	L
CO4	S	M	S	S	S	S	M	M	S	S	S	S	L
CO5	S	S	S	S	S	S	S	S	S	S	S	S	S
CO6	S	S	M	S	S	S	S	S	S	S	M	S	S
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	System concept – Information Systems — Components – Resources – Dimensions of information system - Contemporary approach to information systems - Organizational Foundation of Information Systems - Management Information System – Concept – strategic role – Objective –Impact –Limitation - Challenges	8	Videos e-Pathshala PPT
II	MIS- Level wise Classification- Transaction Processing System- Knowledge Management System- Types, application. Decision Support system— Model driven and Data driven DSS Group Decision Support System (GDSS) - Executive information System (ESS)	8	Videos e-Pathshala PPT
III	MIS- Function wise Classification- Marketing IS, Human Resource IS, Operations IS, Financial IS- Structure, Applications.	7	Videos e-Pathshala PPT



IV	System building approaches, System Development Life Cycle, Prototyping, End user Development, Standard Software Package, Outsourcing- advantages and disadvantages. Challenges in system implementation-change management.	10	Videos e-Pathshala PPT
V	Information Security Management – Hackers and cyber vandalism - Computer crime and Cyber terrorism – Malicious software – Technology and tools for protecting information resources – ISO 27001 Information security management system	9	Videos e-Pathshala PPT
VI	Business analytics-application. Internet of Things (IoT). Impact of IT on people - Health and Social Life. IT and Ethics- Privacy of People- Technical solutions. IT Act 2000- Major provisions and implications on business.	8	Videos e-Pathshala PPT

#### Reference Books :

1. Management Information system, Kenneth C. Laudon & Jane P Laudon, Pearson Education.
2. Management Information system, James A O'Brien, Tata Mc-Graw Hill
3. Management Information system, W.S. Jawadekar, Tata Mc-Graw Hill.
4. Management Information system, Goyal, McMillan.
5. Implementing an Information Security Management System Security Management Based on ISO 27001 Guidelines Abhishek Chopra, Mukund Chaudhary |2019/Apress Publication
6. Davis, Gordon B and Olson, Malgrethe, *op.cit.*, p341
7. Taub, Herbert and Schilling, Donald L., *Principles of Communication System*, McGraw-Hill, New Delhi

#### Focus of Course

##### e-Resource

1. <https://www.management-square.com/management-information-system-mis/>
2. <https://www.geeksforgeeks.org/management-information-system-mis/>
3. <https://opentextbc.ca/businessopenstax/chapter/management-information-systems/>
4. [https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter\\_1.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter_1.pdf)
5. <https://one.comodo.com/blog/msp/management-information-system.php>
6. <http://www.knowledge-management-tools.net/>
7. <https://www.business.com/articles/decision-support-systems-dss-applications-and-uses/>

##### e-Content URL:

- |  |   |
|--|---|
| 1. <a href="https://youtu.be/-18Py3sX5sM">https://youtu.be/-18Py3sX5sM</a> | Management Information Systems                                    |
| 2. <a href="https://youtu.be/bA0yDVqyQYY">https://youtu.be/bA0yDVqyQYY</a> | Management Information System                                     |
| 3. <a href="https://youtu.be/wzIW4jrvXFw">https://youtu.be/wzIW4jrvXFw</a> | Information System Concepts                                       |
| 4. <a href="https://youtu.be/0wwEX7hDYMc">https://youtu.be/0wwEX7hDYMc</a> | Developing MIS Systems  |
| 5. <a href="https://youtu.be/xPv6WtYvsMc">https://youtu.be/xPv6WtYvsMc</a> | MIS support for Decision Making                                   |
| 6. <a href="https://youtu.be/f83XYvwXoG0">https://youtu.be/f83XYvwXoG0</a> | Management Information System and Information Resource Management |
| 7. <a href="https://youtu.be/aUC7kQkWFPE">https://youtu.be/aUC7kQkWFPE</a> | Data and Information Management                                   |

**SEMESTER - 3**  
**FINANCE ELECTIVE**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 433	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Concept (B)	39	8	3	3

**Preamble:** To enable the student to get in-depth knowledge of the fundamental and technical analysis as a technique for optimal security investment

**Prerequisite:** Basics of Financial Markets

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Acquire a comprehensive knowledge about Securities Market and Sources of investment information	K6
CO2	To understand various approaches for analyzing securities	K5
CO3	To identify various theories and forms for checking market efficiency	K4
CO4	Understand portfolio selection and evaluation	K4
CO5	Familiarize with Portfolio Construction, Security Analysis ,Fundamental Analysis – Economic Analysis – Industry analysis – company analysis	K5
CO6	Evaluate financial market and derivatives	K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to investments – Nature and scope of investment decision –, investment vs Speculation, investment vs Gambling- investment avenues. Valuation of securities-return and risk-risk free return and risk premium-types of risk-interest rate risk-exchange rate risk-valuation of fixed income securities/bond valuation- YTM-Yield to call(YTC)- yield curve	8	PPT/ e-PG Pathshala
II	Security analysis-meaning –approaches-fundamental analysis-economy analysis-economic forecasting-industry analysis- industry life cycle- structure	8	PPT/ e-PG Pathshala

	analysis- trend analysis- company analysis- ratio analysis, cross sectional		
<b>III</b>	Technical analysis-concept- Dow theory- Elliot wave theory-types of charts-line charts, bar charts- Japanese candlestick charts- technical market indicators -patterns-trends and trend reversals- mathematical indicators- moving average - market indicators. Efficient market theory(EMH)- Random Walk Theory-forms of market efficiency- EMH vs fundamental and technical analysis	<b>9</b>	<b>PPT/ e-PG Pathshala</b>
<b>IV</b>	Portfolio management: portfolio analysis and selection- measurement of return - measurement of risk reduction of portfolio risk through diversification-systematic and unsystematic risk- portfolio selection- Markowitz Portfolio Theory(MPT)- Feasible Set-Efficient frontier- Capital Asset Pricing Model(CAPM)	<b>9</b>	<b>PPT/ e-PG Pathshala</b>
<b>V</b>	Portfolio Revision: need for revision- constraints, portfolio revision strategies-portfolio evaluation- need –evaluation perspective- differential return, decomposition of performance	<b>8</b>	<b>PPT/ e-PG Pathshala</b>
<b>VI</b>	Financial markets: money market, instruments- capital market instruments-stock exchanges-dematerialisation-procedure for listing in stock exchanges. Financial derivatives- meaning and definition-scope and importance- types of derivatives-forwards-futures –options- swaps– applications of derivatives for hedging	<b>8</b>	<b>PPT/ e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Portfolio Management, Kevin, Prentice Hall of India,2009
2. Investment Management, Bhalla, V.K., Sultan Chand,2005
3. Security Analysis and Portfolio Management, Fischer, Jordan Pearson, 1998
4. Investment, Bodie, Kane, Marcus, Tata MC Graw Hill, 1996
5. Security Analysis And Portfolio Management , V. Gangadhar, Anmol Publications, 2002

#### Focus of Course : Employability/Skill development

#### e-Resource

1. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P–14, M-01)
2. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P–14, M-18)
3. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P–14, M-22)
4. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P–14, M-16,17,18)
5. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P–14, M-34)

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**SEMESTER - 3**  
**FINANCE ELECTIVE**  
**PROJECT FINANCING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
<b>MGT E 434</b>	<b>PROJECT FINANCING</b>	<b>Concept (B)</b>	<b>39</b>	<b>8</b>	<b>3</b>	<b>3</b>

**Preamble:** To provide an understanding of the Procedures, Techniques and Methods of Project Evaluation, Financing and Control

**Prerequisite:** Basics of project Management and Capital Budgeting

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand Project planning - Pre-requisites of a successful project implementation Viability studies Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies	<b>K1</b>
<b>CO2</b>	Recall Appraisal for term loan and Working capital financing, Tandon, Chore Marathe committee recommendations	<b>K2</b>
<b>CO3</b>	Evaluate Capital Budgeting Decisions	<b>K3</b>
<b>CO4</b>	Understand cash credit, overdraft, Bill finance – Factoring – Forfeiting - Expert pre-shipment and post shipment.	<b>K5</b>
<b>CO5</b>	Articulate International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.	<b>K4</b>
<b>CO6</b>	Review Industrial sickness and Rehabilitation	<b>K5</b>

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	S	S		L	L		L		L	L		L	S
<b>CO2</b>	S		S		S	S	L		M	M		L	M
<b>CO3</b>	M	S		M	M		M		M	M		L	S
<b>CO4</b>	L	S	S	M	M	S	M		L	M		L	
<b>CO5</b>	M	M		M	L	S	L		L	L	S	L	S
<b>CO6</b>	S		S	M	S		L		M	L	S	L	L

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
<b>I</b>	Introduction to projects: Project report, steps involved in a preparation Project Report. Viability studies – Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.	<b>8</b>	<b>PPT / NPTEL Videos</b>
<b>II</b>		<b>8</b>	<b>PPT / NPTEL Videos</b>

	Appraisal of Project – Commercial appraisal, Technical appraisal, Financial Appraisal, Economic appraisal., Credit monitoring arrangement, financing of SME Modules Appraisal for term loan and Working capital financing, Tandon, Chore Marathe committee recommendations. Traditional method and Nayak Committee recommendations – preparations of appraisal report.		
<b>III</b>	Cost and Means of finance-cost of Project, Means of Finance-Share capital – Debt Capital – Finance Leverage – Capital Budgeting Decisions – Term Loans – Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities.	<b>9</b>	<b>PPT / NPTEL Videos</b>
<b>IV</b>	RBI guidelines in DPGS and BCF – lines of credit – working capital finance, structure – cash credit, overdraft, Bill finance – Factoring – Forfeiting - Expert pre-shipment and post shipment.	<b>9</b>	<b>PPT / NPTEL Videos</b>
<b>V</b>	Appraisal for leasing projects – lease Evaluation – Appraisal for Hire purchase facility – Appraisal for venture capital – Appraisal of international projects – International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.	<b>8</b>	<b>PPT / NPTEL Videos</b>
<b>VI</b>	Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – rehabilitation programmes – Sick Industries – Recovery proceedings. Liquidation Debt Recovery Tribunals, out of court settlements.	<b>8</b>	<b>PPT/ e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Projects, planning, Analysis, Selection, Implementation and Review, Prasanna Chandra, Fourth Edition MC Graw Hill Publishing, 2004
2. Financial Management Theory & Practical, Prasanna Chandra, Tata MC Graw Hill, 1998
3. Project Finance HR Machiraju, Vikas publishing House, New Delhi, 2004
4. Project Reports and Appraisals, HPS Pahwa, Bharat Law House, 2002

#### Focus of Course : Employability/skill development

#### e-Resource

1. <https://nptel.ac.in/courses/112102106/4>
2. <https://nptel.ac.in/courses/112102106/5>
3. <http://textofvideo.nptel.ac.in/112102106/lec4.pdf>
4. <https://swayam.gov.in/courses/4984-business-planning-and-project-management>
5. <https://swayam.gov.in/course/3584-project-management>
6. <https://nptel.ac.in/courses/112102106/4>
7. <https://www.udemy.com/project-finance-beginner>

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**SEMESTER - 3**  
**FINANCE ELECTIVE**  
**INVESTMENT BANKING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 435	INVESTMENT BANKING	Concept (B)	39	8	3	3

**Preamble :** To orient the students with a fundamental understanding of the role of Investment. Banks and how they operate and to provide a framework for analysis of the various businesses of an investment bank.

**Prerequisite:** Basics of investment banking, money market, capital market

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the functions of investment banking, regulatory & structure of investment of banking	K1
CO2	Evaluate growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets	K2
CO3	Examine the significance of capital market, capital market v/s money market, market players	K3
CO4	Recall Debt and credit market	K4
CO5	Familiarize with bond Valuation and Bond Management Strategies	K5
CO6	Evaluate management of IPOs	K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		S	L		L		L		S	L	S
CO2	S		S		S				M		M	S	M
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	S	M
CO5	M	M	M	S	L		S				S	S	S
CO6	S		S	S	S		L		M		S	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Overview of Investment Banking: Meaning of investment banks, services/ functions of investment banking, regulatory & structure of investment of banking, nature and scope of present day investment bankers.	8	PPT / NPTEL Videos

II	Money Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets – call money market, commercial paper, short-term deposit market, treasury bills market, gilt-edged securities market, certificate of deposits, repos; regulatory authorities and guidelines, regulations governing money market and its instruments.	8	PPT / NPTEL Videos
III	Capital Market : An introduction, meaning and significance of capital market, capital market v/s money market, market players – investors and companies, security laws/regulatory framework for governing Indian capital market, an over view of international capital market.	9	PPT / NPTEL Videos
IV	Debt and credit market: Types of debt, design of new debt/fixed instruments; fixed income security valuation: Risk associated with fixed income securities – various kinds of risks, classical theory of interest yield curve, yield spread, Z theoretical determinants of shape of yield curve, terms structure of interest rate, analyzing terms structure and its effects connected theory and hypothesis;	9	PPT/ e-PG Pathshala
V	Bond Valuation and Bond Management Strategies; Bond valuation – bond written, prices and their movements, understanding systematic and unsystematic risks in bond, bond valuation, YTM.	8	Videos / e-PG Pathshala
VI	Management of IPOs: Primary market in India and abroad, current developments and professional ethics, procedural aspects of primary issues – banker, broker, registrar & allotment to the issue, due diligence of prospectus or letter of offer, role of various operations in the success of issue, pre-issue decision making and management, SEBI guidelines for public issue.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Investment banking, 5<sup>th</sup> edition, Tapan Jindal, Bharat Law House, 2017.
2. Investment banking: valuation, leveraged buyouts, mergers and acquisitions, Joshua Pearl and Joshua Rosenbaum, John Wiley, 2009.
3. Manual merchant banking, J.C. Verma (Practice and procedure), Bharat Law house, 2001
4. Damodaran on valuation, Aswath Damodaran, Wiley, 2008.
5. Merchant banking, HR Machiraju, New Age, 2010.

