

# **M.Phil**

## **Course Structure and Syllabus**

(For the candidates admitted from the academic year 2022-2023 onwards)

# **CHOICE BASED CREDIT SYSTEM (CBCS)**

**THANTHAI HANS ROEVER COLLEGE (AUTONOMOUS)**

**(Approved by NAAC, Affiliated to Bharathidasan University)**

**ELAMBALUR, PERAMBALUR– 621 220**

**Vision**

- ❖ To create Young Graduates to contribute to the Development of the Business world.

**Mission**

- ❖ To provide advanced and latest concepts in Management Education.
- ❖ To generate Leadership Quality for making effective leaders.
- ❖ To Cultivate Integrity Attitude to socialize with the organization and the society.
- ❖ To upgrade the inbuilt skills and talent and enable them to be a good Team Player.
- ❖ To promote more Entrepreneurs who has entrepreneurial spirit and interest by developing their skills.

**Master of Philosophy: Programme Outcomes**

Upon completion of the programme, the scholar will be able to

1. Adopt self-learning through reviews of previously acquired knowledge
2. Implement research by focusing on newer thrust areas of knowledge
3. Engage in quality and efficient designing, implementing and evaluating of the gathered information
4. Demonstrate technical and analytical competence with local and global perspective
5. Have professional integrity with knowledge of appropriate code of ethics and standards displaying social responsibilities.

**Master of Philosophy: Programme Specific Outcomes**

Upon completion of the programme the student will be able to

1. Prepare for a career in teaching and research.
2. Acquire proficiency and analytical skills in areas of management along with hands on experience in organization with respect to research project/work
3. Develop skills of ICT and apply them in teaching learning context and research
4. Implement effective academic and personal strategies for carrying out research projects independently and ethically
5. Evaluate one's own research in relation to important and latest issues in the field

**Thanthai Hans Roever College (Autonomous), Elambalur, Perambalur - 621 220**

**M. Phil - Course Structure under CBCS**

(For the candidates admitted from the academic year 2022-2023 onwards)

| Sem          | Course | Code         | Course Title   | Marks                    |            |            | Exam Hrs. | Credit    |
|--------------|--------|--------------|--|--------------------------|------------|------------|-----------|-----------|
|              |        |              |  | IE                       | UE         | Total      |           |           |
| I            | I      | 22MPMS1CC1   | Research Methods in Management   | 25                       | 75         | 100        | 3         | 4         |
|              | II     |              | Advanced Elective Paper  | 25                       | 75         | 100        | 3         | 4         |
|              |        |              | <b>Human Resource</b><br>1. Latest Trends and issues in HRM& HRD<br>2. Organizational Change and Development<br>3. Strategic Human Resource Management<br>4. Industrial Relations Management |                          |            |            |           |           |
|              |        |              | <b>Marketing</b><br>1. Advanced Marketing Management<br>2. Rural and Digital Marketing<br>3. International Marketing<br>4. Customer Relationship Management                                  |                          |            |            |           |           |
|              |        |              | <b>Finance</b><br>1. Financial Markets and Services<br>2. Advanced Financial Management<br>3. International Financial Management<br>4. Contemporary issues in Financial Management           |                          |            |            |           |           |
|              |        |              | <b>Systems</b><br>1. Management Information System<br>2. Data Communications & Networking<br>3. Database Management system<br>4. Software Engineering  |                          |            |            |           |           |
|              |        |              | <b>Operations</b><br>1. Advanced Supply Chain Management<br>2. Total Quality Management<br>3. Manufacturing planning and control<br>4. Advanced Logistics Management                         |                          |            |            |           |           |
|              | III    | 22MPMS1CC3   | Teaching and Learning Skills   | 25                       | 75         | 100        | 3         | 4         |
|              | IV     | 22MPMS1CC4   | Paper on Topic of Research   | 25                       | 75         | 100        | 3         | 4         |
|              | II     | Dissertation | 22MPMS2PW  | Dissertation & Viva-Voce | 50         | 150        | 200       |           |
| <b>TOTAL</b> |        |              |  | <b>150</b>               | <b>450</b> | <b>600</b> | <b>12</b> | <b>24</b> |

1. Theory Internal : 25 marks, External : 75 marks
2. Separate passing minimum is prescribed for Internal and External
  - a) The passing minimum for CIA shall be 40% out of 25 marks (i.e. 10 marks)
  - b) The passing minimum for University Examinations shall be 40% out of 75 marks (i.e. 30 marks)
  - c) The passing minimum not less than 50% in the aggregate.

## SEMESTER – I

### COURSE – I: RESEARCH METHODS IN MANAGEMENT

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC1**

**Credit Allotted: 4**

**Max. Marks: 75**

#### **Objectives:**

- To familiarize the research-students with the advances in the field of management research.
- To develop research proposal and broad comprehension of research area work with research problem.
- To enable research-students to design and conduct research, execute and report research and to train the research-students to use appropriate quantitative methods in the field of management.
- Enable the research-students to use computers in various phases of research and to analyze data using SPSS software.
- To develop inquisitive mind and spirit of inquiry in research-students

#### **Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Develop knowledge in the area of advance research in management.

CO-2 Identify suitable sampling method for data collection.

CO-3 Become familiar in collection of data.

CO-4 Classify and categorize the various data analysis tools, hypothesis testing.

CO-5 To prepare research report and conduct analysis using software package.

#### **UNIT I**

Research: Meaning – Objectives – Purpose – Types of research - Significance of research – Research in Management – Steps in research – Criteria of Good Research – Identification – Selection and formulation of research problem – Research Design – Classification – Issues of Research Design – Hypothesis – Concepts, Sources and Types – Formulation of Hypothesis – Research Proposal – Review of literature: Nature and Purpose.

#### **UNIT II**

Sampling Methods: Need for Sampling – Sampling theory – Sampling techniques – Probability and Non- Probability Sampling – Advantages and disadvantages of sampling – Internet Sampling – Sampling and Non- Sampling errors – Estimation of sample size – Determinants of sample size.

#### **UNIT III**

Collection of Data: Sources of data – Primary and Secondary data – Methods of data collection – Data mining Techniques – Searching the World Wide Web for Information –

Case study, observation, survey method – Experimentation – Tools of data collection – Questionnaires and Interview Schedule – Pre-testing and pilot study. Measurement and Scaling Techniques: Types of Scale – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Semantic Differential – Index Measures – Criteria for Good Measurement – Reliability and Validity.

#### **UNIT IV**

Data Analysis: Data preparation and preliminary analysis – Editing – Field Editing – Central Editing – Coding – Tabulation – Cross Tabulation – Differences between Parametric and Non-parametric tests – Mann – Whitney ‘U’ test, Rank Sum Test (Sign Test) – Chi-Square test – t-Test , z-Test – Kruskal wallis test for Independent Samples – Kendall’s Test – ANOVA – Factor analysis – Cluster analysis – Discriminate Analysis – Multiple Regression – Correlation – Canonical Correlation – Data Analysis through SPSS.