#### Focus of Course : Employability/skill development

#### e-Resource

1. [www.schoolofib.com](http://www.schoolofib.com), [www.wallstreetprep.com](http://www.wallstreetprep.com)
2. [www.schoolofib.com](http://www.schoolofib.com), [www.wallstreetprep.com](http://www.wallstreetprep.com)

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**SEMESTER - 3**  
**FINANCE ELECTIVE**  
**FINANCIAL SERVICES**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
<b>MGT E 436</b>	<b>FINANCIAL SERVICES</b>	<b>Concept (B)</b>	<b>39</b>	<b>8</b>	<b>3</b>	<b>3</b>

**Preamble :** To enable the students to acquire knowledge on different aspects of financial and advisory services offered by Non - Banking Finance Companies

**Prerequisite:** Basics of financial Services, regulatory and supervisory frame work, corporate financial services, retail financial services and Financial services marketing.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
<b>CO1</b>	Understand Corporate financial services – Retail financial services – financial institutions changing technologies and regulations	<b>K1</b>
<b>CO2</b>	Explain role of RBI, SEBI, and Ministry of Finance, Govt. of India – finance Bill and financial services	<b>K2</b>
<b>CO3</b>	Recall the Corporate financial services, organizational frame work – functions regulatory and supervisory guidelines	<b>K3</b>
<b>CO4</b>	Compare Retail financial services – credit cards Debit cards – smart cards – automated Teller Machines – Electronic fund Transfer – Electronic clearing	<b>K4</b>
<b>CO5</b>	Analyze principles and techniques, financial services market mix, product design	<b>K4</b>
<b>CO6</b>	Evaluate development and test marketing in financial service sector	<b>K5</b>

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	<b>S</b>	<b>S</b>		<b>L</b>	<b>L</b>		<b>L</b>		<b>L</b>		<b>S</b>	<b>L</b>	<b>S</b>
<b>CO2</b>	<b>S</b>		<b>S</b>		<b>S</b>				<b>M</b>		<b>M</b>	<b>M</b>	
<b>CO3</b>	<b>M</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>M</b>				<b>M</b>		<b>M</b>	<b>S</b>	<b>S</b>
<b>CO4</b>	<b>L</b>	<b>S</b>	<b>S</b>	<b>M</b>	<b>M</b>		<b>M</b>				<b>M</b>	<b>L</b>	
<b>CO5</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>M</b>	<b>L</b>		<b>S</b>				<b>S</b>	<b>S</b>	<b>S</b>
<b>CO6</b>	<b>S</b>		<b>S</b>	<b>M</b>	<b>S</b>		<b>L</b>		<b>M</b>	<b>M</b>	<b>S</b>	<b>M</b>	

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
<b>I</b>	Introduction to financial Services – characteristics of services – Distinctiveness of financial Intermediaries – Corporate financial services – Retail financial	<b>8</b>	<b>PPT / NPTEL Videos</b>



	services – financial institutions changing technologies and regulations – The management and development of financial services, sales and service outlets in western and emerging economics.		
<b>II</b>	Regulatory and supervisory frame work – Role of RBI, SEBI, and Ministry of Finance, Govt. of India – finance Bill and financial services – supervision and regulation of banking companies in India – Regulatory / Institutional / and Environmental constraints	<b>8</b>	<b>PPT / NPTEL Videos</b>
<b>III</b>	Corporate financial services, organizational frame work – functions regulatory and supervisory guidelines and procedures – merchant Banking credit rating services – venture capital services – leasing – factoring and forfeiting – securitization – Banking services – Non banking financial companies, corporate Insurance.	<b>9</b>	<b>PPT / NPTEL Videos</b>
<b>IV</b>	Retail financial services – credit cards Debit cards – smart cards – automated Teller Machines – Electronic fund Transfer – Electronic clearing – Portfolio management services – Broking services – Consumer credit – Hire purchase finance – housing finance – personal tax counseling – Internet Banking – Virtual Banking	<b>9</b>	<b>PPT/ e-PG Pathshala</b>
<b>V</b>	Financial services marketing – characteristic of the consumer of financial services – segmentation of financial services markets – market research – principles and techniques, financial services market mix, product design.	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>VI</b>	Mutual funds - features,types open ended close ended, income fund,leverage fund-mutual fund risks: investment risk, political risk-operation of mutual fund-Reasons for Slow Growth of Mutual Funds in India	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Management of Financial Services, Bhalla. V.K. Anmol, 2004
2. Management of Financial Services, Sasidharan K, McMillan, 2003
3. Financial services and system, Sasidharan K, McMillan, 2004
4. Emerging scenario of Financial Services, Gordanad Natarajan, Himalaya,2005
5. Marketing of Financial Services, Avadhani, Himalaya, 2012.

#### Focus of Course : Employability/skill development

#### e-Resource

1. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P-16, M-31)
2. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P-16, M-08)
3. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P-16, M-20)
4. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P-16, M-35)
5. <https://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce P-16, M-27)

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**SEMESTER - 3**  
**FINANCE ELECTIVE**  
**COMMODITIES AND FINANCIAL DERIVATIVES**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 437	COMMODITIES AND FINANCIAL DERIVATIVES	Concept (B)	39	8	3	3

**Preamble :** To equip the students with the knowledge and skills required for dealing in Commodities Market.

**Prerequisite:** Basics of commodity derivatives, commodity derivatives, pricing and application of commodity derivatives, commodity stock exchanges

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand Products, Participants and functions, exchange traded V/s OTC derivatives.	K1
CO2	Examine the difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India	K2
CO3	Familiarize with commodity specific issues, instruments available for trading, types of instruments	K3
CO4	Articulate the Pricing and application of commodity derivatives	K4
CO5	Evaluate Commodity stock exchanges	K5
CO6	Analyze clearing, Settlement and Risk Management	K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	s		L	L		L		L		S	L	S
CO2	S	S	S		S				M		M	S	M
CO3	M	S	S		M				M		M	S	S
CO4	L	S	S	M	M		M				M	S	M
CO5	M	M	M	S	L		S				S	S	S
CO6	S		S	S	S		L		M		S	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction commodity derivatives: Definition of derivatives, types of derivatives – financial derivatives, and commodity derivatives, Products,	8	PPT / NPTEL Videos

	Participants and functions, exchange traded V/s OTC derivatives.		
<b>II</b>	Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India (regional and national) commodities permitted for trading	<b>8</b>	<b>PPT / NPTEL Videos</b>
<b>III</b>	Derivatives Markets – Forward, Futures, Options, Swaps – Role of Derivatives Markets – Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets – evolution of derivatives in India vis a vis other countries.	<b>9</b>	<b>PPT / NPTEL Videos</b>
<b>IV</b>	Forward and Futures: Market Structure – Types of Future Contracts – Pricing principles – Futures Hedging strategies – Options markets – types of options-features of option contract	<b>9</b>	<b>PPT/ e-PG Pathshala</b>
<b>V</b>	Currency Derivatives: Currency forwards – Currency futures – Currency options – Pricing – Trading Strategies – Interest Rate Derivatives – Interest Rate Futures – Forward Rate Agreements – Swaps – Options – Swaps – Term structure and pricing principles – Trading Strategies.	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>VI</b>	Depository system-objectives-activities of the depository-interacting institutions- depository process- trading in depository system- depositories in international market- depository system in India	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Commodity and Financial Derivatives, Kevin S, Prentice Hall, 2014
2. Agricultural Prices and Commodity Market Analysis, Ferris, John N., McGraw – Hill, 2000
3. Basis of commodities markets: the target of success, DL Shinde, Createspace, 2017.
4. Trading commodities and financial futures – Step by step guide to mastering the markets, George Kleinman, FT Press, 2013

#### Focus of Course : Employability/skill development

#### e-Resource

1. [www.iplanonline.in/product/commodity-trading-online-classes](http://www.iplanonline.in/product/commodity-trading-online-classes)
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**SEMESTER - 3**  
**HUMAN RESOURCE ELECTIVE**  
**HUMAN RESOURCE DEVELOPMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 438	HUMAN RESOURCE DEVELOPMENT	Concept (B)	39	8	3	3

**Preamble :** This course aims To discuss the theory and principles of training as they relate to the organizational objectives and strategies. The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

**Prerequisite:** Basics of introduction to HRD, principles of learning, identification of training & development needs, evaluation of training effectiveness and designing and conducting training programmes.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Discuss training and its objectives	K2
CO2	Discuss and apply the principles of learning	K2
CO3	Conceptualize, the identification of training and development needs	K3
CO4	Discuss TNI and its methods	K4
CO5	Discuss the need for evaluation of training effectiveness	K5
CO6	Designing and conducting training programmes	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Training perspective in HRD – Scope / Objectives of Training &Development – Changing focus to Training tools – Training Cycle.	8	Videos / e-PG Pathshala

II	Principles of learning, principles of adult learning, transfer of learning managing a system of learning resources	8	NPTEL Videos / e-PG Pathshala
III	Identification of training & development needs – individual, occupational & organizational levels – Approach to management Development, Management Development implications	9	Videos / e-PG Pathshala
IV	Basic approach in TNI, on the job and off the job training methods, criteria of methods selection, skills of an effective trainer as a changing agent	9	Videos / e-PG Pathshala
V	Concept definition and need for evaluation of training effectiveness – Principles of evaluation, strategies of evaluation	8	NPTEL Videos / e-PG Pathshala
VI	Designing and conducting training programmes, use of audio visual aids in training, new ways of learning, non-formal methods of development – Practical/case studies.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Pareek Uday & Rao T.V, Designing and Managing Human Resource Systems, Oxford & IBH.
2. Kandula, R. Srinivasan, Strategic Human Resource Development, PHI, 2012
3. Mandev, An Introductory course in “Teaching and Training Methods for Management Development” Sterling Publishers. 2013
4. Rao T.V, Human Resource Development, Himalaya Publishing, 2013 Rao T.V: Performance Appraisal: Theory and Practice. AIMA-Vikas. 2013
5. Effective Training systems, Strategies and Practices Nick Ballchand, James W. Thacker, Pearson 2005.
6. A Hand Book of Training Management – Kenneth R. Robinson Adithya Books Private Ltd. New Delhi, 2004
7. Human Resource Management, Aswathappa, Himalaya, 2013
8. Human Resource Management, Wendell French, All India Publishers & Distributors, 2003

#### Focus of Course : Employability/skill development

#### e-Resource

1. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M01)
2. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M05)
3. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M06)
4. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M26)
5. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M33)
6. e-PG Pathshala : <http://epgp.inflibnet.ac.in/ahl.php?csrno=6> (Commerce- P01-M08)

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**SEMESTER - 3**  
**HUMAN RESOURCE ELECTIVE**  
**ORGANISATIONAL CHANGE AND DEVELOPMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 439	ORGANISATIONAL CHANGE AND DEVELOPMENT	Concept (B)	39	8	3	3

**Preamble :** This course aims at providing the students with a frame work of what change and organization Development is, how it works, its change techniques and what the future of Organization Development might be

**Prerequisite:** Basics of nature of change, change perspectives, organizational transformation, organizational development and team intervention strategies.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Nature of Change: Necessity for Change	K2
CO2	Discuss and describe Learning, Training and Development	K2
CO3	Conceptualize Change perspectives and different perspectives related to change	K3
CO4	Discuss Organizational transformation and Change cycles	K4
CO5	Conceptualize Organizational Development for planned change	K5
CO6	Discuss on Team intervention strategies	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/
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			<b>e-ContentUnit</b>
<b>I</b>	Nature of Change: Necessity for Change, factors affecting change, organizational factors affected by change, impact of change on structure, communicative patterns and human relations, situational analysis and patterns of change.	<b>8</b>	Videos / e-PG Pathshala
<b>II</b>	Learning, Training and Development – definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD)	<b>8</b>	NPTEL Videos / e-PG Pathshala
<b>III</b>	Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organization; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.	<b>9</b>	Videos / e-PG Pathshala
<b>IV</b>	Organizational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change – cause and counteractive measures, reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)	<b>9</b>	Videos / e-PG Pathshala
<b>V</b>	Organizational Development for planned change : Introduction; definition; historical development and nature of OD; focused activities – individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress – impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects	<b>8</b>	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.	<b>8</b>	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Organization Development and Change 10th Edition by Thomas G. Cummings (Author), Christopher G. Worley (Author)
2. Organizational Transformation through Business Process Re-engineering, Vikram Sethi, Wellian R. King, Pearson 2005.
3. Organizational Theory, Design and change Text and cases, Gareth R. Jones Pearson, 2004
4. Organization 21<sup>st</sup> Century, Subir Chowdhury, Pearson, 2002.
5. Organization Development, Wendell L. French, Cecil H. Bell Pearson 2005

**Focus of Course :** Employability/skill development

#### e-Resource

1. [emanagementhelp.org](http://emanagementhelp.org),
2. [education-portal.com](http://education-portal.com),
3. [scs.georgetown.edu](http://scs.georgetown.edu)

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**SEMESTER - 3**  
**HUMAN RESOURCE ELECTIVE**  
**GROUP DYNAMICS AND TEAM BUILDING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4310	GROUP DYNAMICS AND TEAM BUILDING	Concept (B)	39	8	3	3

**Preamble :** This course aims at facilitating the students to understand the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness and to cultivate skills for group decision-making and teambuilding.

**Prerequisite:** Basics concepts, group development and socialization, group decision making, crowds and collective behaviour, and teamwork and teambuilding.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Science of Group Dynamics	K2
CO2	Discuss and apply Group Development and Socialization	K2
CO3	Conceptualize, Communication networks and environmental stress	K3
CO4	Categorize Group Decision Making and resolving inter-group conflict.	K4
CO5	Discuss interpersonal dynamics and awareness Crowds and Collective Behaviour	K5
CO6	Appraise Teamwork and Teambuilding in an organization	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**



Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	The Science of Group Dynamics : Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.	8	Videos / e-PG Pathshala
II	Group Development and Socialization: Group development – Group socialization; Group Structure – roles – authority – attraction	8	NPTEL Videos / e-PG Pathshala
III	Communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behavior – environmental stress	9	Videos / e-PG Pathshala
IV	Group Decision Making : Anatomy – Groupthink – group polarization – Methods of group decision- making – Group Conflict; Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.	9	Videos / e-PG Pathshala
V	Crowds and Collective Behaviour : Crowds and Collectives – Theoretical viewpoints – Deindividuation theory – Groups and Change: The Group as an agent of change – The effectiveness controversy – Sources of Change in groups	8	NPTEL Videos / e-PG Pathshala
VI	Teamwork and Teambuilding: meaning, scope and future, Developing High-Performance Teams.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. Group Dynamics, Forsyth, D.R., Addison-Wesley, New York, 1990			
2. Making Groups Effective, Zander, A., Jossey – Bass, 2000			
3. Group Performances, Davis, Addison-Wesley, 2008			
4. Team Building: Issues and Alternatives, Dyer, Addison-Wesley, 2005			
5. Group Dynamics And Team Building: A Hand Book by Hiriappa B, Ph.D 2016			
<b>Focus of Course : Employability/skill development</b>			
<b>e-Resource</b>			
1. <a href="http://www1.wfh.org/publication/files">www1.wfh.org/publication/files</a>			
2. <a href="http://www.saliedet.lv/en">www.saliedet.lv/en</a> ,			
3. <a href="http://www.businessballs.com">www.businessballs.com</a>			
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**SEMESTER - 3**  
**HUMAN RESOURCE ELECTIVE**  
**CAREER MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4311	CAREER MANAGEMENT	Concept (B)	39	8	3	3

**Preamble :** This course aims at facilitating the students with the requirements for designing appropriate systems for management of organizational career development, and with the concepts of the Managerial competency approach, and its relevance to career management.

**Prerequisite:** Basics of introduction to career development, career paths, counselling for employee development, application of assessment centers in competency building and intervention strategies.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of career development	K2
CO2	Discuss Career Paths, Transitions and Plateaus	K2
CO3	Conceptualize Counselling for Employee Development	K3
CO4	Categorize Application of Assessment Centers in Competency building	K4
CO5	Discuss Relevance of Ethics in Career Development	K5
CO6	Appraise Intervention strategies	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

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

**Syllabus**

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Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to Career Development – Concepts, definitions etc. – Theories of Career Development – Career Development and Organizational Strategy.	8	Videos / e-PG Pathshala
II	Career Paths, Transitions and Plateaus – Managerial Succession Planning – Dual – Laddering for Career Development.	8	NPTEL Videos / e -PG Pathshala
III	Counselling for Employee Development – concept of Competence – Competency Approach to Development	9	Videos / e-PG Pathshala
IV	Application of Assessment Centers in Competency building – Issues in Career management	9	Videos / e-PG Pathshala
V	Relevance of Ethics in Career Development and Competency Mapping Practices	8	NPTEL Videos / e -PG Pathshala
VI	Intervention strategies – PCMM – case studies	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. Personal and Professional development: Assessing your career, Ben Ball, Hyderabad University's Press, 2011			
2. Career Management Fourth Edition by Jeffrey H. Greenhaus (Author), Gerard A. Callanan (Author), Veronica M. Godshalk (Author)			
3. 360 Degree Feedback, Competency Mapping And Assessment Centres, Sharma R, Tata Mc Graw Hill. 2010			
4. Career Counseling: A field book for teachers and trainers, Arulmani, Tata McGraw Hill, 2005			
5. Management: A Competency based approach, Don Hellriegel et al., Thomson Asia, Singapore, 2006			
<b>Focus of Course : Employability/skill development</b>			
<b>e-Resource</b>			
1. <a href="http://education-portal.com/material_management_training.html">education-portal.com/material_management_training.html</a> ,			
2. <a href="http://www.businessballs.com/businessballs-site-map.htm">www.businessballs.com/businessballs-site-map.htm</a>			
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**SEMESTER - 3**  
**HUMAN RESOURCE ELECTIVE**  
**PERFORMANCE MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4312	PERFORMANCE MANAGEMENT	Concept (B)	39	8	3	3

**Preamble :** This course aims at facilitating the students To provide and understanding of the performance management process as well as the ability to manage performance in real world business scenario.

**Prerequisite:** Basics concept of performance management, Job evaluation, pay structures, measuring performance and developing and maintaining performance.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the elements of effective performance management	K2
CO2	Discuss performance management cycle and its models	K2
CO3	Conceptualize job evaluation – methods, pay structures	K3
CO4	Discuss measuring performance and measurement issues	K4
CO5	Discuss performance methodology development and implementation	K5
CO6	Discuss developing and maintaining performance management	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Performance Management Definition concerns and scope – Features of an effective organization, performance management process. A short history of performance management – merit rating. MBO, critical technique – enter performance management.	8	Videos / e-PG Pathshala
II	The essence of performance management; Performance management Cycle – Deming’s model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning – single and double loop learning, personnel development planning.	8	NPTEL Videos / e-PG Pathshala
III	Job evaluation – methods, pay structures. Grade pay structures, broad structure – job family structures – Performance management and pay-performance related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing	9	Videos / e-PG Pathshala
IV	Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organizational – team and individual-setting performance standards: Competence and competency analysis.	9	Videos / e-PG Pathshala
V	Methodology development and implementation, 360-degree feedback, advantage and disadvantage – Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.	8	NPTEL Videos / e-PG Pathshala
VI	Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Performance Management by Robert Bacal (Author) 2012
2. Performance management: Toward organizational excellence, TV Rao, Sage, 2015.
3. Performance management, AS Kohli, Oxford, 2008.
4. Performance management, 3<sup>rd</sup> edition, Pearson, 2013.
5. Performance Management, Armstrong Mitchel, Jaico, 2006.
6. Compensation Management in a Knowledge – Based world, Menderson, Pearson, 2011.

#### Focus of Course : Employability/skill development

#### e-Resource

1. kaplan-publishing.kaplan.co.uk,
2. promeng.eu/downloads

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**SEMESTER - 3**  
**MARKETING ELECTIVE**  
**ADVERTISING AND SALES PROMOTION**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4313	ADVERTISING AND SALES PROMOTION	Concept (B)	39	8	3	3

**Preamble:** This course will enable the students to understand integrated marketing and also to recognize the role of various communication tools such as advertising, sales promotion, public relations, publicity, social media marketing in the changing environment. At the end of the course students will be able to develop an overall IMC Plan for an organization and can evaluate the effectiveness of promotion strategies and effectiveness.

**Prerequisite:** Marketing management

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the most widely used integrated marketing terms and concepts.	K1,K2
CO2	Explain the ideas related to Advertising and its effectiveness	K2, K3
CO3	Recall the role Media in Advertising	K1, K4
CO4	Compare Broad casting media with other media	K4, K5
CO5	Analyze the role of sales promotion and public relations	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2													
CO3	M	S	S						M	M	M	S	S
CO4													
CO5	M	S	M			M			M	M	S	S	S
CO6													

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/
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			<b>e-ContentUnit</b>
<b>I</b>	Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in marketing Communication	8	Videos / e-PG Pathshala
<b>II</b>	Marketing Communication Planning; Advertising Planning and Objectives; Brand Equity; Advertising Budgeting; Media Planning and Strategy; Media Research.	8	NPTEL Videos / e-PG Pathshala
<b>III</b>	Creative Strategy; Advertising appeals; Creative tactics and format; Creation process – Television and print advertisements; Advertising research.	9	Videos / e-PG Pathshala
<b>IV</b>	Advertising Agency – Function, organizational Set-up; Types of advertising agencies; Compensation of advertising agencies; Selection of an advertising agency	9	Videos / e-PG Pathshala
<b>V</b>	Sales Promotion: Definition, Scope-Sales promotion mix – Developing Sales promotion Campaign – implementation of sales promotion campaign – Sales promotion Budget and Sales promotion evaluation	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Effect of sales promotion on brand equity – Trends in sales promotions – Future of sales promotions – Future of Marketing Communication	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. George Belch, Michael Belch and Keyoor Purani(2010) *Advertising and Promotion- An Integrated Marketing Communications Perspective*, Tata McGrawHill.
2. Kenneth E Clow and Donald Baack(2012) *Integrated Advertising, Promotion and Marketing Communications*, Pearson.
3. S.A. Chunawalla(2010) ,*Advertising,sales and Promotion Management*,Himalaya Publishing House.
4. Jerome M Juska(2017)*Integrated Marketing Communication:Advertising and Promotion in a Digital world*. Routledge
5. Dinesh Kumar (2020) *Marketing In The Digital Age*, Sage Publishing.

#### Focus of Course : Employability/Skill Development

#### e-Resource

1. e-PG Pathshala : [http:// https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23](http://https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23) (Marketing: P14-M40)
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**SEMESTER - 3**  
**MARKETING ELECTIVE**  
**CONSUMER BEHAVIOUR**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4314	CONSUMER BEHAVIOUR	Concept (B)	39	8	3	3

**Preamble:** This course will enable the students to understand to develop and understanding about the consumer decision making process and its application in marketing function of firms. This course will create an understanding on the consumer profile, needs, wants, steps in purchases etc.

**Prerequisite:** Marketing management

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the basic concepts of consumer buying behaviour and their characteristics	K1,K2
CO2	Explain the ideas related to various motivational theories of Consumer Buying Behaviour	K2, K3
CO3	Recall the role of attitude formation and change in culture	K1, K4
CO4	Compare the cultural change and its impacts	K4, K5
CO5	Analyze the leadership opinion and their characteristics	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			M			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			M			S	S	S	S
CO6													

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/
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			<b>e-ContentUnit</b>
<b>I</b>	Consumer Behaviour and its linkages with the decision making process in Marketing Management.	8	Videos / e-PG Pathshala
<b>II</b>	Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market Segmentation.	8	NPTEL Videos / e-PG Pathshala
<b>III</b>	Factors influencing the Consumer Behaviour – Culture, Social Class, Social Group and family, life style.	9	Videos / e-PG Pathshala
<b>IV</b>	Individual Determinants of Consumer behaviour – Motivation and involvement	9	Videos / e-PG Pathshala
<b>V</b>	Behaviour modifications-personality and self-concept-perception-learning, Attitudes and Changing Attitudes.	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Diffusion of innovations – Innovation and Adoption of new Products– Consumer Decision process; Problem recognition, Information seeking process, information evaluation Process, Purchase process and Post Purchase Process – Models and Utility.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### **Reference Books:**

1. Reynolds & Wells, Consumer Behaviour(2010), Mcgraw Hill..
2. Schiffman, Leon G., and Leslie Lazar Kanuk. Consumer Behavior. Pearson Prentice Hall.
3. David L Loudone, Albert J. Della Bitta(2014), Consumer Behaviour Concept and Applications, McGraw Hills.
4. Assael, H(1995), Consumer Behaviour and marketing Action Ohio, South Western.
5. Engle, J F etc.(1993) Consumer Behaviour, , Dryden Press.
6. Mowen, John C. (1993) Consumer Behaviour, MacMillan

#### **Focus of Course : Employability/Skill Development**

#### **e-Resource**

1. Mick, David (2003), “Appreciation, Advice and Some Aspirations for Consumer Research,” Journal of Consumer Research.
2. Deighton, John (2007), “The Territory of Consumer Research: Walking the Fences” (Journal of Consumer Research, Editorial)
3. [www.mtcglobal.org](http://www.mtcglobal.org), [shodhganga.inflibnet.ac.in/bitstream](http://shodhganga.inflibnet.ac.in/bitstream), [www.academia.edu](http://www.academia.edu)

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**SEMESTER - 3**  
**MARKETING ELECTIVE**  
**PRODUCT MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4315	PRODUCT MANAGEMENT	Concept (B)	39	8	3	3

**Preamble:** This course would give insights on branding initially and then provides a big picture of managing a brand and building a brand equity. This course also provides a deep insight on developing and implementing brand equity measurement system. By the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.

**Prerequisite:** Basics of Brand Management

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand basic concepts of Various brands and Products	K1,K2
CO2	Explain the ideas related to	K2, K3
CO3	Recall the role and impact of Brand and its image	K1, K4
CO4	Compare the Brand Portfolio Management	K4, K5
CO5	Analyze the methods of Brand Valuation	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			M			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			M			S	S	S	S
CO6													

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
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I	Product Management : Introduction and Importance – Role of product Manager in different industries – Demand forecasting - Market Segmentation – Product Plans – Components product plan – product differentiation – product line – additions – alterations, and deletions	8	Videos / e-PG Pathshala
II	Product positioning – Kinds – organizing the product teams – product Policy – Product lifecycle – New Product demand forecasting models – Product portfolio models – Criticisms to portfolio methods – Development in portfolio methods – product positioning and differentiation strategies – Perceptual mapping.	8	NPTEL Videos / e-PG Pathshala
III	New product development: Stages – Explanations of stages – Diffusion and adoption process – Industrial and consumer innovations – Diffusion of innovation cycle – New product launch: Strategies, mistakes. Success and failures	9	Videos / e-PG Pathshala
IV	Brand management: Strategic issues in brand management – Concepts. Relevance and Principles. Brand naming process – Brand extensions – Brand stretching	9	Videos / e-PG Pathshala
V	Brand equity – Components of brand equity and explanations – Brand equity measurement- Methods followed in Indian context..	8	NPTEL Videos / e-PG Pathshala
VI	Co-branding: Branding positioning – Product management audit – Packaging Methods and strategies – Future of product Management.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Product management – text and cases.” K.S. Chandrasekhar Himalaya Publishers,2013			
2. Product management” Ramanuj Majumdar, Prentice Hall of India,2004			
3. New Product Management”, Merle Crawford, Irwin, 2010			
4. Product management”, Donald Lehmann and Winer, McGraw Hill, 2000			
5. Brand Mangement”, YLR Moorthi, Vikas publishing, 2011.			
<b>Focus of Course : Employability/Skill Development</b>			
<b>e-Resource</b>			
1. <a href="http://ocw.mit.edu">ocw.mit.edu</a> ,			
2. <a href="https://generalassembly/">https://generalassembly/</a>			
3. <a href="http://www.pragmaticmarketing.com">www.pragmaticmarketing.com</a>			
4. <a href="http://www.pivotalpm.com">www.pivotalpm.com</a> ,			
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**SEMESTER - 3**  
**MARKETING ELECTIVE**  
**SALES MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4316	SALES MANAGEMENT	Concept (B)	39	8	3	3

**Preamble:** This course would enable the students to know about facets of personal selling and sales management. At the end of this course, the students will be able to comprehend the selling decisions and methods.

**Prerequisite:** Basics of Marketing Management

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand basic concepts of Personal selling	K1,K2
CO2	Explain the ideas related personal selling steps	K2, K3
CO3	Recall the role of sales organisations	K1, K4
CO4	Able to understand the sales force management	K4, K5
CO5	Analyze the various sales force management aspects	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			M			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			M			S	S	S	S
CO6													

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Selling and Marketing Concept – Theories of selling – New business Vs serving business – Consumer goods selling – Industrial selling – International selling – Retail selling – Classification of sales people – Characteristics of	8	Videos / e-PG Pathshala

	sales people – personal selling: Objectives, Policies, Strategies under competitive settings – Evaluation of personal selling Vis a Vis other components of promotional mix.		
<b>II</b>	Selling Process – prospecting: Steps – Pre-approach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling, showmanship – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow-up.	<b>8</b>	<b>NPTEL Videos / e-PG Pathshala</b>
<b>III</b>	Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing – time management.	<b>9</b>	<b>Videos / e-PG Pathshala</b>
<b>IV</b>	Sales force management: Recruitment and Selection: Job analysis, Manpower planning, Job specification and Job description, sources of sales recruits, problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods.	<b>9</b>	<b>Videos / e-PG Pathshala</b>
<b>V</b>	Training: Planning sales force training methods, content, execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.	<b>8</b>	<b>NPTEL Videos / e-PG Pathshala</b>
<b>VI</b>	Evaluation and control: Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.	<b>8</b>	<b>Videos / e-PG Pathshala</b>
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Selling Today, Manning and Reece, Pearson Education, 2011
2. Sales Management – Decision, strategies and Cases, Still, Cundiff et al, prentice Hall of India, New Delhi, 2004
3. Selling – Principles and Practices, Fredrick A. Russell et al, McGraw Hill Intl., New Delhi, 2005
4. Management of Sales force, Mike Wilson, MIA Series, 1980
5. Sales management, Bill Donaldson, Macmillan, 1998

#### Focus of Course : Employability/Skill Development

#### e-Resource

1. [www.businessballs.com](http://www.businessballs.com)
2. [www.saleshelp.com](http://www.saleshelp.com)
3. [www.learnsalesmanagementonline.com](http://www.learnsalesmanagementonline.com)

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**SEMESTER - 3**  
**MARKETING ELECTIVE**  
**RURAL MARKETING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4317	RURAL MARKETING	Concept (B)	39	8	3	3

**Preamble:** To enable the student understand the rural environment in various dimensions from marketing perspective.

**Prerequisite :** Basics of Management of rural marketing

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Impart knowledge of rural economy	K1
CO2	Know the impact on marketing in Rural markets	K2
CO3	Evolve marketing strategy for the rural market	K3
CO4	Understand the segmenting Targeting and Positioning for rural markets	K5
CO5		
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	M	L	M	M	M	M	S	L	S
CO2	M	M	S	M	M	S	S	S	S	S	M	M	M
CO3	S	S	L	S	L	M	M	M	S	M	S	M	S
CO4	S	S	M	M	S	S	S	M	S	M	S	L	S
CO5													
CO6													

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Evolution of Rural Marketing in Indian and Global Context-Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio - Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing-	8	Videos / e-PG Pathshala

	Potential, Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing		
<b>II</b>	Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process	<b>8</b>	NPTEL Videos / e-PG Pathshala
<b>III</b>	Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.	<b>9</b>	Videos / e-PG Pathshala
<b>IV</b>	Research, Technology and Promotion: -Rural Marketing Research-Retail & IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies-Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.	<b>9</b>	Videos / e-PG Pathshala
<b>V</b>	Trends in Rural Marketing:-e-Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing	<b>8</b>	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Case studies: ITC, AMUL, Lijjad Pappad, Kudumbasree	<b>8</b>	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books:

1. Krishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
2. Ramkishan, New Perspectives on Rural Marketing, Jaico Books, 2002.