#### **UNIT V**

Report Writing: Format of Reporting – Components – Pagination – Indentation - Using Quotations – Presenting Footnotes – Abbreviations – Presentation of tables and figures – Referencing - Documentation – Use and format of Appendices – Indexing – Techniques – Avoiding plagiarism in research - Style and linguistic aspects of Report Writing – Online Reporting.

#### **Text Book(s):**

1. Kothari. C.R, “Research Methodology, methods and Techniques”, India, New Age International Publishers.
2. WilliamJ. Goode & PaulKHatt, “Methods in Social Research”, US, McGraw-Hill Inc.

#### **Reference Book(s):**

1. Paneerselvam. R, “ResearchMethodology”, New Delhi, PHI Learning Private Limited.
2. Krishnaswami. O.R, “Methodology of Research in social Sciences”, New Delhi HimalayaPub. House.
3. Richard I. Levin & David S. Rubin, “Statistics for Management”, India, Dorling Kindersley Pvt Ltd;

#### **E – Reference (s):**

1. [https://iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_BRM\\_Lecture\\_Notes.pdf](https://iare.ac.in/sites/default/files/lecture_notes/IARE_BRM_Lecture_Notes.pdf)
2. <https://www.drnishikantjha.com/papersCollection/Research%20Methodology%20.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course           |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| I  | 22MPMS1CC1              | Advanced Research Methodology |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                               |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                           | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                             | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO2  |                         |                               |     | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  |                         | ✓                             |     |     | ✓   |                                   | ✓     | ✓       |      | ✓    |  |
| CO4  | ✓                       | ✓                             | ✓   |     | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                       |                               | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| Number of Matches(✓) = 37 Relationship: High |                         |                               |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
HUMAN RESOURCE**

**ELECTIVE – I: LATEST TRENDS AND ISSUES IN HRM & HRD**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2H:1**

**Credit Allotted: 4**

**Max. Marks: 75**

**Objectives:**

- To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To help the students focus on and analyse the issues and strategies required to develop manpower resources

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Discriminate the basic concepts of HRM and HRD in various industries

CO-2 Identify Keyperformance Areas and Key Result Areas

CO-3 Understand about the current trends in Human Resource Management.

CO-4 Build a comprehensive knowledge strategy.

CO-5 Handle issues in Human Resource Management.

**UNIT I Human Resource Development**

HRM and HRD - Emerging trends in HRD- HRD in IT industry - public sector - government organizations, and NGO's.

**UNIT II Performance Management**

Traditional and modern techniques - Open Appraisal- Identification of Key Performance Areas and Key Result Areas -Managerial appraisal- Ethical issues in performance appraisal- Potential appraisal - Feedback mechanisms - Performance management and career development- Bidirectional performance management.

**UNIT III Current trends in HRM**

Recruitment – lateral and online, Interview techniques – Payment of wages and salary in consolidated form – Importance of Job description and allotment of duties attached to each job - Development of professional approach - Retention - Training and development – absence of innovative practices - VRS policies - Role of call centers, BPOs, KPOs and study of their industrial culture. Balanced score card - Rights of Intellectual properties.

**UNIT IV Learning and development in knowledge setting**

Learning in a knowledge environment - creating a holistic developmental approach - developing social capital - developing knowledge leadership capabilities - project- based learning - working with technology - building a comprehensive knowledge development strategy - planning for individual development.



## UNIT V Issues in HRM

Diversity in the workplace: age diversity - gender diversity - cultural diversity - Workplace violence - Human Resource Information Systems - Costs & Benefits to employees. – Pros & Cons of Alternative work Arrangements.

### Text Book(s):

1. Khanka. S.S, “Human Resource Management”, New Delhi, S. Chand Publishing.
2. Alan Price, “Human Resource Management”, New Delhi, Cengage Learning EMEA.

### Reference Book(s):

1. Mamoria C.B. & Mamoria S “Personnel Management”, New Delhi, Himalaya Publishing House.
2. Wayne Cascio, “Managing Human Resources”, New Delhi, McGraw-Hill Education.
3. P.C. Tripathi, “Personnel Management and Industrial Relations”, New Delhi Sultan Chand & Sons - Tb.

### E – Reference (s):

1. <https://www.uou.ac.in/sites/default/files/slm/HM-204.pdf>
2. <https://backup.pondiuni.edu.in/sites/default/files/HRDt200813.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                     | Title of the Course                   |     |     |     |                                    | Hours | Credits |      |      |  |
|--|--------------------------|---------------------------------------|-----|-----|-----|------------------------------------|-------|---------|------|------|--|
| I  | 22MPMS1CC2H:1            | Latest Trends and Issues in HRM & HRD |     |     |     |                                    | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes (Pos) |                                       |     |     |     | Programme Specific Outcomes (PSOs) |       |         |      |      |  |
|  | PO1                      | PO2                                   | PO3 | PO4 | PO5 | PSO1                               | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                        |                                       | ✓   | ✓   | ✓   | ✓                                  | ✓     |         |      | ✓    |  |
| CO2  | ✓                        | ✓                                     | ✓   | ✓   | ✓   | ✓                                  | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                        |                                       | ✓   | ✓   | ✓   | ✓                                  | ✓     |         | ✓    | ✓    |  |
| CO4  | ✓                        | ✓                                     | ✓   | ✓   | ✓   | ✓                                  | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                        | ✓                                     | ✓   |     | ✓   | ✓                                  | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) = 43 Relationship: High |                          |                                       |     |     |     |                                    |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%   |
|--------------|-----------|--------|----------|--------|-----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50     |
| Relationship | Very Poor | Poor   | Moderate | High   | Very High |

## **COURSE II - ADVANCED ELECTIVE PAPER**

### **HUMAN RESOURCE**

#### **ELECTIVE– II: ORGANIZATIONAL CHANGE AND DEVELOPMENT**

**Hours Allotted: 6Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2H:2**

**Max. Marks: 75**

#### **Objectives:**

- To enable the students to understand theoretical, political and practical underpinnings of OD as a core area of practice within HRD and to increase awareness of different tools that are used to diagnose organizations.
- To study how environmental events affect organizations and drive the need for continuous change

#### **Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 A clear understanding on concepts and theories associated with Organization Development.

CO-2 A clear understanding on OD Diagnosis

CO-3 Thorough knowledge on various OD intervention methods and approaches.

CO-4 A complete picture on techniques of OD in the present challenging scenario.

CO-5 Understanding of possible change instruments and their field of use.

#### **UNIT I**

Organizational Change - Concept and Significance - Managing Change - Concept of Analyzing the Environment - Perspectives on Change – Contingency - Resource Dependence - Population Ecology - Implications of Change.

#### **UNIT II**

Types of Change - Continuous or Incremental Change - Discontinuous or Radical Change - Participate Change and Directive Change - Change Levers - Levels of Change - Knowledge Changes - Attitudinal Changes - Individual Behaviour Changes and Organizational Performance Changes.

#### **UNIT III**

Implementing Change - Steps-Assembling a Change - Management in Establishing a New Direction for the Organization - Setting up of Change Teams - Aligning Structure - Systems and Resources - Removing road Blocks - Absorbing Changes into Organization

#### **UNIT IV**

HR and Technological change - Introduction special features of new technology - organizational implications of technological change - Emerging profile HR - Employee Empowerment - Emotional Intelligence and employee productivity - Managing work stress

#### **UNIT V**

Organizational Development (OD): Concept and Evolution - OD Interventions - Diagnostic Activities -Team Building; Sensitivity Training - Third Party and Inter Group Interventions - Educational and Structural Interventions - Indian Experiences of OD in Public and Private Enterprises.

**Text Book(s):**

1. Wendell L. French, Cecil H. Bell. Jr “Organization Development”, Prentice Hall of India New Delhi 2008.
2. Organization Development: Behavioural Science, Interventions for Organization Improvement, 6th Edition, Wendell.L.French CecilBell,Prentice Hall.

**Reference Book(s):**

1. Organization Development – The process of Leading Organizational Change, Donald Anderson, SAGE Publications, 2010.
2. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
3. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
4. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.

**E – Reference (s):**

1. <https://backup.pondiuni.edu.in/sites/default/files/organizatinal-development-260214.pdf>
2. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT520\\_ORGANIZATION\\_CHANGE\\_AND\\_DEVELOPMENT.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT520_ORGANIZATION_CHANGE_AND_DEVELOPMENT.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course                   |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|---------------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| I  | 22MPMS1CC2H:2           | Organizational Change and Development |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                       |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                                   | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                                     | ✓   | ✓   |     | ✓                                 |       | ✓       |      | ✓    |  |
| CO2  | ✓                       | ✓                                     |     | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO3  | ✓                       |                                       | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       |                                       |     | ✓   |     | ✓                                 | ✓     |         | ✓    |      |  |
| CO5  | ✓                       | ✓                                     | ✓   |     | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) = 36 Relationship: High |                         |                                       |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%   |
|--------------|-----------|--------|----------|--------|-----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50     |
| Relationship | Very Poor | Poor   | Moderate | High   | Very High |

**COURSE II - ADVANCED ELECTIVE PAPER**  
**HUMAN RESOURCE**

**ELECTIVE – III: STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2H:3**

**Credit Allotted: 4**

**Max. Marks: 75**

**Objectives:**

- To acquaint the students to address issues related to organizational culture, structure, effectiveness, resource matching, and performance and
- To develop process capabilities as well as managing the human capital effectively.

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Identify the nature and theoretical underpinnings of SHRM

CO-2 Develop knowledge of competing theoretical models of SHRM

CO-3 Implement strategic HRM according to organization goal.

CO-4 Describe strategic knowledge management and strategic approach to industrial relations.

CO-5 Understand and handle the strategic HR issues in international assignment.

**UNIT I**

Conceptual Framework of strategic HRM - models of strategic HRM - development & delivery of HR strategies - challenges in strategic human resource management - impact of strategic HRM - SHRM for competitive advantage.

**UNIT II**

Components of strategic HRM – Organizational HR strategies - functional HR strategies - strategic HRM in action - improving business performance through strategic HRM - HR analytics.

**UNIT III**

Implementation of strategic HRM – Staffing - training & development - performance management & feedback – compensation - employee separation.

**UNIT IV**

Strategic Knowledge Management- building knowledge management into strategy framework - knowledge sharing as a core competency - HR dimension to knowledge management - Strategic approach to industrial relations - outsourcing & its HR implications - Human Side of Mergers and Acquisitions three- stage model of M&A.

## UNIT V

Global human resource management - Difference between global HRM & domestic HRM; Strategic HR issues in global assignments – expatriates selection & repatriation - Building a multicultural organization multinational organization - strategic choice - leadership & strategic issues in international assignment.

### Text Book(s):

1. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM (1<sup>st</sup> edition.). NewDelhi: Jaico Publishing House.
2. Mello, Jeffrey A. (2007). Strategic Human Resource Management (2nd ed.). India: Thomson South Western.

### Reference Book(s):

1. Regis, Richard. (2008). Strategic Human Resource Management & Development (1st ed.).New Delhi: Excel Books.
2. Agarwala, T. (2007). Strategic Human Resource Management. New Delhi: Oxford UniversityPress.
3. Dhar, Rajib Lochan. (2008). Strategic Human Resource Management (1st ed.). New Delhi:Excel Books.

### E – Reference (s):

1. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_SHRM\\_Lecture\\_Notes\\_E3.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_SHRM_Lecture_Notes_E3.pdf)
2. <http://www.mim.ac.mw/books/Armstrong's%20Strategic%20Human%20Resource%20Management.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course                 |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-------------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| I  | 22MPMS1CC2H:3           | Strategic Human Resource Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                     |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                                 | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       |                                     | ✓   | ✓   | ✓   |                                   | ✓     | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       |                                     | ✓   | ✓   | ✓   |                                   | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       | ✓                                   | ✓   | ✓   | ✓   |                                   | ✓     | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       |                                     | ✓   |     | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO5  | ✓                       | ✓                                   | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| Number of Matches(✓) = 41 Relationship: High |                         |                                     |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
HUMAN RESOURCE**

**ELECTIVE – IV: INDUSTRIAL RELATIONS MANAGEMENT**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2H:4**  
**Max. Marks: 75**

**Objectives:**

- To maintain and develop good and healthy relations between employees and employers or operatives and management.
- To facilitate increased production and productivity;

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Know the strengths and challenges of International Human Resource Management.

CO-2 Handle issues in staff selection and compensation globally.

CO-3 Describe performance management and employee development in IHRM.

CO-4 Aware best practice in employee relations in cross-country perspective

CO-5 Systematically illustrate, define, categorize, and analyze a broad range of issues and problems facing MNCs in their IHRM activities

**UNIT I: INDUSTRIAL RELATIONS AND INDUSTRIAL DISPUTES IR**

Meaning and Concept - Industrial Disputes - Meaning & Causes - Industrial Dispute Act 1947 - Settlement machinery - Awards and Settlement - Strike and Lockout - Lay-off and Retrenchment - Directive Principles of State Policy - Creating and adopting Labour Policy - Role of ILO in Industrial Relations.

**UNIT II: TRADE UNIONS AND INDUSTRIAL RELATIONS**

Purpose and functions of Trade unions - History and Growth of Trade Union - Trade Unions and Economic Developments - Pitfalls and Suggestions to improve Trade Union Activities - Trade Unions Movement in India.

**UNIT III: DISCIPLINE AND GRIEVANCE PROCEDURE**

Discipline: Meaning and Concept - Causes of Indiscipline - Maintenance of Discipline - Domestic Enquiry - Concept and Practice - Principles of Natural Justice - Principles of Hot Stove Rule - Grievance Handling - Meaning of Grievances- Sources and Benefits of Grievances - Grievance Redressal Machinery - Constitution of Grievance Committee.