#### Focus of Course : Employability/Skill Development

##### e-Resource

1. Shepherd, A. (1999), “A guide to maize marketing for extension officers”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.
2. T.P. Gopal Swamy, Rural Marketing, Wheeler Publishing (New Delhi) 1998. CMIE Report.
3. “HLL Rewrites Strategy for Greater Penetration of Rural Markets”,
4. www.domain-b.com, February 4, 2003.
5. C.K. Prahalad and Stuart Hart, “Strategies for the Bottom of the Pyramid”,
6. www.wri.org
7. Shepherd, A. (1999), “A guide to maize marketing for extension officers”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.

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**SEMESTER - 3**  
**OPERATIONS ELECTIVE**  
**SUPPLY CHAIN MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4318	SUPPLY CHAIN MANAGEMENT	Core	40	10		3

**Preamble :** To introduce the concepts ,tools and techniques in the management of supply chains in the present context.

**Prerequisite :** Basic idea on the various decision areas in the operations function and their inter relationships.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Gain an overview of supply chain system and the drivers of supply chain performance	K1,K2
CO2	Recognise the relevance facility decision in supply chain management.	K3
CO3	Equip to take decisions on inventory management under various operating conditions.	K4,K5
CO4	Enable the design and use of appropriate transportation mode and network	K6
CO5	Gain insight on value creation through the use of information on critical drivers of supply chain performance.	K5,K6
CO6	Practice coordination and collaboration across the supply chain	K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	L		L	M			M	M	S	L	M		L
CO2	M	L		S	L	M	M	S		M	L	M	S
CO3		L	M	S	M	M	S		S		M	M	
CO4	L		M	M	S	S	M	M	S	S	M	S	M
CO5	L		M	S	S	S	M		M	S		S	S
CO6			M	S	M	S	M	L	S	M	M	M	M

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I		6	PPT/ e-PG Pathshala



	Supply chain-objectives, importance. Process views of supply chain. Strategic role of supply chain management- Efficiency vs. Responsiveness. Supply chain performance- drivers and challenges.		
II	Role of facility in supply chain- Plant and warehouse. Factors influencing network design-Framework for network design. Warehousing-functions, types, cost elements, dimensions of operational mechanism. Automated Warehousing, Material handling- equipments.	10	Online tours/ e-PG Pathshala
III	Role of Inventory in supply chain. Determining cycle inventory and safety inventory- overview of models. Procurement management, Strategic procurement models. Make or buy decision.	8	PPT/ e-PG Pathshala
IV	Transportation- modes, Different transportation networks. Transportation management system. Design options for transportation networks. Trade-offs in transportation decision- transportation and inventory cost, transportation and responsiveness.	8	Online tours/ e-PG Pathshala
V	Information and supply chain integration. Supply chain IT framework- Customer Relationship Management. Internal Supply Chain Management, Supplier Relationship Management. E-SCM- components, implementation issues	10	PPT/ e-PG Pathshala
VI	Coordination in supply chain. Bullwhip effect. Obstacles to coordination. Scope of collaboration across supply chain. Sourcing in supply chain- in house vs. Outsource. 3PL, 4PL. Supply chain sustainability.	8	PPT/ e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Sunil Chopra, Peter Meindl, Dharam Vir Karla ,Supply Chain Management, Strategy, Planning and Operation(2016), Pearson			
2. D K Agarwal, Supply Chain Management, Strategy, Cases and Best Practices(2003),Macmillan			
3. Michael H Hugos, Essentials of Supply Chain Management(2006) ,			
4. Wiley Nakano Mikiyisa, Supply Chain Management( 2020)Springer			
<b>Focus of Course : Employability/ Skill development</b>			
<b>e-Resource</b>			
1. <a href="http://www.supplychainbrief.com">http://www.supplychainbrief.com</a>			
2. <a href="http://ggu.libguides.com/supplychain">http://ggu.libguides.com/supplychain</a>			
3. NPTEL/ <a href="https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&amp;maincat=23">https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&amp;maincat=23</a>			
4. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1398">http://epgp.inflibnet.ac.in/view-f.php?Category=1398</a> (OM: P-04/M-22, M-27 & M-29)			
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**SEMESTER –3**  
**OPERATIONS ELECTIVE**  
**QUALITY MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4319	Quality Management	Elective	30	5	0	3

**Preamble :** To familiarise the student with the concepts ,tools and techniques in the operations function in the organization and equip them for decision making in operations function.

**Prerequisite:** Basic idea on the various functional areas in an organisation and their inter relationships.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the concepts mooted by the quality Gurus from time to time.	K1,K2
CO2	Assimilate the principles and tools of Total Quality Management.	K3
CO3	Equip to select and apply appropriate tools of Statistical Quality Control.	K5
CO4	Familiarise with the Quality Management Systems in place and the institutional encouragements to quality drive.	K3,K4
CO5	Understand the concept and approaches of six sigma methodology	K4
CO6	Facilitate the selection and application of appropriate methodology for six sigma implementation.	K5,K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	M		M	S	M	L	L		M	L	S	M	L
CO2	S	S	S		S	M	M	L	S	S	M	M	M
CO3	S	M	S	S	S	M	M		L	S	L	S	M
CO4	S		S	M	M		M	S	S	S	M	S	S
CO5	M	M	S	S	S	M	M	M		M	M	S	S
CO6		L	S	S	S		S	L	S	S	L	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Quality- Definition, Dimensions of quality for goods and services, Quality gurus and contributions- Deming, Juran, Feigenbaum, Taguchi, Ishikava,	7	PPT/ e-PG Pathshala

	Shingo, Tom Peters, Philip Crosby.		
<b>II</b>	Total Quality Management- TQM Pyramid, seven tools of TQM- traditional and modern. TQM principles-JIT, Benchmarking, Continuous improvement, Quality Loss Function, Employee empowerment	<b>8</b>	Videos / e-PG Pathshala
<b>III</b>	Statistical Quality Control, Causes of variability, Statistical Process control, Control chart for variables and attributes, Process capability, Acceptance sampling, OC curve, Average Outgoing Quality	<b>8</b>	PPT/ e-PG Pathshala
<b>IV</b>	Quality Management System-ISO 9000, 14000, HACCP, Bureau of Indian Standards-Functions, Role. Quality awards-Deming Prize, MBNQA, Quality awards in India.	<b>8</b>	Videos / e-PG Pathshala
<b>V</b>	Six sigma- History, goals, themes. Core principles, Etymology, DPMO, sigma levels and performance standard.	<b>8</b>	Videos / e-PG Pathshala
<b>VI</b>	DMAIC and DMADV methodologies, Six sigma implementation- role of different categories of team members, Challenges, Six sigma software packages -overview. Lean Six Sigma	<b>11</b>	Videos / e-PG Pathshala

<b>Reference Books:</b>	
1.	Besterfeild, Total Quality Management(2008) Pearson Education.
2.	Summers, Six Sigma; Basic Tools and Techniques(2011), Prentice Hall
3.	Total Quality Management, D. R. Kiran(2016) Elsevier Inc.
4.	Total Quality Management, Kanishka Bedi(2014)Oxford
5.	Six Sigma for the Next Millennium, Kim.H.Pries(2017) Pearson
<b>Focus of Course : Employability/ Skill development</b>	
<b>e-Resource</b>	
1.	NPTEL/ <a href="https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&amp;maincat=23">https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&amp;maincat=23</a>
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**SEMESTER - 3**  
**OPERATIONS ELECTIVE**  
**MATERIALS MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E4320	<b>MATERIALS MANAGEMENT</b>	ELECTIVE	40	10	0	2

**Preamble:** To familiarize the students with the tools and techniques in purchasing and stores and equip them in decision making in the materials management.

**Prerequisite:** Basic idea on the various decision areas in the operations function and their inter relationships.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the systems and approaches of purchase function.	K1
CO2	Apply the tools and techniques of material planning and forecasting.	K5
CO3	Familiarise with purchase process, budgeting and vendor management.	K2,K3
CO4	Preparation of various purchase documents in local and international purchase situation	K4
CO5	Gain value creation through proper stores design and record keeping	K6
CO6	Insight on waste reduction, standardisation and codification systems	K5,K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	L	M	L				L		L	
CO2	M	L	M	M	M		M		L	M			M
CO3	M	M		S	S	M	S	M		S	M	M	M
CO4	S	M	L	S	S	M		L	S	S	L	S	
CO5	S		M	S	S	S	S	M	M	S			M
CO6	M	S	S		M	S	S		S	S	S	S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
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<b>I</b>	Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept – Systems approach. The materials function – interfaces. Benefits of integrated systems approach	<b>8</b>	PPT/ e-PG Pathshala
<b>II</b>	Forecasting & Planning. Forecasting methods, factors affecting forecasts – Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.	<b>8</b>	PPT/ e-PG Pathshala
<b>III</b>	Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal. make or buy decision,	<b>8</b>	PPT/ e-PG Pathshala
<b>IV</b>	Legal aspects of purchasing, imports and exports policy, lead time analysis, purchasing and quality assurance. International purchasing, Purchasing procedures and records: Requisition, purchases order follow up and expediting systems, receipt and inspection.,	<b>10</b>	PPT/ e-PG Pathshala
<b>V</b>	Stores management and Control: Stores and Stores organization: Organization of stores location and layout of stores, Relevant factors in design of stores. Functions of stores keeping, stores records and procedures.	<b>8</b>	PPT/ e-PG Pathshala
<b>VI</b>	Types of stores. Stock verification-types, process. Obsolete, surplus and scrap management. Standardization and variety reduction. Classification, coding and codification system.	<b>8</b>	PPT/ e-PG Pathshala

#### Reference Books

1. Chapman Arnold, Introduction to Materials Management(2000), Pearson.
2. Gopalakrishnan, Sunderesan Materials Management – An integrated approach(2011) , Prentice Hall
3. Stan.C.Donald, Materials Management(2012), Wiley
4. Sharma SC, Khanna, Materials management and materials handling( 2000),

#### Focus of Course : Employability/ Skill development

#### e-Resource

1. NPTEL/<https://epgp.inflibnet.ac.in/loaddata.php?action=loadpaperlist1&maincat=23>
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**SEMESTER - 3**  
**OPERATIONS ELECTIVE**  
**SERVICES OPERATIONS MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGTE4321	SERVICES OPERATIONS MANAGEMENT	ELECTIVE	40	10		3

**Preamble:** This course examines both traditional and new approaches for achieving operational competitiveness in service businesses. To help understand how service performance can be improved by studying services operations management.

**Prerequisite:** Basic understanding on the key features of service operations

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Recognise the role of operations function in manufacturing and service organisations.	K1,K2
CO2	Apply the concepts and tools used for designing the elements such as product, process, layout and job.	K4
CO3	Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning.	K5
CO4	Enable the application of control mechanism through quality management and short term scheduling.	K3,K4
CO5	Gain insight on value creation through inventory management and supply chain integration.	K5
CO6	Realize the role of IT tools in service operation	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1		L	M		L		L			L	L		
CO2	L		M	S	M	M	L		M	M		S	L
CO3	L	M	S	L			S	M	M	M		S	M
CO4	M	M		S	M	S	M		L	L		M	M
CO5	S		M	M	S	S	M	S	M	S	M	S	S
CO6	M	S	S	M	S	M		M	S	S	M	S	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/
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			<b>e-ContentUnit</b>
<b>I</b>	Introduction to Services – Importance, role in economy, growth, Characteristics. The Nature and Classification of Services. The Future of Services. Service strategy, Competitive service strategies, stages of service firm competitiveness	6	PPT/ e-PG Pathshala
<b>II</b>	New service design and development-process, design tools. service location selection - site selection methods for demand sensitive, delivered service and quasi manufacturing services. Service facility layout- basic considerations, accepted models and practices.	10	Videos/ e-PG Pathshala
<b>III</b>	Service process design, service encounter triad. Service capacity management, Smoothing customer demand in services, yield management, Resources and workforce scheduling in services.	8	PPT/ e-PG Pathshala
<b>IV</b>	Service inventory management, service inventory information model, retrieval, reconciliation, synchronisation. service supply chains-service supply relationship, sources of value , work measurement in services-methods and application.	8	PPT/ e-PG Pathshala
<b>V</b>	Service Quality - Service Quality Dimensions, Service Quality - Five Gap Model, Kano's Model Measuring Service Quality, SERVQUAL, Walk-through Audit. Quality service by design - Service Recovery - Service Guarantees.	10	PPT/ e-PG Pathshala
<b>VI</b>	Front-office Back-office Interface – service decoupling. Technology in services -role of IT, innovations. Off shoring and outsourcing in services- cost and non cost issues. Data Envelopment Analysis, Scoring system.	8	Online tours/ e-PG Pathshala

#### Reference Books

1. James A. Fitzsimmons, Service Management – Operations, Strategy,
2. Information Technology(2007), Tata McGraw-Hill
3. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Successful Service Operations Management(2013) South-Western, Cengage Learning, 2nd Edition
4. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick,
5. Service Management and Operations(2008), Pearson Education – Second Edition.
6. James A. Fitzsimmons, Service Management – Operations, Strategy,

#### Focus of Course : Employability/ Skill development

#### e-Resource

1. [www.strategy-business.com](http://www.strategy-business.com)
2. [www.swayam.gov.in](http://www.swayam.gov.in)

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**SEMESTER - 3**  
**SYSTEMS ELECTIVE**  
**SYSTEM ANALYSIS AND DESIGN**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4322	SYSTEM ANALYSIS AND DESIGN	CONCEPT (B)	39	8	3	3

**Preamble:** To enable the students gain knowledge on Systems and System design for the IT managed business houses

**Prerequisite:** Basics of system Introduction to SAD, feasibility analysis, requirements to modeling, system design and designing internet systems.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Obtain knowledge on System Concepts & Information System Environment	K1
CO2	Feasibility Analysis and Business Process Re-engineering	K2
CO3	Understand Role of System Analyst	K3
CO4	Understand Different kinds of databases	K4
CO5	Get a complete understanding on system designs	K5
CO6	Understand System Internet designing and its Implementation	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Types of Software's and Information System – Introduction to SAD – SDLC – System Development Methodologies – Waterfall and Iterative Waterfall	8	PPT/VIDEOS



	Development, Parallel Development, RAD, Phased Development, Prototyping and Throwaway Prototyping, Extreme Programming – Selecting Development Methodology – Project Team – Types of Analyst and their Roles		
<b>II</b>	Feasibility Analysis – Requirement Determination – Techniques Used In Requirement Analysis – Business Process Automation, Business Process Improvement, Business Process Reengineering – Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE – Use Case Analysis	<b>8</b>	PPT/VIDEOS
<b>III</b>	Requirements to Modelling – Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams – Relationships – Structured English – Data Dictionary .	<b>9</b>	PPT/VIDEOS
<b>IV</b>	Databases – Design – Types of Databases – Traditional RDMS, Object Oriented database, Distributed Databases.	<b>9</b>	PPT/VIDEOS
<b>V</b>	System Design – System Acquisition Strategies – Influencing Factors – Architectural Design – Factors Influencing Architectural Design – Interface Design – principles of User Interface – Design Process – Navigation Design – Input and Output Design – Forms and Reports – Design Prototyping – Program Design – Structured Chart and Element – Storage Design – Files and Storage Formats – Physical Storage Design.	<b>8</b>	PPT/VIDEOS
<b>VI</b>	Designing Internet Systems – Fundamentals – Site Consistency and Management – Online Transaction Process and Online Analytical Process – System Implementation – Coding – Testing and Installation – Testing Process – Documentation and Types – Installation Methods – Migration Planning – Factors Considered for Migration Plan, Post-Implementation Activities.	<b>8</b>	PPT/VIDEOS