**UNIT IV: COLLECTIVE BARGAINING AND WORKERS' PARTICIPATION IN MANAGEMENT**

Collective Bargaining – Meaning – Types - Process and Importance- Status of Collective

Bargaining in India - Suggestions to improve Collective Bargaining - Negotiation: Types - Problem Solving Attitude - Negotiation Skills - WPM Concept and Practices in India - Works Committees, Joint Management Councils - Shop Councils - Voluntary Scheme of Workers' Participatio - Quality Circle - Suggestions Scheme for Improvement - WPM in Other Countries.

### UNIT V: STRATEGIC MANAGEMENT OF INDUSTRIAL RELATIONS

Managing Good Industrial Relations - Ten Golden Rules for Good Industrial Relations - International Regulation - ILO Declaration on MNEs and Social Policy - Organisation for Economic Cooperation and Development (OECD) Guidelines - Global Compact - Future of Industrial Relations

#### Text Book(s):

1. Mamoria,C.B., (2000) Industrial Labour and Industrial Relations in India, Kitab Mahal.
2. Bhatia,S.K., (2003), Constructive Industrial Relations and Labour Laws, Deep and Deep,New Delhi.

#### Reference Book(s):

1. Manoppa,A., (1999), Industrial Relations, TMH, New Delhi.
2. Yoder, Dale and others, (1999), Personnel Management and Industrial Relations, New Delhi, Prentice Hall.

#### E – Reference (s):

1. [https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiii\\_irm.pdf](https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf)
2. <https://www.iare.ac.in/sites/default/files/Lecture%20notes.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                     | Title of the Course             |     |     |     |                                   | Hours | Credits |      |      |  |  |
|--|--------------------------|---------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|--|
| II   | 22MPMS1CC2H:4            | Industrial Relations Management |     |     |     |                                   | 6     | 4       |      |      |  |  |
| Course Outcomes (COs)                        | Programme Outcomes (POs) |                                 |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |  |
|  | PO1                      | PO2                             | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |  |
| CO1  | ✓                        |                                 | ✓   | ✓   | ✓   | ✓                                 |       |         |      | ✓    |  |  |
| CO2  | ✓                        | ✓                               | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO3  | ✓                        | ✓                               | ✓   | ✓   | ✓   |                                   | ✓     | ✓       | ✓    | ✓    |  |  |
| CO4  | ✓                        | ✓                               | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |  |
| CO5  | ✓                        | ✓                               | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| Number of Matches(✓) = 41 Relationship: High |                          |                                 |     |     |     |                                   |       |         |      |      |  |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING**

**ELECTIVE – I: ADVANCED MARKETING MANAGEMENT**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2M:1**

**Max. Marks: 75**

**Objectives:**

- To acquaint the students to develop a marketing strategy using an understanding of customer behaviour.
- To give the skills to move ahead of rivals with a better marketing strategy plan

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Understand and apply the concept of 7 P's to conquer the market.

CO-2 Analyze consumer and buyer behavior models as they influence customer purchase decision making.

CO-3 Differentiate consumer and business buyer behaviour

CO-4 Identify develop non personal communication channels and manage promotional aspects.

CO-5 Sort out and manage current issues in marketing and CRM.

**UNIT I: INTRODUCTION TO MARKETING MANAGEMENT**

Introduction - Market and Marketing- the Exchange Process - Core Concepts of Marketing - Functions of Marketing - Importance of Marketing- Marketing Orientations - Marketing Mix- The Traditional 4P - The Modern Components of the Mix - The Additional 3Ps - Developing an Effective Marketing Mix - Marketing Planning, Marketing Implementation and Control.

**UNIT II: CONSUMER BUYING BEHAVIOR**

Introduction, Characteristics - Types of Buying Decision Behaviour - Henry Assael Model - Consumer Buying Decision Process- Buyer Decision Process for New Products- Buying Motives - Buyer Behaviour Models

**UNIT III: BUSINESS BUYER BEHAVIOUR**

Introduction - Characteristics of Business Markets - Differences between Consumer and Business Buyer Behaviour - Buying Situations in Industrial/Business Market - Buying Roles in Industrial Marketing - Factors that Influence Business Buyers - Steps in Business Buying Process.

**UNIT IV: PROMOTION MANAGEMENT - MANAGING NON- PERSONAL COMMUNICATION CHANNELS**

Introduction, Integrated Marketing Communications (IMC) - Communication Development



Process - Budget Allocation Decisions in Marketing Communication - Introduction to Advertising - Fundamentals of Sales Promotion - Basics of Public Relations and Publicity.

**UNIT V CRM AND OTHER CONTEMPORARY ISSUES**

Introduction - Relationship Marketing Vs. Relationship Management - Definitions of Customer Relationship Management (CRM) - Forms of Relationship Management - Managing Customer Loyalty and Development - Reasons Behind Losing Customers by Organisations - Significance of Customer Relationship Management - Social Actions Affecting Buyer-Seller Relationships - Rural Marketing - Services Marketing - Digital Marketing.

**Text Book(s):**

1. Philip Kotler & Kevin Lane, “Marketing Management”, USA, Prentice-Hall.
2. John Mullins & Orville Walker, “Marketing Management: A Strategic Decision-Making Approach”, New Delhi, McGraw-Hill Education

**Reference Book(s):**

1. Micheal R. Czinkota & Masaaki Kotabe, “Marketing Management”, US, Wiley-Blackwell.
2. Douglas, J. Darymple, “Marketing Management”, US, John Wiley & Sons.
3. Nag, “Marketing successfully- A Professional Perspective”, New Delhi, Mac Millan Publishing.

**E – Reference (s):**

1. <https://dspace.mit.edu/bitstream/handle/1721.1/104055/15-812-fall-2002/contents/lecture-notes/index.htm>
2. [http://www.mdudde.net/books/mcom/mcom-f/marketing-management-final\(crc\).pdf](http://www.mdudde.net/books/mcom/mcom-f/marketing-management-final(crc).pdf)

Relationship Matrix for COs, POs and PSOs

| Semester  | Code                    | Title of the Course           |     |     |     |                                   | Hours | Credits |      |      |  |
|---|-------------------------|-------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| II  | 22MPMS1CC2M:1           | Advanced Marketing Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                             | Programme Outcomes(POs) |                               |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|   | PO1                     | PO2                           | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO2   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       |      | ✓    |  |
| CO3   | ✓                       | ✓                             | ✓   |     | ✓   | ✓                                 | ✓     | ✓       |      | ✓    |  |
| CO4   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| Number of Matches(✓) = 47 Relationship: Very High |                         |                               |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%   |
|--------------|-----------|--------|----------|--------|-----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50     |
| Relationship | Very Poor | Poor   | Moderate | High   | Very High |



**COURSE II - ADVANCED ELECTIVE PAPER**  
**MARKETING**  
**ELECTIVE – II : RURAL AND DIGITAL MARKETING**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2M:2**  
**Max. Marks: 75**

**Objectives:**

- To facilitate the researcher to develop an overall understanding of rural and digital marketing and online platforms and increase their job opportunities.
- Assessing the present social media presence and application of social media tools for marketing, advertising, and networking.