#### Reference Books

1. Henry F.Korth, Abraham Silberchatz & Sudharsan, Data base System Concepts, Pearson, 2002
2. Jerry L.Whitten, Lonnie D.Bentley& Victor M.Bar, System Analysis and Design, PHI 2000
3. Kendall, System Analysis and Design, Pearson, 2002.
4. Robert J Thierauf., System Analysis and Design - A case study approach
5. Modern, System Analysis and Design, Jeffery A. Hoffer, Tata McGraw Hill, 2000
6. System Analysis and Design, Alan Dennis, Wiley India Edition, 2016
7. System Analysis and Design Methods, Jeffery L Whitten, Lonnie D. Bentley Pearson Education, 1996
8. System analysis and design, Goyal A, Prentice Hall, 2011
9. System Analysis and Design, Elias M Award, Galgotia, 1993
10. Elias M.Awad, System Analysis and Design. PHI Publication, 2010

#### Focus of Course : Employability/ Entrepreneurship

##### e-Resource

1. <http://vidyamitra.inflibnet.ac.in>
2. [https://www.tutorialspoint.com/system\\_analysis\\_and\\_design/system\\_analysis\\_and\\_design\\_overview.htm](https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_overview.htm)
3. <https://www.athabasca.ca/syllabi/comp/comp361.php>

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**SEMESTER - 3**  
**SYSTEMS ELECTIVE**  
**SOFTWARE ENGINEERING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4323	SOFTWARE ENGINEERING	CONCEPT (B)	39	8	3	3

**Preamble:** To enable the students gain knowledge on the concerns tools and strategies of software design and use

**Prerequisite:** Deals with software engineering, software project management, requirement analysis and specification, software design and software reliability and maintenance

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Obtain Knowledge On Software Engineering	K1
CO2	Obtain knowledge on Software Project And Configuration Management	K2
CO3	Understand Requirement analysis and software specifications	K3
CO4	Understand software designs and its Different types	K4
CO5	Get a complete understanding on software reliability ,measures and maintenance	K5
CO6	Understand software quality and its management systems	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
C06	S	L	S	M	S	M	S	L	S	M	S	M	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Software Engineering – Introduction – Evolution – Low Level & High Level Programming – Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design –	8	PPT/VIDEOS

	Software Life Cycle – Classical & Integrative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model.		
<b>II</b>	Software Project Management – Planning, Project Size Estimation, Estimation technique – Empirical, Heuristic & Analytical Techniques, Staffing Level Estimation – Scheduling – WBS, Activity Network, Gantt Charts, PERT Charts – Staffing – Risk management – Software Configuration Management.	<b>8</b>	PPT/VIDEOS
<b>III</b>	Requirement Analysis and Specification – Models for Collecting User Requirement – Requirement Analysis – Formal System Development Techniques – Software Requirement Specification (SRS), Documentation.	<b>9</b>	PPT/VIDEOS
<b>IV</b>	Design Principles & Concepts – Attributes – Cohesion & Coupling – Classification of Cohesiveness & Coupling-Neat Arrangement – Design Approaches – SA/SD, DFDS, Object Oriented Design & Key Concepts – Unified Modelling Language – Use Case Model – Diagrams – User Interface Design – Characteristics – Types – Windowing Systems – Widgets – Types.	<b>9</b>	PPT/VIDEOS
<b>V</b>	Software Reliability and Maintenance – Software Attributes – Reliability, Reliability Measures, Metrics	<b>8</b>	PPT/VIDEOS
<b>VI</b>	Software Quality-Software Quality Management System – ISO9000, ISO 9001 - Importance, Procedures – SEI CMM – Software Maintenance CASE – Architecture, Benefits, Characteristics	<b>8</b>	PPT/VIDEOS

#### Reference Books

1. Fundamentals Of Software Engineering, Rajib Mall , Prentice Hall, 2014.
2. Software engineering: A practitioners approach, McGraw Hill, 2017.
3. Computer networks, Tanenbaum, Pearson, 2013.
4. Software Engineering Concepts by Richard Fairly – Tata McGraw Hill, 208
5. Introduction to Software Engineering ,2nd Edition, Ronald J. Leach

#### Focus of Course : Employability/ Entrepreneurship

#### e-Resource

1. <http://vidyamitra.inflibnet.ac.in>
2. [https://www.tutorialspoint.com/system\\_](https://www.tutorialspoint.com/system_)
3. [forum.jntuworld.com](http://forum.jntuworld.com),
4. [www.thedirectdata.com/materials/ce/se.php](http://www.thedirectdata.com/materials/ce/se.php)
5. <http://vidyamitra.inflibnet.ac.in>

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**SEMESTER - 3**  
**SYSTEMS ELECTIVE**  
**OBJECT ORIENTED PROGRAMMING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4324	OBJECT ORIENTED PROGRAMMING	CONCEPT (B)	39	8	3	3

**Preamble:** To enable the students to familiarize with object oriented programming in C++

**Prerequisite:** Basics concepts to object oriented programming, C + + -a case Study, modular programming with functions, array of pointers, pointers to structures and Inheritance access specifies

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Obtain Knowledge On Object Oriented Paradigm	K1
CO2	Obtain knowledge on C + + -a Case Study: Data types, operators and Expression	K2
CO3	Understand Modular Programming with functions: Function components	K3
CO4	Understand Recursion – Structure and Unions: and Nesting of structures	K4
CO5	Get a complete understanding on Array of pointers, Pointers to structures – Classes and objects	K5
CO6	Understand Inheritance and its operations	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Object Oriented Paradigm: Structured Verses Object Oriented development; Elements of Object Oriented programming objects, Classes, Multiple views of the same object; Encapsulation and Data abstraction, Inheritance, Polymorphism some of the popular OOP languages; Merits and Demerits of OO Methodology; Software Rense	8	PPT/VIDEOS

<b>II</b>	C++ -a Case Study: Data types, operators and Expression: Tokens, Identifiers and keywords; variables; Data types and Sizes; Characters and character strings; Operators and Expressions Qualifiers, Arithmetic, Relational, Logical, Bit wise operators, Compound Assignment operators, Increment and Decrement operators, conditional operators; Special operators; type def statement, type conversion; constant; Enumerated data types; C & C++ stule console I/O. – Control Flow: Various control statements available in C++ - Arrays and Strings.	<b>8</b>	PPT/VIDEOS
<b>III</b>	Modular Programming with functions: Function components, various methods of passing data to functions, and return tupes; Library functions; Return by reference: Inline functions; Default arguments, Function overloading C++ stack; Scope and extent of variables, Storage classes. Functions with variable number of arguments.	<b>9</b>	PPT/VIDEOS
<b>IV</b>	Recursion – Structure and Unions: Nesting of structures, Arrays an Structures; Union – Pointers and Runtime binding: Pointers and their binding, Address operator and, void pointers, pointer variables, Runtime Memory management (as in C and C++).	<b>9</b>	PPT/VIDEOS
<b>V</b>	Array of pointers, Pointers to structures – Classes and objects: Class specification and object creation; Constructors and destructors; Overloading constructors; Object as functions arguments; Returning objects form functions – Operator overloading: Overloading of all type of operators limitations; Copy constructor	<b>8</b>	PPT/VIDEOS
<b>VI</b>	Inheritance: Access specifies, Different types of Inheritance, Multiple Inheritance and Multilevel Inheritance – Friend functions, friend classes, Friend operator overloading	<b>8</b>	PPT/VIDEOS

#### Reference Books

1. An Introduction to Object-Oriented Programming in C++ With Applications in Computer Graphics by Graham M. Seed 2018
2. The complete Reference C++, Herbet Schildt, Tata McGraw Hill, 2004
3. Object Oriented Programming in Turbo C++, Robert Lafore, 2000
4. Mastering C++, K.R. Venugopal, Rajkumar and T. Ravishankar, 2011
5. Object oriented programming with C++, Balaguruswamy, McGraw Hill, 2017.

#### Focus of Course : Employability/ Entrepreneurship

##### e-Resource

1. mooc.cs.helsinki.fi, ocw.mit.edu,
2. [www.cs.ox.ac.uk](http://www.cs.ox.ac.uk)
3. [https://www.tutorialspoint.com/system\\_](https://www.tutorialspoint.com/system_)
4. forum.jntuworld.com,
5. [www.thedirectdata.com/materials/ce/se.php](http://www.thedirectdata.com/materials/ce/se.php)

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**SEMESTER - 3**  
**SYSTEMS ELECTIVE**  
**SOFTWARE PROJECT MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4325	SOFTWARE PROJECT MANAGEMENT	CONCEPT (B)	39	8	3	3

**Preamble:** To enable the students the basics of software business and thus facilitate their understanding of software project management

**Prerequisite:** Basics of Software project management

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Devise the various types of software projects and their technicalities	K1
CO2	Identify the different planning models for software projects.	K2
CO3	Understand the software project scheduling	K3
CO4	Understand software configuration and its components	K4
CO5	Get a complete understanding on software testing and its methods	K5
CO6	Assessing software implementation progress and case studies	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction to Software Project Management – Software as an Evolving product, its characteristics and components – Software engineering process – various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc	8	PPT/VIDEOS
II	Planning a software project – Objectives, resources, estimation – methods of estimation. Make or – buy decisions	8	PPT/VIDEOS

<b>III</b>	Software project scheduling – defining tasks, scheduling using PERT/CPM, Project planning and Analysis.	<b>9</b>	PPT/VIDEOS
<b>IV</b>	Software Configuration – Components of configuration, versions control and configuration audit – Software Design Process – Concepts, modular, design, and design documentation.	<b>9</b>	PPT/VIDEOS
<b>V</b>	Software Testing – Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems; strategies for testing, Module testing Integration Testing, System testing and debugging.	<b>8</b>	PPT/VIDEOS
<b>VI</b>	Software implementation process and problems/issues – Emerging trends in Software Project Management – Case studies	<b>8</b>	PPT/VIDEOS

#### Reference Books

1. Introduction to Software Project Management (SIE) by Hughes 2017
2. Software Project Management, Hughes, McGraw Hill, 2017.
3. Software Project Management- A concise study, Kelkar, Prentice Hall, 2012
4. Software Engineering Concepts, Richard F, Tata McGraw Hill, 2011
5. Fundamentals of Software Engineering, Carlo Ghezzi et. al. PHI, 2010
6. Software project management: A guide for service providers, S Ramanathan, Patridge, 2016.

#### Focus of Course : Employability/ Entrepreneurship

##### e-Resource

1. mooc.cs.helsinki.fi,
2. forum.jntuworld.com,
3. www.thedirectdata.com/materials/ce/se.php
4. mooc.cs.helsinki.fi,
5. forum.jntuworld.com, ,
6. ocw.mit.edu,
7. https://cstudies.ubc.ca
8. www.mu.ac.in

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**SEMESTER - 4**  
**CORE 20 : STRATEGIC MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C 441	STRATEGIC MANAGEMENT	Core	40	10		3

**Preamble:** To familiarise the student with the strategic perspectives of managing the organization in the present day dynamic environment.

**Prerequisite:** Understanding on the environment of modern day business.

**Course Out Comes (COs) :** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understanding on the concept of strategy and strategic management process	K2
CO2	Facilitate critical evaluation on the strategic intent of firms and environmental scanning	K5
CO3	Insight on the strategy alternatives adopted by firms	K4
CO4	Ability to manage the strategy implementation issues	K4,K5
CO5	Apply the control mechanisms in the strategic management process	K5,K6
CO6	Adopt strategic perspectives for management of NPOs and MSMEs	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	S			L	M	L	L			M
CO2	M	S	M	S	M			S	S	S	L	L	M
CO3	M	L				M	M		M	L			
CO4	S	S	M	S		S		S	M	M	M	M	M
CO5	M			M	S	L	S	M	L	S	L		L
CO6	S	S	M	S		S			S	S		S	S

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Strategy, Business strategy-Nature and value, Strategic management process, Corporate, business and functional level strategies. Role of board of directors, CEO and corporate planner	6	PPT/e-pathshala
II	Strategic intent- Vision, mission, business definition goals and objectives. External audit- micro and macro environment scanning, PESTLE analysis, Five forces model and value chain model, SWOT analysis, TOWS matrix.	10	PPT/e-pathshala
III	Strategy alternatives, Stability strategy, Growth strategy- Intensification and Diversification, Ansoff matrix. Defensive strategies- types. BCG matrix, GE matrix.	10	PPT/e-pathshala



<b>IV</b>	Strategy implementation- role of organisation structure, culture, leadership and technology. 7 'S' framework. Routes for executing strategy- Start up, merger and acquisition, joint venture, strategic alliances.	8	<b>PPT/e-pathshala</b>
<b>V</b>	Strategy evaluation and control- evaluation criteria, strategic control, operational control. Balances Scorecard. Characteristics of effective control system. Contingency planning.	8	<b>PPT/e-pathshala</b>
<b>VI</b>	Strategic perspectives of -Corporate governance and Corporate Social Responsibility, Strategies for Non Profit Organisations and MSME. Strategy and innovation	8	<b>PPT/e-pathshala</b>
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Azhar Kasmi Strategic Management,(1992)Mc Graw Hill Education			
2. Fred. E.David,Strategic Management- Concepts and Cases(2016) Pearson Education			
3. John. A Pearce, Richard B Robinson Strategic Management-Formulation, implementation and control(200) Mc Graw Hill Companies			
4. U.C.Mathur, Strategic Management(2005), Mcmillan			
5. Hitts, Hoskison and Ireland, Management of Strategies- Concepts and Cases (2016), Thomson			
6. Francis Cherunilam , Strategic Management( 2016) Himalaya Publishing House			
<b>Focus of Course</b>			
<b>e-Resource</b>			
<a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=23">https://epgp.inflibnet.ac.in/ahl.php?csrno=23</a>			
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**SEMESTER - 4**  
**FINANCE ELECTIVE**  
**BEHAVIOURAL FINANCE**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 443	BEHAVIOURAL FINANCE	Concept (B)	39	8	3	3

**Preamble :** To help students identify persistent or systematic behavioural factors that influence investment behaviour.