**Course Outcomes:**

Upon completing this course, each student will be able to:

- CO-1 Develop understanding of the rural marketing in recent scenario
- CO-2 Able to manage physical distribution in rural marketing
- CO-3 Comprehend and keeping up to date about the emerging digital technologies in marketing.
- CO-4 Identify the basic concepts of digital marketing and Search Engine Optimization.
- CO-5 Become familiar in recent trends in digital marketing.

**UNIT I OVERVIEW OF RURAL MARKETING**

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing - A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

**UNIT II PRODUCT DISTRIBUTION & RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH**

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing - Rural Distribution in channel management -Consumer Buyer Behavior Model in Rural Marketing

**UNIT III INTRODUCTION TO DIGITAL MARKETING**

Digital Marketing - Introduction to Digital marketing - Overview of Digital Marketing strategy and target markets - Benefits – Platform and Strategies – digital marketing - Comparing digital with traditional marketing – Marketing goals – Basics of websites and media.

**UNIT IV SEARCH ENGINE OPTIMISATION AND MASTERING GOOGLE**

Introduction to Search Engines – Keyword research and Competition – On page and off page optimization – SEO reporting- Google Ad Words Advertising - Analytics & Applications – Paid Marketing – Display Advertising -Google shopping ads – Introduction to Bing Ads - Mobile Marketing – Video marketing – Google Ad Words advertising Certification

**UNIT V SOCIAL MEDIA MARKETING**

Introduction to social media marketing – benefits – social media statistics – Tele marketing - Facebook marketing - twitter marketing – You tube– LinkedIn – Instagram – Email marketing –Online reputation management.

**Text Book(s):**

1. Badi & Badi, “Rural Marketing”, New Delhi, Himalaya Publishing House
2. Charlesworth, Alan, “Digital Marketing – A practical approach”, UK, Taylor & Francis Ltd.
3. Render, Angela, “Digital Age Marketing for Small Businesses”, New Delhi, Thunderpaw Publishers.

**Reference Book(s):**

1. Pradeep Kashyap, “Rural Marketing”, US, Pearson Education Dave Chaffey, “Digital Marketing”, Canada, Pearson.
2. David J. Bradley, “Getting Digital Marketing Right: A Simplified Process for Business Growth, Goal Attainment, and Powerful Marketing, US Create Space Independent Publishing Platform

**E – Reference (s):**

1. [https://ycmou.ac.in/media/publication/ycmou\\_book/SNP\\_YB\\_145.pdf](https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_145.pdf)
2. <https://backup.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf>
3. <http://rccmindore.com/wp-content/uploads/2015/06/Digital-Marketing.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course         |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-----------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| II   | 22MPMS1CC2M:2           | Rural and Digital Marketing |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                             |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                         | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       |                             | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO2  | ✓                       |                             | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       | ✓                           | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                           | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                       | ✓                           | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) = 44 Relationship: High |                         |                             |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING**

**ELECTIVE – III : INTERNATIONAL MARKETING**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2M:3**  
**Max. Marks: 75**

**Objectives:**

- To gain a competitive advantage in challenging markets
- To increase globalization by integrating the economies of different countries.

**Course Outcomes:**

Upon completing this course, each student will be able to:

- CO-1 Understand the principles & concepts in international marketing
- CO-2 Provide the knowledge of marketing management in the international perspective
- CO-3 Understand global pricing strategies
- CO-4 Analyze international product life cycle
- CO-5 Develop marketing strategies for the dynamic international markets

**UNIT I**

Introduction – International Marketing Task & Philosophy – Transitional Stages International Marketing – Benefits of International Marketing – Modes of entry in International Market Key Concepts – Stages of Development of the Transnational Corporations – Identifying foreign Markets & Opportunities – Requirements of successful Global Marketing Plan.

**UNIT II**

Elements of a Global Information Marketing Research – Analytical Techniques for Researching International Markets - Direct Exports – FDI – Joint Ventures – Subsidiaries – Licensing franchising / contracts & Contract & Contracting / Barter – counter Trade / Alliances/Mergers & Acquisitions.

**UNIT III**

Channel Objectives & constraints – Channel Terminology & Global Markets – Product design – Geographic Expansion (Strategic Alternatives) – New Product in Global Marketing – BVQ decisions – International Product life cycle - Global Pricing strategies – Environmental influence on pricing decisions – Transfer Pricing – Global Pricing Alternatives.

**UNIT IV**

Global Advertising & Branding – Advertising & Stages of economic development – The Global Advertising content ('Extensions' Vs adaptation debate) – Advertising appeals & Product characteristics – Global Media decisions – International channel distribution

Choosing export markets – Market consideration – Export organization Manufacture’s country  
 – Export Organization II – Market country– Export financing /methods of payment.

**UNIT V**

Balance of payment – Export promotion & incentives – Government & Institutional support –  
 Exchange control & Export credit – Export houses – Trade houses / FIZS/SIC’S /Export  
 procedure & Documentation.

**Text Book(s):**

1. Cateroa, R, Phillip, International Marketing, Tata McGraw Hill,2006
2. Vern Terpestra, International Marketing, Cengage Learning,2010

**Reference Book(s):**

1. RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan chand & Sons New Delhi,2006
2. Fayerweather, J, International Marketing Management, Sage Publication,2006
3. Jain Subhash, International Marketing Management, Cengage Learning,2005

**E – Reference (s):**

1. [http://ebooks.lpude.in/management/mba/term\\_4/DMGT547\\_INTERNATIONAL\\_MARKETING.pdf](http://ebooks.lpude.in/management/mba/term_4/DMGT547_INTERNATIONAL_MARKETING.pdf)
2. <https://backup.pondiuni.edu.in/sites/default/files/Global%20marketing-260214.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course     |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| II   | 22MPMS1CC2M:3           | International Marketing |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                         |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                     | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                       |     | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO2  | ✓                       | ✓                       | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO3  | ✓                       | ✓                       | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                       | ✓   |     | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO5  | ✓                       | ✓                       | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| Number of Matches(✓) = 42 Relationship: High |                         |                         |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
MARKETING**

**ELECTIVE – IV: CUSTOMER RELATIONSHIP MANAGEMENT**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2M:4**  
**Max. Marks: 75**

**Objectives:**

- To make the students understand the organizational need, benefits and process of creating long-term value for individual customers
- To enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations

**Course Outcomes:**

Upon completing this course, each student will be able to

- CO-1 Understand the importance of CRM in the current scenario and future trend.
- CO-2 Analyse customer behaviour to retain the customer.
- CO-3 Identify the strategies for customer acquisition.
- CO-4 Predict the issues in CRM and solution to overcome.
- CO-5 Distinguish how CRM functions in various sectors.

**UNIT I**

CRM - Definitions and Concepts - Evolution - CRM as a strategic marketing tool - CRM significance to the stakeholders - Customer loyalty and optimizing customer relationships

**UNIT II**

Customer information Database – Customer Profile Analysis - Customer perception - Expectations analysis – Customer behavior in relationship perspectives - individual and group customer's - Customer lifetime value – Selection of Profitable customer segments

**UNIT III**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT IV**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

**UNIT V**

Applications of CRM in different sectors - Service Sector – Banking- Financial Sector – Insurance - Health Care – Hotel - Aviation Industry - Retail Industry - Telecom Industry - Higher Education and Agricultural Sectors.

**Text Book(s):**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Prespective, Macmillan.
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra.

**Reference Book(s):**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.

**E – Reference (s):**

[https://ebooks.lpu.de.in/management/bba/term\\_6/DMGT308\\_CUSTOMER\\_RELATIONSHIP\\_MANAGEMENT.pdf](https://ebooks.lpu.de.in/management/bba/term_6/DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf)

<https://backup.pondiuni.edu.in/sites/default/files/CRM-260214.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course              |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|----------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| III  | 22MPMS1CC2M:4           | Customer Relationship Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                  |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                              | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                                | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO2  | ✓                       |                                  | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       |                                  | ✓   | ✓   |     |                                   | ✓     |         | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                                | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO5  | ✓                       | ✓                                | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) = 42 Relationship: High |                         |                                  |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |



**COURSE II - ADVANCED ELECTIVE PAPER  
FINANCE**

**ELECTIVE – I: FINANCIAL SERVICES AND MARKET**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2F:1**

**Max. Marks: 75**

**Objectives:**

- To get insight into Indian Financial System
- To expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.

**Course Outcomes:**

On successful completion of the course learners should:

CO-1 Provide an in depth knowledge about various financial services.

CO-2 Understand the concepts of money, capital, Foreign exchange and commodities market.

CO-3 differentiate leasing and hire purchase

CO-4 familiarize in portfolio management

CO-5 Gain the mechanism of credit rating and rating of financial instruments.

**UNIT I**

Indian Financial System - Nature, role, functions of financial system – Indian Financial System – Structure and Overview – Government Intervention in Indian Financial System.

**UNIT II**

Money, Capital, Foreign Exchange and Commodities Market - Importance – Instruments – Recent Developments – Rules and Regulations – Regulatory Authorities – Procedures.

**UNIT III**

Leasing and Hire purchase – Fund Mobilization – Types – Procedures – Legal aspects – Problems and prospects in India - Mutual Fund – Meaning – Types – Advantages – Private & Public Sector Mutual Fund - Performance Measurement- SEBI guidelines.

**UNIT IV**

Merchant banking: Introduction – Rules and Regulations – Services – Issue Management – Pricing – Pre issue & Post issue activities – Book Building – Portfolio Management – Underwriting – Project Appraisal – Corporate Advisory Services- SEBI Guidelines.

**UNIT V**

Other Services - Bills Discounting- Factoring – Features – Mechanism of Factoring – Housing loan - Bank Cards – Depository services – Bank assurance – Net Banking. Credit Rating - Rating Agencies- National and International Agencies- Functions- Process - Letter of credit -

## Rating of Financial Instruments and Countries.

### Text Book(s):

1. Gordon and Natarajan, 2001, Financial Markets and Services, Himalaya Publishing House.
2. Jeff Madura, 2001, Financial Markets and Institutions, 5th Ed., South-Western College Publishing.

### Reference Book(s):

1. Varshney P.N., and D.K. Mittal, 2000 Indian Financial System, Sultan Chand & Sons.
2. Bhole L.M, Financial Institutions and Markets, 3rd Ed. Tata McGraw Hill,
3. Kamath K.V, Kerkar S.A, and Viswanth T., 1990 The Principles and Practice of Leasing, Lease Asia, England.
4. Vinod Kothari, Lease Financing and Hire Purchase (Including Merchant Banking and Mutual Funds), Wadwa and Co. Pvt. Ltd., Nagpur.

### E – Reference (s):

1. <http://14.139.185.6/website/SDE/sde168.pdf>
2. [http://tumkuruniversity.ac.in/oc\\_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf](http://tumkuruniversity.ac.in/oc_ug/comm/notes/FINANCIALMARKETANDSERVICES.pdf)

### Relationship Matrix for COs, POs and PSOs

| Semester  | Code                    | Title of the Course           |     |     |     |                                   | Hours | Credits |      |      |  |  |
|---|-------------------------|-------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|--|
| III   | 22MPMSCC62F:1           | Financial Service and Markets |     |     |     |                                   | 6     | 4       |      |      |  |  |
| Course Outcomes (COs)                             | Programme Outcomes(POs) |                               |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |  |
|   | PO1                     | PO2                           | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |  |
| CO1   | ✓                       |                               | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO2   | ✓                       |                               |     |     | ✓   |                                   | ✓     |         | ✓    | ✓    |  |  |
| CO3   | ✓                       |                               |     |     | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO4   | ✓                       | ✓                             | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO5   | ✓                       |                               | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| Number of Matches (✓) = 34 Relationship: Moderate |                         |                               |     |     |     |                                   |       |         |      |      |  |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%   |
|--------------|-----------|--------|----------|--------|-----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50     |
| Relationship | Very Poor | Poor   | Moderate | High   | Very High |

**COURSE II - ADVANCED ELECTIVE PAPER  
FINANCE**

**ELECTIVE – II: ADVANCED FINANCIAL MANAGEMENT**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2F:2**  
**Max. Marks: 75**

**Objectives:**

- To develop concepts as corporate valuation, real option valuation, financing decisions, dividends
- To advise management and/or clients on complex strategic financial management issues facing an organisation.

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Compete in the field of financial planning, analysis and management. Understand and apply theories of dividend policy.

CO-2 Understand Dividend policies and able to manage dividend in companies.

CO-3 Acquaint with the broad framework of financial decision making in a business.

CO-4 Familiarize various techniques and models of Financial Management.

CO-5 Impart knowledge about various facets of corporate valuation and governance.

**UNIT I**

Advanced Financial Analysis – Financial Statement Analysis – Ratio Analysis – Fund Flow and Cash Flow Analysis – Cost – Volume - Profit analysis. Advanced Financial Planning – Meaning – Financial forecasting – Budgeting – Inter firm comparison – Financial Analysis and Inflation – Recent Developments in Financial Management

**UNIT II**

Dividend Policy – Types of Dividend – Dividend Theories – Dividend policy and Share Valuation – Factors influencing Dividend policies – Dividend policies in practice – Bonus Issue and Rights Issue

**UNIT III**

Measurement of Business Performance – Rationale – Financial Measures and Non – Financial Measures – Balanced Scorecard – Parta system – Performance Excellence Awards – Divisional Performance Measurement.