**Prerequisite :** Basics of corporate restructuring, theories of Mergers, takeover

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand behavioural characteristics , personality traits and risk profile influencing attitude of investors	K1
CO2	Evaluate theoretical foundations of efficient market hypothesis	K2
CO3	Analyze insider information and corporate scandals. Return predictability in the stock markets	K3
CO4	Identify heuristics and behavioural biases of investors .	K4
CO5	Evaluate market strategies in behavioural finance	K4
CO6	Review market psychology and personality traits,risk profile influencing attitude of investors	

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M		S			S			M			
CO2	S	L		L	S		S		S			S	S
CO3	M	M	S	M	S	M			S		M		
CO4	S	S	L	S			M						
CO5	L	S	M			L			M	S		M	M
CO6	S	M	M		M	M	M						

S- Strong; L- Low; M-Medium

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Behavioural finance: introduction- micro, macro behavioural finance-scope-objectives –significance –traditional finance vs behavioural finance-behavioural finance as an art-behavioural characteristics- behavioural biases-	8	PPT / NPTEL Videos

	investors psychology- market psychology-personality traits and risk profile influencing attitude of investors-extraversion, neuroticism, agreeableness, openness to experience		
<b>II</b>	Efficient market hypothesis- Theoretical foundations of efficient market hypothesis (EMH). 3 steps of efficient market hypothesis. Types of investors—bull investors, bear ,savers, speculators- mental accounting- gamblers fallacy-self attribution bias-	6	PPT / NPTEL Videos
<b>III</b>	Failing EMH. Evidence of motivating phenomena -Theoretical challenges to the EMH. Empirical challenges to EMH. Insider information and corporate scandals. Return predictability in the stock markets. Seasonal anomalies	8	<b>PPT / NPTEL Videos</b>
<b>IV</b>	Heuristics and behavioural biases of investors-factors affecting behavioural finance-psychology traits affecting investment decisions- behavioural finance theories: prospect theory, regret, anchoring cognitive Psychology, limits to arbitrage	7	<b>Videos / e-PG Pathshala</b>
<b>V</b>	Market strategies in behavioural finance- market timing, technical analysis ,pyramid scheme-psychology of financial markets-psychology of investor behaviour	8	<b>Videos / e-PG Pathshala</b>
<b>VI</b>	Behavioural finance: introduction- micro, macro behavioural finance-scope-objectives –significance –traditional finance vs behavioural finance-behavioural finance as an art-behavioural characteristics- behavioural biases-investors psychology- market psychology-personality traits and risk profile influencing attitude of investors-extraversion, neuroticism, agreeableness, openness to experience	8	PPT / NPTEL Videos
<b>Total</b>		<b>50</b>	

#### Reference Books

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2. Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames". American Psychologist 39 (4): 341–350.
3. Hershey, Shafir, (2000) Beyond Greed and Fear, Harvard Business School Press.
4. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
5. Fama, E. F. (1970). Efficient capital markets: a review of theory and empirical work. Journal Of Finance, 25(2), 383-417

#### Focus of Course : Employability/Skill development

#### e-Resource

6. [www.amazon.in](http://www.amazon.in)
7. [www.stern.nyu.edu](http://www.stern.nyu.edu)
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**SEMESTER - 4**  
**FINANCE ELECTIVE**  
**STRATEGIC FINANCIAL MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 444	STRATEGIC FINANCIAL MANAGEMENT	Concept (B)	39	8	3	3

**Preamble :** To understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals.

**Prerequisite :** Basics of implementing the financial Plan, and monitoring the financial plan.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the financial goals and strategy	K1
CO2	Familiarize with financial strategy for capital structure	K2
CO3	Identify appropriate strategic cost analysis	K3
CO4	Evaluate various aspects of financial restructuring	K4
CO5	Understand innovative financial engineering	K5
CO6	Review and evaluate ethical issues in strategic finance	K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		S	M		L	S
CO2	S		S		S	S	L		M	M		L	S
CO3	M	S		M	M		M		M	M		L	S
CO4	L	S	S	M	M	S	M			M		L	
CO5	M	M		M	L	S	L			L	S	L	S
CO6	S		S	M	S		L		M	M	S	L	

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

**Syllabus**

Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Concepts of strategic financial management- financial goals and strategy-measuring shareholders value creation: EVA (Economic Value Added) and	8	PPT / NPTEL Videos

	MVA- managerial implications of shareholder value Creation- Strategic business units-responsibility accounting- strategies for wealth maximization- investment decisions		
II	Financial strategy for capital structure- Debt-to-Equity Ratio as a Measure of Capital Structure- Degree of Financial Leverage- degree of operating leverage- High operating leverage, Low operating leverage- capital structure planning and decision making- Trading on Equity	8	PPT / NPTEL Videos
III	Internal cost profit analysis- strategic cost analysis-cost profit sales analysis using product and project ,present performance and result ratio, analysis of post expansion	9	PPT / NPTEL Videos
IV	Financial aspects of corporate restructuring- meaning ,symptoms, financial symptoms, restructuring plan, various aspects of financial restructuring- consolidation of value change, restructuring through amalgamation and mergers, restructuring of sick organization	9	PPT/ e-PG Pathshala
V	Financial engineering- innovative financial engineering, innovative project finance instruments, venture finance, dealer finance, structured finance, special purpose vehicle- merger strategy- Forms of expansion -Internal Expansion- External Expansion	8	Videos / e-PG Pathshala
VI	Management Buyout - MBO' - Importance of MBO-Ethical issues in strategic finance- assessment of ethical financial performance- transparency in operation	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	

#### Reference Books

1. G.P.Jakhotiya, Strategic Financial Management, Vikas Publishing House Pvt Ltd
2. Samuel C Weaver, J Fred Weston: Strategic Financial Management- Application of Corporate Finance, Thomson Higher Education, USA.
3. Nenad Dacek- The future of business in emerging markets- Marshall carven dish Business
4. Richard Batler, Lesle davis, Richard Pike and Joh Shine- Strategic Investment Decisions, Routledge, London and New York
5. G.P.Jakhotiya, Strategic Financial Management, Vikas Publishing House Pvt Ltd

#### Focus of Course : Employability/Skill development

#### e-Resource

1. [www.hsfpp.org/get-materials.aspx](http://www.hsfpp.org/get-materials.aspx),
2. [www.hsfpp.org/get-materials.aspx](http://www.hsfpp.org/get-materials.aspx),
3. <https://www.uclaextension.edu>
4. <https://www.uclaextension.edu>

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**SEMESTER - 4**  
**FINANCE ELECTIVE**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 445	INTERNATIONAL FINANCIAL MANAGEMENT	Concept (B)	39	8	3	3

**Preamble :** To enable the students to understand the factors that make up the International Financial Management. The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

**Prerequisite :** Basics of Financial Management

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the fundamentals of foreign exchange	K1
CO2	Examine exchange rate mechanism	K2
CO3	Identify International Monetary System – Gold standard ,	K3
CO4	Evaluate International Financial Markets	K4
CO5	Analyse Foreign Exchange Risk Management	K5
CO6	Examine Foreign portfolio investment and Risk Management	K4

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S		L	L		L		L		S	L	S
CO2	S		S		S				M		M	M	S
CO3	M	S	S	M	M				M		M	S	S
CO4	L	S	S	M	M		M				M	L	M
CO5	M	M	M	M	L		S				S	S	S
CO6	S		S	M	S		L		M		S	M	S

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Fundamentals of foreign exchange – need for foreign exchange – definitions – international trade and foreign exchange – gains from international trade – international finance – gains from international capital flow – globalization of markets.	8	PPT / NPTEL Videos
II	Exchange rate mechanism – types of exchange rates – factors affecting exchange rates and forward rates – types of quotation – rules for quoting exchange rate regime in India – evolution, development and present status – theories of exchange rate determination – exchange rate forecasting	8	PPT / NPTEL Videos
III	International Monetary System – Gold standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary system and Euro Balance of Payment – India's Balance of Payment Position – Elements of open Economy. Capital and Current Account Convertibility – Fundamental Parity relations – purchasing power parity covered and uncovered – Interest Rate parity – International Fisher Effect.	9	PPT / NPTEL Videos
IV	International financial market- motives for internationalization of financial transactions- sources of international funds- multilateral development banks, securities market- instruments of international financial market-international bonds, international money market instruments- segments of international financial markets- international bond market, international credit market..	9	PPT/ e-PG Pathshala
V	Foreign Exchange Risk Management – Defining the Measuring Risk and Exposure – Types of Exposures – transaction exposure, operating exposure, translation exposure-management of foreign exchange risk and exposure- Techniques for hedging transaction risk- forward hedge, currency option hedge	8	Videos / e-PG Pathshala
VI	Foreign portfolio investment- risk reduction through portfolio construction-international portfolio-cross border flow of equity investment- FII Investment-risk and return of international portfolio investment	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. International Financial Management, Kevin, Prentice Hall, 2011			
2. International Finance, Siddhaish. T. Pearson Education, 2009			
3. International Finance, Maurice D. Levi, McGraw Hill International, 2001			
4. International Finance, Keith Pilbeam: Macmillan,2000			
5. International Financial Management, Sharan V Prentice Hall India Pvt. Ltd, 2005			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=438">https://epgp.inflibnet.ac.in/ahl.php?csrno=438</a> (P-14 , M-01)			
2. <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=438">https://epgp.inflibnet.ac.in/ahl.php?csrno=438</a> (P – 14, M-22)			
3. <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=438">https://epgp.inflibnet.ac.in/ahl.php?csrno=438</a> (P – 14, M-05)			
4. <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=438">https://epgp.inflibnet.ac.in/ahl.php?csrno=438</a> (P – 14, M-10)			
5. <a href="https://epgp.inflibnet.ac.in/ahl.php?csrno=438">https://epgp.inflibnet.ac.in/ahl.php?csrno=438</a> (P – 14, M-23)			
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<b>SEMESTER - 4</b> <b>HUMAN RESOURCE ELECTIVE</b> <b>PERSONALITY AND MANAGERIAL PERFORMANCE</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 446	PERSONALITY AND MANAGERIAL PERFORMANCE	CONCEPT (B)	39	8	3	3
<b>Preamble :</b> This course aims at facilitating the students to give an overview of personality and its influence in managerial performance.						
<b>Prerequisite :</b> Basics contains concept and definition of personality, perception of self and others, personality related measurements, frustration, conflict and anxiety and counselling.						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Concept and Definition of personality					K2
CO2	Discuss on Perception of self and others					K2
CO3	Conceptualize, Emotions and its Theories					K3
CO4	Categorize Personality related measurements					K4
CO5	Discuss Frustration, conflict and anxiety					K5
CO6	Discuss Counseling – Emergence and Growth					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6	S	S	S	S	S	S	M	M	S	S	S	S	S



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

<b>Syllabus</b>			
<b>Unit</b>	<b>Course Contents</b>	<b>Hours</b>	<b>e-Resources/ e-ContentUnit</b>
<b>I</b>	Concept and Definition of personality, Introduction to major theories of personality (psychoanalytical Theory; need based theories; Self theory) Stages in the development of human personality disorder and introduction to abnormal behaviour.	8	Videos / e-PG Pathshala
<b>II</b>	Perception of self and others; influences in perception; inter-personal affinities and relationships	8	NPTEL Videos / e-PG Pathshala
<b>III</b>	Emotions, Theories of emotional behaviour: adaptive and disruptive emotions – influences on behaviour.	9	Videos / e-PG Pathshala
<b>IV</b>	Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context	9	Videos / e-PG Pathshala
<b>V</b>	Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management	8	NPTEL Videos / e-PG Pathshala
<b>VI</b>	Counselling – Emergence and Growth, Counselling process, strategies and interventions – Change in Behaviour through Counselling – Problems in Counselling, Application in organizational settings	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. Personality and Managerial performance, Robert Spillane, UNSW Press, 2004			
2. The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness, Senyo, Palgrave McMillan, 2016.			
3. Organizational Behaviour, 12 <sup>th</sup> edition, Luthans, Fred, McGrawHill, 2010			
4. Organizational Behaviour, SS Khanka, S Chand, 2007.			
5. Personality Theory and Organizational Performance by Robert Tett, Jennifer Ragsdale, Daniel Simonet 2019			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. <a href="http://link.springer.com">link.springer.com</a>			
2. <a href="http://scholar.lib.vt.edu/theses/public">scholar.lib.vt.edu/theses/public</a>			
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**SEMESTER - 4**  
**HUMAN RESOURCE ELECTIVE**  
**CONFLICT RESOLUTION AND NEGOTIATIONS**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 447	CONFLICT RESOLUTION AND NEGOTIATIONS	CONCEPT (B)	39	8	3	3

**Preamble :** This course aims at facilitating the students to understand the conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

**Prerequisite :** Basics role of conflict in organizations, conflict and organizational culture, negotiations, integrative bargaining and negotiation simulations.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the Role of conflict in organizations	K2
CO2	Discuss Managerial approaches to conflict	K2
CO3	Conceptualize, Conflict and organizational culture	K3
CO4	Discuss on Negotiations: Nature and outcomes	K4
CO5	Discuss Integrative bargaining	K5
CO6	Discuss on Integrative bargaining	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S
CO6													

	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													
Syllabus													
Unit	Course Contents									Hours	e-Resources/ e-ContentUnit		
I	Role of conflict in organizations-leadership approaches to conflict situation.									8	Videos / e-PG Pathshala		
II	Managerial approaches to conflict – individual differences – power and influence									8	NPTEL Videos / e-PG Pathshala		
III	Conflict and organizational culture, - negotiation strategies and conflict resolution, superior/subordinate interactions and conflict resolution – ethics in conflict resolution.									9	Videos / e-PG Pathshala		
IV	Negotiations: Nature, outcomes – Distributive negotiations – Strategy and planning									9	Videos / e-PG Pathshala		
V	Integrative bargaining – Targets and aspirations – Contingent contracts – Trust and relationships									8	NPTEL Videos / e-PG Pathshala		
VI	Integrative bargaining – in basket exercise – case studies									8	Videos / e-PG Pathshala		
Total									50				
Reference Books													
1. The Critical 14 years of your Professional Life. Secaucus, NJ: Carol Publishing, 2003													
2. Judgment in Managerial Decision Making Bazerman, Wiley, 2002													
3. Beyond Reason: Using Emotions as you Negotiate Fisher & Shapiro, Viking, 2005													
4. The Shadow Negotiation, Kolb and Williams, Simaon and Schuster, 2000.													
5. Negotiations And Conflict Resolutions by Edgar H Schuster													
Focus of Course : Employability/Skill development													
e-Resource													
1. ocw.mit.edu › Courses, blogs.law.harvard.edu/hnmcp													
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**SEMESTER - 4**  
**HUMAN RESOURCE ELECTIVE**  
**EVENT MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 448	EVENT MANAGEMENT	CONCEPT (B)	39	8	3	3

**Preamble :** This course aims at facilitating the students to understand the conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

**Prerequisite :** Basics role of conflict in organizations, conflict and organizational culture, negotiations, integrative bargaining and negotiation simulations.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the structuring and organizing work	K2
CO2	Discuss on scheduling of activities	K2
CO3	Conceptualize, leadership - concepts and practical skills	K3
CO4	Categorize creativity and innovation	K4
CO5	Discuss stress: handling stress and conflict	K5
CO6	Discuss event coordination	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	M	M	S	L	S	L	S	M	M	M	S	S
CO2	S	M	L	S	M	M	L	S	M	M	M	S	S
CO3	S	S	M	S	S	M	M	S	M	L	S	S	S
CO4	S	S	M	S	S	M	M	S	M	S	S	S	S
CO5	S	S	S	S	S	S	M	M	S	S	S	S	S

CO6	S	S	S	S	S	S	M	M	S	S	S	S	S
S- Strong; L- Low; M-Medium													
Syllabus													
Unit	Course Contents									Hours	e-Resources/ e-ContentUnit		
I	Structuring and organizing work – Assessment of work load –planning for manpower resources – organization charts and work schedules.									8	Videos / e-PG Pathshala		
II	Scheduling of activities – Forecasting techniques – Quantitative models for event organization – use of computers in decision making and planning									8	NPTEL Videos / e-PG Pathshala		
III	Leadership – concepts and practical skills – transactional and transformational leadership – team building and performance management									9	Videos / e-PG Pathshala		
IV	Creativity and innovation – creative problem solving under conditions of certainty, risk and uncertainty – problem solving styles.									9	Videos / e-PG Pathshala		
V	Stress: handling stress and conflict – Time management.									8	NPTEL Videos / e-PG Pathshala		
VI	Event coordination – Modern events – Event logistics – Formation of event management company – HR issues – Future of event management									8	Videos / e-PG Pathshala		
Total									50				
Reference Books													
1. Events Management An Introduction by Charles Bladen ,James Kennell, Emma Abson and Nickwilde													
2. Event management, Saurav Mittal, Passive income, 2017.													
3. Toolkit for successful event management, Michelle Fanus, AA Global, 2012													
4. Successful event management, Anton Shone and Bryn Parry, Thomson learning.2013.													
5. Event planning and Management, Divakar Sharman, Deep and Deep,2008.													
6. The business of event planning, Judy Allen, Wiley,2010													
Focus of Course : Employability/Skill development													
e-Resource													
1. www.institute-of-event-management.com,													
2. www.eventeducation.com													
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**SEMESTER - 4**  
**MARKETING ELECTIVE**  
**RETAIL MARKETING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 449	RETAIL MARKETING	CONCEPT (B)	39	8	3	3

**Preamble :** To equip the students with the necessary knowledge base of retailing and understand the importance of retailing in the application of strategic marketing.

**Prerequisite :** Basics of management of retail marketing.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe and discuss the structuring and organizing work	K2
CO2	Discuss on scheduling of activities	K2
CO3	Conceptualize, leadership - concepts and practical skills	K3
CO4	Categorize creativity and innovation	K4
CO5	Discuss stress: handling stress and conflict	K5
CO6	Discuss event coordination	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M		S		M		S	M		M	
CO2	M	M	S		L		S		L	L		S	
CO3	L	M	M		S		L		M	S		S	
CO4	S	S	M		S		S		S	S		M	
CO5													
CO6													

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

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Introduction – Theories of retailing – management of service & quality in retailing – world retail scenario – developing countries – retailing functions and need and scope of retailing in India – organized vs. unorganized retailing – growth of retail formats – high street and malls – mall management.	8	Videos / e-PG Pathshala
II	Basic of marketing – effective communication – need to understand consumer behavior – store formats – store location-location analysis – store positioning – store design and visual merchandising – breakdown of retailing as a product – retail pricing, changes and trends in retail marketing	8	NPTEL Videos / e- PG Pathshala
III	Store operations management – SCM – supplier relations – logistics in retailing – merchandise buying & management – warehousing – inventory control – franchisee operations	9	Videos / e-PG Pathshala
IV	International retailing: motives, reasons and typologies for international expansion..	9	Videos / e-PG Pathshala
V	Retail promotions – retail information systems – CRM – retail finance – retail statutory obligations – tax systems for retail – consumerism & ethics in retailing – corporate social responsibility.	8	NPTEL Videos / e- PG Pathshala
VI	Retail human resource management – issues and challenges – recruitment, selection and training – specialized training – growth of non store retailing – retail database marketing – impact of globalization on retail management future of retailing.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. Retail Management, Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava, Oxford University Press, 2014			
2. Gibson Vedamani (2003), Retailing management, Jaico			
3. Michael Levy (2017), Retailing management, Mc Graw Hill			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. <a href="http://online.berklee.edu">online.berklee.edu</a>			
2. <a href="http://www.garyasanchez.com">www.garyasanchez.com</a> ,			
3. <a href="http://www.open.ac.uk">www.open.ac.uk</a> ,			
4. <a href="http://www.beefretail.org">www.beefretail.org</a> ,			
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**SEMESTER - 4**  
**MARKETING ELECTIVE**  
**DIGITAL MARKETING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4410	DIGITAL MARKETING	CONCEPT (B)	39	8	3	3

**Preamble :** This course helps the students to understand the fundamental principles of e- marketing, the past, present and future potential of e-marketing. At the end of the course students will be able to identify the role of e-marketing in the present context and develop an e-marketing plan with appropriate e-marketing strategies.

**Prerequisite :** Basics of management of Digital marketing.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand basic of Digital Marketing	K1, K2
CO2	Explain the concepts of E-mail marketing	K2, K3
CO3	Recall the role of Social Marketing	K1, K4
CO4	Compare Inbound Marketing	K4, K5
CO5	Analyze the methods of social marketing and its advantages.	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			S			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			S			S	S	S	S
CO6													

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

**Syllabus**



Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Understanding Digital Marketing Process - Increasing Visibility - Bringing Targeted Traffic - Converting Traffic into Leads - Types of Conversion - Understanding - Conversion Process	8	Videos / e-PG Pathshala
II	Tools used like C.P.M., C.P.C., C.T.R and their relevance in digital marketing campaigns - Planning a Digital Marketing Campaign	8	NPTEL Videos / e-PG Pathshala
III	How social media marketing is different from other Forms of Internet marketing – Facebook marketing - Facebook advertising - Types of Facebook advertising - LinkedIn Marketing- Understanding LinkedIn - How to do marketing on LinkedIn - Advertisement on LinkedIn - Twitter Marketing - Marketing using Twitter - Tools for twitter marketing - Advertising on Twitter - Using YouTube for business - Developing YouTube video marketing Strategy - Bringing visitors from YouTube videos to your website.	9	Videos / e-PG Pathshala
IV	Types of Online Advertising - Display Advertising - Banner ads - Rich Media ads Pop ups and Pop under ads - Contextual advertising - In Text ads - In Image ads - In video ads - In page ads - Different Online advertising platforms - Introduction to Google AdWords & PPC advertising Overview of Microsoft AdCenter (Bing & Yahoo) Performing Root Cause Analyses	9	Videos / e-PG Pathshala
V	Types of Email Marketing - Email Marketing Strategy - Challenges faced in sending bulk emails - Methods to overcome these challenges - Types of email marketing- Opt-in & bulk Emailing-Best platforms to do opt-in & bulk email marketing - Creating a broadcast email - Understanding auto responders - Tricks to land in inbox instead of spam folder.	8	NPTEL Videos / e-PG Pathshala
VI	Online Customer Expectations- Online B2C Buying Process - Online B2B Buying Behaviour - Search Engine Optimization - Forms of Search Engines – Working of Search Engines - Major functions of a search engine - Introduction to content marketing - 7 step strategy building process in Content Marketing – Tips and Techniques for a great compelling content - Keyword research for content ideas - Optimizing content for search engines - Ways to market your content.	8	Videos / e-PG Pathshala
<b>Total</b>		<b>50</b>	
<b>Reference Books</b>			
1. Rowles,D. (2014). Digital Branding: A complete step by step guide to strategy tactics and measurement. United States: Kogan Page limited			
2. Dinesh Kumar 2020 Marketing In The Digital Age, Sage Texts			
3. Tracy L Tuten 2016 Social Media Marketing, Sage Texts			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. Damian Ryan, Calvin Jones: Understanding Digital Marketing, Kogan Page			
2. Teresa Pineiro-Otero and Xabier Martinez-Rolan, Understanding Digital Marketing- Basics and Actions, Springer International Publishing			
<b>e-Content URL:</b>			
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**SEMESTER - 4**  
**MARKETING ELECTIVE**  
**SERVICES MARKETING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4411	SERVICES MARKETING	CONCEPT (B)	39	8	3	3

This course is intended to appreciate the unique challenges involved in managing the services and analyze the strategies to deal with these challenges. It also gives insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality. At the end of this course students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.

**Prerequisite :** Basics of Marketing Management.

**Course Out Comes (COs) :** On successful completion of this course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the functions of service marketing	K1, K2
CO2	Explain the ideas related to Marketing mix decisions	K2, K3
CO3	Recall the role and impact of Hospitality Marketing	K1, K4
CO4	Compare the services of financial services and portfolio	K4, K5
CO5	Analyze the impact of IT services in Marketing	K4, K6
CO6		

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	S	L					S	S	S	S	S
CO2	M	S	S						M	M	M	S	S
CO3	M	S	M			S			M	M	S	S	S
CO4	L	S	M	M						M	M	S	S
CO5	M	M	S	S			S			S	S	S	S

CO6													
S- Strong; L- Low; M-Medium													

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Role of service sector – Structure and growth – Recent trends in service sector – Characteristics of services – Components and tangibility spectrum – Distinctive marketing challenges and need for separate marketing strategies, classification of services – Service Marketing mix, Expansion of marketing mix – services marketing triangle.	8	Videos / e-PG Pathshala
II	Creating, delivering and performing service – Basic, Articulated and Exciting Attributes – services blue prints	8	NPTEL Videos / e-PG Pathshala
III	Pricing strategies-promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and Physical evidence.	9	Videos / e-PG Pathshala
IV	Consumer behaviour in services – customer satisfaction – customer expectation and customer perceptions – gap analysis – quality perceptions in services – guarantee, customization of service – service recovery and problem solving – employee role of service marketing – role of technology	9	Videos / e-PG Pathshala
V	Segmentation/positioning/ differentiation and retention strategies applicable to service marketing – relationship marketing – measuring customer satisfaction surveys : - design and analysis.	8	NPTEL Videos / e-PG Pathshala
VI	Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.	8	Videos / e-PG Pathshala
Total		50	

#### Reference Books

1. Services Marketing, Ravi Shankar, Excel books, 2002.
2. Service Marketing, Christopher, H. Lovelock, 5<sup>th</sup> Edition, Pearson, 2004
3. Service Marketing, Helen Woodruffe, Macmillan India, 1998
4. Service Marketing, Leonard Bery & Parasuran Free Press, 1999
5. Services Marketing, Valerie Ziethmal, Mary Jo Bitner, Mcgrow Hill International Edition, 1996

#### Focus of Course : Employability/Skill development

##### e-Resource

1. [www.slideshare.net](http://www.slideshare.net)
2. [higher.ed.mheducation.com](http://higher.ed.mheducation.com)
3. [www.blum.com](http://www.blum.com)
4. [hbsp.harvard.edu](http://hbsp.harvard.edu)

##### e-Content URL:

3.

2.

4.

**SEMESTER - 4**  
**OPERATIONS ELECTIVE**  
**WORLD CLASS MANUFACTURING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4412	WORLD CLASS MANUFACTURING	ELECTIVE	40	10	0	3

**Preamble:** To acquaint the students with the developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through the use of world-class practices.

**Prerequisite:** Basic idea on the various decision areas in manufacturing system and their inter relationships.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand the evolution and growth of manufacturing systems from time to time and the strategic role in present era.	K1,K2
CO2	Familiarise with the innovative practices in manufacturing	K2
CO3	Assimilate the basic concepts and tools of lean system	K3
CO4	Enable the application of lean strategies to gain competitive advantage	K5,K6
CO5	Gain insight on the role of maintenance practice in world class manufacturing system	K5
CO6	Understand the recent developments in manufacturing organisations	K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	M									
CO2	M	L	S	S	S	M	M		M	M	M		M
CO3	M	S	M			M	M			M			M
CO4	S		S	S	S		S			S		S	S
CO5	S	M			M	S		S		M	S	S	
CO6	M	M	M	S		L	M	M	S		M	M	M

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

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Evolution and growth of manufacturing. Craft production, mass production, customisation, mass customisation, digital manufacturing- tools, techniques and strategies. Strategic approach to manufacturing	8	PPT/ e-PG Pathshala
II	Manufacturing innovations – Quick Response Manufacturing, Rapid prototyping, Concurrent Engineering, Virtual manufacturing, Micro manufacturing, Robotics, Automated Warehousing, Exoskeletons	8	Online tours/ e-PG Pathshala
III	Lean manufacturing. 5 ‘S’ system, JIT, waste identification and elimination techniques. Jidoka, Kanban, mistake proofing, Hoshin planning	8	Online tours/ e-PG Pathshala
IV	Line balancing and sequencing, Value engineering and analysis, Value Stream mapping, Lean manufacturing implementation framework	8	PPT/ e-PG Pathshala
V	Various maintenance systems, Over view of Total Productive Maintenance, Reliability, Maintainability, Mean Time Between Failures, Mean Time To Repair, Overall Equipment Effectiveness, TPM implementation framework	8	PPT/ e-PG Pathshala
VI	Sustainability aspects in manufacturing, Green manufacturing, Circular economy. 6 ‘R’, Industry 4.0 and Indian manufacturing scenario, Overview of Toyota Production System.	10	Online tours/ e-PG Pathshala
<b>Reference Books:</b>			
1. Nigel & Slack The Manufacturing Advantage – Achieving Competitive Manufacturing Operations(2009) Viva Books.			
2. Nicholas, John.M, Competitive Manufacturing Management(2008) Tata McGraw Hill Education			
3. B.S. Sahay, K.B.C. saxena & Ashish Kumar World-Class Manufacturing – A Strategic Perspective,(2010) , MacMillan India			
4. Richard J. Schonberger, World-Class manufacturing(2013), The Free Press			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. <a href="http://world-class-manufacturing.com">http://world-class-manufacturing.com</a>			
2. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php? Category=1398">http://epgp.inflibnet.ac.in/view-f.php? Category=1398</a> (OM: P-04/M-05)			
3. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php? Category=1398">http://epgp.inflibnet.ac.in/view-f.php? Category=1398</a> (OM: P-04/M-22, M-27 & M-29)			
<b>e-Content URL: Vidya-mitra</b>			
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**SEMESTER - 4**  
**OPERATIONS ELECTIVE**  
**TECHNOLOGY MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4413	TECHNOLOGY MANAGEMENT	ELECTIVE	40	10	0	3

**Preamble:** The aim of this subject is to acquaint the students with the management of technology, various science and technology policies, technology forecasting and technology choice and evaluation.

**Prerequisite:** Basic idea on the various decision areas in the operations function and their inter relationships.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Recognise the scope and dimensions of technology management in present day organisations.	K1,K2
CO2	Understand the concepts and tools used for technology forecasting.	K2
CO3	Equip to take decisions on technology selection through the use of appropriate methods.	K5
CO4	Gain insight on global treaties on transfer of technology	K3,K4
CO5	Equip to manage the impact of technology changes on people, organisation and environment	K5,K6
CO6	Evaluate the status of technology management in India and suggest desirable changes.	K5

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	L			L	M				M			L	
CO2					M	M	M			M		S	
CO3	S	M	M					M		S	M	S	L
CO4	L		S	M	M	S	M	M	L	S		S	M
CO5	M	S	S	S		M	S	S	M	S	S	S	S
CO6	M	M	L	M				S	S	M	M	M	M

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

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, Social, legal, political aspects, methods or techniques for analysis – steps involved. Technology policy strategy: Science and technology policy of India, implications to industry.	6	PPT/ e-PG Pathshala
II	Technology forecasting: need, methodology and methods – trend Analysis, analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.	8	Online tours/ e-PG Pathshala
III	Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.	10	Online tours/ e-PG Pathshala
IV	Technology Transfer and Acquisition: Import regulations, Implications of ‘Uruguay Round’, and WTO, Bargaining process, Transfer option, MOU, , Intellectual Property Rights	8	PPT/ e-PG Pathshala
V	Integration of People and technology, Technology management- psychological factors, organisational factors. Technological changes and industrial relations. Technology and Environmental Impact Assessment.	10	PPT/ e-PG Pathshala
VI	Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations – Technology Audit.	8	Online tours/ e-PG Pathshala
<b>Reference Books:</b>			
1. Shapero, Albert, The Human Side of Managing Technological Innovation, Ralph Katz, Ed., Oxford U, Press,2008			
2. Haddad.C. J, Managing Technological Change: A Strategic Partnership Approach, Sage Publications			
3. Utterback, James, Mastering the Dynamics of Innovation(2010) Harvard Business School Press			
4. Sahilling.M.A,Strategic Management of Technological Innovation(2012), McGraw Hill			
5. Roberts, E.B., Entrepreneurs in High Technology: Lessons from MIT and Beyond, Oxford University Press,2009			
<b>Focus of Course : Employability/Skill development</b>			
<b>e-Resource</b>			
1. nptel/.ac.in/courses/nptel_download.php?courses/112107238/1 & 2			
2. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php?">http://epgp.inflibnet.ac.in/view-f.php?</a> Category=1398 (OM: P-04//M-05)			
3. e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php?">http://epgp.inflibnet.ac.in/view-f.php?</a> Category=1398 (OM: P-04/M-04)			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
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**SEMESTER - 4**  
**OPERATIONS ELECTIVE**  
**TOTAL PRODUCTIVE MAINTENANCE**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E 4414	TOTAL PRODUCTIVE MAINTENANCE	ELECTIVE	40	10	0	3

**Preamble:** To enable the students to be well familiar with processes, elements and factors that makes up the total productive maintenance management.