**UNIT IV**

Corporate Valuation - Approaches to Valuation- Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach – Discounted Cash Flow Approach Business Valuation

## UNIT V

Corporate Governance and Executive Compensation - Agency problem – Devices to control agency costs – Corporate Governance in Developed Countries and in India – Share Holder Value – Corporate Restructuring.

Weightage: Problems-40% and Theory– 60%

### Text Book(s):

1. Prasanna Chandra, 2001 Financial Management: Theory and Practice, 5th Ed., McGraw Hill.
2. Brigham, Gapenski, and Ehrhardt, 1999 Financial Management: Theory and Practice, 9thEd., Dryden Press.

### Reference Book(s):

1. Pandey, I.M., 11thEdition, 2016, Financial Management, Vikas Publishing House.
2. Vishwanath, S.R., 2000 Corporate Finance: Theory and Practice, Response Books.
3. M.Y.Khan & P.K.Jain, 6th Edition, Financial Management – Text, Problems & Cases – Mc Graw Hill

### E – Reference (s):

1. <https://www.slideshare.net/ChethanS43/advanced-financial-management-notes>
2. [https://www.iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_FM\\_Lecture%20Notes\\_2-converted.pdf](https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FM_Lecture%20Notes_2-converted.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course           |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| III  | 22MPMSCC62F:2           | Advanced Financial Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                               |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1 ✓                   | PO2                           | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       |                               | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       |                               | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    |      |  |
| CO3  | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    |      |  |
| CO4  | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       |      | ✓    |  |
| Number of Matches(✓) = 42 Relationship: High |                         |                               |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
FINANCE**

**ELECTIVE – III : INTERNATIONAL FINANCIAL MANAGEMENT**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2F:3**

**Max. Marks: 75**

**Objectives:**

- To introduce the environment of international finance and its implications on international business.
- To analyze the nature and functioning of FDI, foreign exchange risks and to identify risk management

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Know about the evolution of International monetary and financial system.

CO-2 Manage short term assets and liabilities and gain knowledge in foreign investment decision making.

CO-3 Design multinational capital budgeting.

CO-4 Determine cost of capital and capital structure for multinational firm.

CO-5 Analyze and handle the risk associated with international project.

**UNIT I**

Multinational Financial Management – An overview; Evolution of the International Monetary and Financial System- IMF – IBRD – FOREX – Determinants – EXIM policy.

**UNIT II**

Managing Short-term assets and liabilities - Long-run Investment Decisions – The Foreign Investment Decision - International/ Foreign Investment theories – Turnkey project – FDI – Venture capital

**UNIT III**

Political Risk Management - Multinational Capital Budgeting- Evaluation of Project, Cash flow determination – Application and Interpretation.

**UNIT IV**

Cost of Capital – General Principles - Determination of Cost of Capital –  $K_e$ ,  $K_d$ ,  $K_p$  and  $K_r$  -Capital Structure of the Multinational Firm - Dividend Policy of the Multinational Firm -

**UNIT V**

Project financing – concept - different types of project financing - risk associated with

international projects- Taxation of the Multinational Firm - Country Risk Analysis - Long-term Financing.

**Text Book(s):**

1. Apte, “International Financial Management”, New Delhi, Tata Mc Graw Hill Edition.
2. Bhalla V.K., International Financial Management, New Delhi Anmol Books.

**Reference Book(s):**

1. Machiraju H.R., “International Financial Management”, New Delhi, Himalaya Publication House.
2. Avadhani V.A., “International Financial Management”, New Delhi, Himalaya Publication House.
3. Cheol, Evn, “International Financial Management”, New Delhi, Tata McGraw Hill.

**E – Reference (s):**

1. [https://ebooks.lpude.in/management/mba/term\\_4/DMGT549\\_INTERNATIONAL\\_FINANCIAL\\_MANAGEMENT.pdf](https://ebooks.lpude.in/management/mba/term_4/DMGT549_INTERNATIONAL_FINANCIAL_MANAGEMENT.pdf)
2. <https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                     | Title of the Course                |     |     |     |                                   | Hours | Credits |      |      |  |
|--|--------------------------|------------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| III  | 22MPMSCC62F:3            | International Financial Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes (POs) |                                    |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                      | PO2                                | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                        | ✓                                  | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO2  | ✓                        |                                    | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO3  | ✓                        |                                    | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO4  | ✓                        | ✓                                  | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                        | ✓                                  | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| Number of Matches(✓) = 44 Relationship: High |                          |                                    |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
FINANCE**

**ELECTIVE–IV: CONTEMPORARY ISSUES IN FINANCIAL MANAGEMENT**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2F:4**

**Max. Marks: 75**

**Objectives:**

- To understand investment decisions under risk and capital rationing management of portfolio risk.
- To analyse and evaluate emerging innovations and research in Financial Management practice

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques used for making sound financial decisions and policies

CO-2 Manage working capital, cash, receivables and inventories.

CO-3 Become familiar in various methods of project appraisal.

CO-4 Evaluate and elucidate the various aspects involved in investment and financing decisions.

CO-5 Understand and tackle the contemporary issues in financial management regarding dividend decisions.

**UNIT I INTRODUCTION**

Introduction - Meaning, scope and development of financial management - finance function - Indian financial System, - Risk and Return - Valuation of securities - legal, regulatory and tax framework related to financial management - Time value of money and its relevance.

**UNIT II WORKING CAPITAL MANAGEMENT**

Working Capital Management, overall considerations in WCM - determinants and determination of W.C – requirements - management of cash - management of receivables - management of inventories -

**UNIT III INVESTMENT DECISIONS**

Management Long-term Capital - Tax considerations in investment appraisal - methods of project appraisal - payback period method - average rate of return method - accounting rate of return method - net present value method - internal rate of return method - capital rationing.

**UNIT IV FINANCING DECISIONS**

Cost of Capital and Capital Structure - Cost of debt and preferred stock - cost of equity - retained earnings and overall cost of capital - financial and optimum capital structure

From 2022-23 onwards

- theories of capital structure - M.M hypothesis on capital structure.

### UNIT V DIVIDEND DECISIONS

Issues in Financial Management - Overview of dividend policy - dividend policy and share valuation - practical considerations and legal requirements on dividend - lease financing in India - contemporary issues in financial management - Recent changes in GST (VAT). -

#### Text Book(s):

1. Van Horne, James C., “Financial Management and Policy”, New Delhi, Prentice Hall of India
2. Pandey, I. M., “Financial Management”, New Delhi, Vikas Publishing.
3. Ross S.A., R.W. Westerfield & J. Jaffe, “Corporate Finance”, New Delhi, McGraw Hill.