**Prerequisite:** Basic idea on the various decision areas in manufacturing system and their inter relationships.

**Course Out Comes (COs):** On successful completion of the course the students will be able to

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Describe the objectives & importance of Maintenance	K1
CO2	Discuss and apply Total Productive Maintenance (TPM)	K2,K3
CO3	Apply TPM across the organisation	K3
CO4	Appraise TPM implementation	K5
CO5	Plan TPM and its application in all industries and public utility services	K6
CO6	Plan TPM and its application public utility services and non-profit organisations	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1			L	M									
CO2	M	L	S	S	S	M	M		M	M	M		M
CO3	M	S	M			M	M			M			M
CO4	S		S	S	S		S			S		S	S
CO5	S	M			M	S		S	S	M	S	S	
CO6	M	M	M	S		L	M	S	S		M	M	S

S- Strong; L- Low; M-Medium

**Syllabus**



Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Maintenance Management – Objectives, Importance – Functions – Structure of the Maintenance department – Types of Maintenance – Advantages & Disadvantages of Maintenance Management. Environment of Good Maintenance – Inventory Management in Maintenance – Maintenance & its service level – Maintenance cost	8	PPT/ e-PG Pathshala
II	Total Productive Maintenance (TPM)–Meaning–Basic Philosophy – Goal – Need for Change – Change Process – TPM and its Environment – Management Information System and TPM – Equipment Data Base Maintenance – TPM and its Overall Equipment Effectiveness.	8	Online tours/ e-PG Pathshala
III	Planning of TPM – Blue Print for TPM-8 pillars of TPM-Lean production processes, approaches and techniques – TPM: Education and Training – Types of Training Required – Training Schedule – TPM and Equipment Maintenance – TPM and Plant Maintenance – TPM in All Functional Areas.	10	Online tours/ e-PG Pathshala
IV	TPM Implementation – Method of Implementation – Resistance in Implementation and Overcoming the Resistance – Role of Top and Middle Level Management in Implementation – Role of Labour Union/First Level Employees. Role of Maintenance Department – Compensation– Balancing Compensation and TPM Benefits – Maintenance of TPM system.	8	PPT/ e-PG Pathshala
V	TPM and its Application – Planning and Implementation of TPM in Manufacturing & Service Industries. Planning and Implementation of TPM in MSMEs- Challenges	8	PPT/ e-PG Pathshala
VI	Planning and Implementation of TPM in Not-for Profit Organization – Planning and Implementation of TPM in Public Utility Services-Issues and solutions. The role of training and development.	8	Online tours/ e-PG Pathshala

#### Reference Books:

1. Joel Levitt, Handbook of Maintenance Management(2009), Industrial Press
2. Don Nyman, Loel Levitt, Maintenance Planning, Scheduling and Coordination(2010), Industrial Press
3. Ramamurthy P, Production and Operations Management,(2002) New Age International Publication (P) Limited.
4. Nicholas, John.M, Competitive Manufacturing Management(2008) Tata McGraw Hill Education
5. TPM Club India - Kobetsu Kaizen Manual, CII Institute.

**Focus of Course :** Employability/Skill development

#### e-Resource

1. <http://world-class-manufacturing.com>
2. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04//M-05\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04//M-05))
3. e-PG Pathshala : [http://epgp.inflibnet.ac.in/view-f.php? Category=1398 \(OM: P-04/M-04\)](http://epgp.inflibnet.ac.in/view-f.php? Category=1398 (OM: P-04/M-04))

#### e-Content URL: Vidya-mitra / e-Pathshala

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- 2.

**SEMESTER – 4**  
**SYSTEM ELECTIVE**  
**KNOWLEDGE MANAGEMENT**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E4415	KNOWLEDGE MANAGEMENT	CONCEPT (B)	39	8	3	3

**Preamble:** To enable the students to familiarize the participants with role, and application of knowledge management in this information era.

**Prerequisite:** Basics of knowledge management, knowledge management activities, knowledge management tools, artificial intelligence and data mining

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Understand knowledge management in detail	K1
CO2	Identify the different drivers and objectives of knowledge management	K2
CO3	Understand the knowledge management activities and models	K3
CO4	Understand knowledge management strategy development and its components	K4
CO5	Get a complete understanding on knowledge management and artificial intelligence	K5
CO6	Assessing Data mining and case studies	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S

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

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Definition – knowledge Management – intellectual capital – knowledge types – components of knowledge – tacit and explicit knowledge	8	PPT/VIDEOS
II	Organizational learning & organizational memory – objectives of knowledge management – drivers of knowledge management – aligning knowledge management and business strategy.	8	PPT/VIDEOS
III	Knowledge Management activities – cyclic model of Knowledge Management – Knowledge repository – reasons for adopting knowledge management – responsibilities of Knowledge Management – Officer – Steps in Knowledge Management implementation – knowledge Management team constitution – role of consultants	9	PPT/VIDEOS
IV	Knowledge Management Strategy development Knowledge management tools – methods and technologies – cost consideration of developing KMS – key success factors – measurement of success factors – bench marking and balanced scorecard technique – common causes of familiar of Km projects	9	PPT/VIDEOS
V	Knowledge Management and its relationship with Artificial Intelligence – AI methods used in Knowledge Management Systems – Study of reprehensive products with embedded AI technology used in KM-experts systems, fuzzy logic expert system, intelligent agents.	8	PPT/VIDEOS
VI	Data mining – warehousing – knowledge discovery – electronic document management concepts – knowledge Management system development – prototype –software tools – Case studies.	8	PPT/VIDEOS
Total		50	
<b>Reference Books:</b>			
1. Knowledge Management tool kit, Amrit Tiwana, Prentice Hall, 2010			
2. Complete guide to Knowledge management, Edna Pasher, Wiley, 2010.			
3. Practical techniques for building a knowledge management system, Addition Wesley, Pearson Education Asia Ltd., India. 2000.			
4. Knowledge Management: Value Creation Through Organizational Learning (Springer Texts in Business and Economics), by Klaus North (Author), Gita Kumta (Author) 2018			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. <a href="http://www.londoninternational.ac.uk">www.londoninternational.ac.uk</a> ,			
2. <a href="http://mooc.cs.helsinki.fi">mooc.cs.helsinki.fi</a> ,			
3. <a href="http://forum.jntuworld.com">forum.jntuworld.com</a> ,			
4. <a href="http://www.thedirectdata.com/materials/ce/se.php">www.thedirectdata.com/materials/ce/se.php</a>			
5. <a href="http://www.ugc.edu.hk">www.ugc.edu.hk</a>			
6. <a href="https://cstudies.ubc.ca">https://cstudies.ubc.ca</a>			
7. <a href="http://www.mu.ac.in">www.mu.ac.in</a> ,			
8. <a href="http://ocw.mit.edu">ocw.mit.edu</a> ,			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
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<b>SEMESTER – 4</b> <b>SYSTEM ELECTIVE</b> <b>INTERNET PROGRAMMING AND WEB DESIGN</b>						
Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E4416	INTERNET PROGRAMMING AND WEB DESIGN	CONCEPT (B)	39	8	3	3
<b>Preamble:</b> To enable the students to familiarize with the use and features of Internet and the methods of designing web pages.						
<b>Prerequisite:</b> Basically it contains internet & its features, introduction to multimedia, fibre optic computer communication, network topologies and HTML tags						
<b>Course Out Comes (COs) :</b> On successful completion of this course the students will be able to:						
CO Number	Course Outcome (CO) Statement					Blooms Taxonomy Knowledge Level
CO1	Understand knowledge about internet and its features					K1
CO2	Identify multimedia and its features					K2
CO3	Understand fibre optic computer communication					K3
CO4	Understand about network topologies and its uses					K4
CO5	Get a complete understanding on HTML tags					K5
CO6	Understand Simple JAVA programming					K6

Mapping the Programme Outcomes													
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S
S- Strong; L- Low; M-Medium													

Syllabus
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Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Internet & its features – establishing connection & browsing websites – Modems – communication software – shareware – search engines and commands compression software & file compression – sound & images – animation.	8	PPT/VIDEOS
II	Definition of multimedia – differences between CD & DVD – read/write processes in CD-multimedia in PC – hardware –SCSI, MCI, memory and storage devices – input devices – output hardware and communication devices.	8	PPT/VIDEOS
III	Fibre optic computer communication – principle of light transmission in fibre advantages of optical fibre communication system – characteristics of optical fibre – optic cables – light sources & photo detectors	9	PPT/VIDEOS
IV	Network topologies – Understanding fundamental layers of ISO/OSI network model – network layers – protocols – major TCP/IP protocols & their uses	9	PPT/VIDEOS
V	HTML tags – use of commonly used tags and generation of pages with links to other sites	8	PPT/VIDEOS
VI	Simple JAVA programming – compilation and generation of graphics including animation in web pages	8	PPT/VIDEOS
<b>Total</b>		<b>50</b>	
<b>Reference Books:</b>			
1. Web Programming and Internet Technologies: An E-Commerce Approach 2nd Edition by <a href="#">Porter Scobey</a> (Author), <a href="#">Pawan Lingras</a> (Author)			
2. HTML, 4.01, 3rd Edition, Ed Tittel, Natanya Pitts & Chelsea Valentine, IDG Books,2004			
3. JAVA programming, 3rd Edition, Donald J Koosis & David Koosis IDG Books, 2004			
4. Internet Computing 101, Alfred Glossbrenner, Tata McGraw Hill, 1995.			
5. Telecommunication transmission system: microwave, Fibre Optics, Mobile Cellular, Date & Digital Multiplexing, Robert G Winch, McGraw Hill,2000			
6. Learning Web Design: A Beginner's Guide to HTML, CSS, Java Script (A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics) by <a href="#">Jennifer Niederst Robbins</a> 2012			
7. Web Programming and Internet Technologies: An E-Commerce Approach 2nd Edition by <a href="#">Porter Scobey</a> (Author), <a href="#">Pawan Lingras</a> (Author)			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. www.londoninternational.ac.uk,			
2. www.ugc.edu.hk			
3. mooc.cs.helsinki.fi,			
4. ocw.mit.edu,			
5. www.ucsc-extension.edu,			
6. www.w3schools.com,			
7. www.ncbi.nlm.nih.gov			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
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**SEMESTER – 4**  
**SYSTEM ELECTIVE**  
**BUSINESS INTELLIGENCE AND DATA WAREHOUSING**

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT E4417	BUSINESS INTELLIGENCE AND DATA WAREHOUSING	CONCEPT (B)	39	8	3	3

**Preamble :** To enable the students to familiarize with the trends in business intelligence and the relevance of data warehousing for effective information decision making.

**Prerequisite :** Basically deals with emerging trends in BI, IB applications, classes of ODS, data modeling and data warehouse architecture

**Course Out Comes (COs) :** On successful completion of this course the students will be able to:

CO Number	Course Outcome (CO) Statement	Blooms Taxonomy Knowledge Level
CO1	Emerging trends in business intelligence	K1
CO2	Identify the different applications of business intelligence	K2
CO3	Understand the classes of ODS and model distinctions	K3
CO4	Understand different data modelling techniques and its challenges	K4
CO5	Get a complete understanding on data warehouses and approaches	K5
CO6	Assessing Data ware house architecture and its qualities	K6

**Mapping the Programme Outcomes**

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2	PSO3	PSO4
CO1	S	S	M	S	L	S	M	S	M	M	S	L	S
CO2	M	M	S	M	S	M	S	M	S	L	M	S	M
CO3	M	M	L	S	S	L	S	L	L	M	L	M	M
CO4	M	M	M	L	M	L	L	M	S	M	S	L	S
CO5	S	L	S	M	S	M	S	L	S	M	S	M	S
CO6	S	L	S	M	S	M	S	L	S	M	S	M	S

S- Strong; L- Low; M-Medium

Syllabus			
Unit	Course Contents	Hours	e-Resources/ e-ContentUnit
I	Emerging trends in BI: MDM/DQ-CPM- Decision Yield – Embedded Analytics – Open Source BI – BI & SOA – DW Appliances – unstructured data Management.	8	PPT/VIDEOS
II	IB Applications: Telecom – BFSI- Retail – Data mining : Concept – Data mining v/s OLAP – Data mining v/s Statistical Analysis – Tasks solved by Data mining Methods	8	PPT/VIDEOS
III	Classes of ODS – Architectural components – Best Practices – Architectural Considerations – Data Model Distinctions	9	PPT/VIDEOS
IV	Data Modelling: Data Analysis Techniques, Conceptual Modelling, Logical Modelling Physical Modelling, Overview of Modelling Techniques, Dimensional Modelling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema – ETL Overview and Market study – ODS Overview and Architectural Challenges	9	PPT/VIDEOS
V	Global, Independent & Interconnected – Architectures – Enterprises Data Warehouse – Data Marts – Implementation Approaches	8	PPT/VIDEOS
VI	Data warehouse Architecture: Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP.	8	PPT/VIDEOS
Total		50	
<b>Reference Books:</b>			
1. Enterprise Business Intelligence and Data Warehousing 1st Edition Program Management Essentials by Alan Simon 2014			
2. Building the Data Warehouse, 3rd Ed., Inmon, John Wiley, 2002.			
3. Data Mining: What General Managers Need to Know, Jacobs, Harvard management Update, October 1999.			
4. Decisions without Blinders, Baserman and Chugh, Harvard Business Review, Jan. 2006.			
5. Which Data Warehouse architecture is Most Successful,” Ariyachandra and Watson Business Intelligenece Journal, Qtr 1, 2006, Vol. 11, No. 1.			
6. Diamonds in the Data Mine, Loveman, Harvard Business Review, May 2003.			
7. Business Intelligence Through Text Mining, Forelich, Ananyan, and Olson, Business Intelligence Journal, Winter 2005			
<b>Focus of Course</b>			
<b>e-Resource</b>			
1. www.ugc.edu.hk			
2. mooc.cs.helsinki.fi,			
3. ocw.mit.edu,			
4. ecm.elearningcurve.com,			
5. ecm.elearningcurve.com			
6. www.athena-solutions.com			
7. www.ugc.edu.hk			
<b>e-Content URL: Vidya-mitra / e-Pathshala</b>			
1.			
2.			
3.			

## SEMESTER – 4

Course Code	Course Name	Category	Lecture	Tutorial	Practical (P)	Credit
MGT C442	DISSERTATION	APPLICATION	0	0	50	3

After the completion of the fourth semester classes, the students will start the project work on their desired area and undertake the same for a period of 2 months.

The project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on the chosen/allotted topic.

### Selection of Project Topic

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies/organizations and administering questionnaire/Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to tabulate and analyze the data, application of statistical tools, testing of hypotheses if any, etc. and then prepare a plan of chapterization to prepare the Project Report.