#### Reference Book(s):

1. Damodaran, A., “Corporate Finance: Theory and Practice”, USA, John Wiley & Sons.
2. Chandra, P. “Financial Management”, New Delhi, Tata McGraw Hill.
3. Khan, M.Y & Jain, P.K, “Financial Management: Text, Problems and Cases”, New Delhi, Tata McGraw Hill

#### E – Reference (s):

1. <https://books.emeraldinsight.com/resources/pdfs/chapters/9781787564503-TYPE23-NR2.pdf>
2. [http://mdudde.net/pdf/study\\_material\\_DDE/Mcom/Mcom-f/FinancialManagement.pdf](http://mdudde.net/pdf/study_material_DDE/Mcom/Mcom-f/FinancialManagement.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                    | Code                    | Title of the Course                         |     |     |     |                                   | Hours | Credits |      |      |  |
|---|-------------------------|---|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| IV  | 22MPMSCC62F:4           | Contemporary issues in Financial Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                       | Programme Outcomes(POs) |   |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|   | PO1                     | PO2   | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1   | ✓                       | ✓   | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2   | ✓                       | ✓   | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3   | ✓                       | ✓   |     | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO4   | ✓                       | ✓   | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO5   | ✓                       | ✓   | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) =44 Relationship: High |                         |   |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%   |
|--------------|-----------|--------|----------|--------|-----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50     |
| Relationship | Very Poor | Poor   | Moderate | High   | Very High |



## **COURSE II - ADVANCED ELECTIVE PAPER SYSTEMS**

### **ELECTIVE – I: MANAGEMENT INFORMATION SYSTEMS**

**Hours Allotted: 6Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC2S:1**

**Max. Marks: 75**

#### **Objectives:**

- To expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.
- To acquire wider knowledge about how information system helps in CRM, DSS and business operations.

#### **Course Outcomes:**

The learners should be able to

CO-1 Understand that the new technology, MIS can be used to solve the business problems and create new business opportunities as competitive edge.

CO-2 Acquire core knowledge on fundamentals of Information Systems and understand the impact of IT on business.

CO-3 Identify and analyse the requirements for Information Technology and Information Systems for effective business management.

CO-4 Understand and apply e-commerce activities in day to day life through internet and mobile.

CO-5 Solve ethical and social issues in a digital firm

#### **UNIT I**

Introduction to Information Systems - Need for IS - Perspectives on IS - classification of IS - Impact of IS on Management Decision Making - IS and Business Strategy - Electronic Business and Electronic Commerce.

#### **UNIT II**

Information Technology Infrastructure - IT Infrastructure Components - Hardware and Software - Data Resources – Telecommunications - Networks - Internet - Wireless Computing - Security and Control of Information Systems.

#### **UNIT III**

Information Systems for the Digital Firm - Enterprise Systems - Information Systems for Business Operations - Supply Chain Management Systems - Customer Relationship Management Systems - Business Process Integration – Decision Support Systems. – Business Intelligence - Knowledge Management Systems.

## UNIT IV

Electronic Commerce - Introduction- E-commerce Technology - doing business over internet- networks-electronic data interchange (EDI)- online payment technology- Mobile commerce- E-commerce portals search engines-direct selling- auctions- aggregators- E-business

## UNIT V

Building and Managing the Information Systems - Business Process Reengineering- Overview of Systems Development - Systems Building Approaches - Business Value of Information Systems – Change Management - Managing Global Systems - Beyond Information Systems - Ethical and Social Issues in the Digital Firm – Managing Outsourced Information Systems

### Text Book(s):

1. Management Information Systems-Managing the Digital Firm, 10th Edition, by Kenneth C. Laudon and Jane P. Laudon, Prentice-Hall India, 2006.
2. Management Information Systems-Managing Information Technology in the Business Enterprise, Sixth Edition, by James A. O'Brien, Tata McGraw-Hill Edition, 2004.
3. MIT Open Courseware.

### E – Reference (s):

1. <https://kasnebnotes.co.ke/wp-content/uploads/2019/04/Management-Information-Systems-Strathmore-university-notes-and-Revision-kit.pdf>
2. [https://nou.edu.ng/coursewarecontent/BUS%20815\\_docx.pdf](https://nou.edu.ng/coursewarecontent/BUS%20815_docx.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course            |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|--------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| IV   | 22MPMS1CC2S:1           | Management Information Systems |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                            | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                              |     | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       | ✓                              | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       | ✓                              | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                              | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    |      |  |
| CO5  | ✓                       | ✓                              | ✓   |     | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |
| Number of Matches(✓) = 43 Relationship: High |                         |                                |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
SYSTEMS**

**ELECTIVE – II: DATA COMMUNICATION AND NETWORKING**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2S:2**

**Credit Allotted: 4**

**Max. Marks: 75**

**Objectives:**

- To learn about computer network organization and implementation, obtaining a theoretical understanding of data communication and computer networks,
- To gain practical experience in installation of internetworking devices

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Comprehend the details regarding data communication, networks and its functions

CO-2 Define the basics of networks and its categories and error detection and correction.

CO-3 Explain concepts of switching information and its devices.

CO-4 Describe about Frame relay operation and frame relay layers.

CO-5 Elucidate the different application layers of TCP/IP.

**UNIT I**

Introduction: Networks – Protocols and standards – Standards organizations – Line configurations Topology – Transmission mode – Categories of networks – Inter networks- Conversion - Digital-to-digital, Analog-to-digital, Digital-to-analog, Analog-to-analog.

**UNIT II**

Error detection and correction- Types of errors – Detection – Vertical Redundancy Check (VRC) Longitudinal Redundancy Check (LRC) – Cyclic Redundancy Check (CRC) – Check sum – Error correction Asynchronous protocols – Synchronous protocols – Character oriented protocols – BIT oriented protocols – Link access procedures.

**UNIT III**

Project 802 – Ethernet – Token bus – Token ring – FDDI - IEEE 802.6 (DQDB) – SMDS -Circuit switching – Packet switching – Message switching.

**UNIT IV**

Frame relay- Introduction – Frame relay operation – Frame relay layers – Congestion control – Leaky bucket algorithm – Traffic control ATM- Design goals – ATM architecture, layers and applications - Synchronous transport signals – Physical configuration – SONET layers and Applications-

Networking and internetworking devices- Repeaters – Bridges – Gateways – TCP / IP protocol suite: Application layer- Domain Name System (DNS) – Telnet – File Transfer Protocol (FTP) – Trivial File Transfer Protocol (TFTP) – Simple Mail Transfer Protocol (SMTP) – Simple Network Management Protocol (SNMP).

**Text Book(s):**

1. Behrouz A.Forouzan, “Data Communication and Networking”, New Delhi Tata McGrawHill
2. WilliamStallings, “Data and Computer Communication”, UK, Pearson Education, PHI.
3. Eric Maiwald, “ Network Security A beginner’s Guide”, New Delhi, Tata Mc Graw-Hill.

**Reference Book(s):**

1. W.Tomasi, “Introduction to Data communications and Networking”, UK, Pearson education.
2. Hura G.S And Singhal M. “Data and Computer Communications”, USA, CRC Press, Taylor andFrancis Group.
3. Andrew Tannenbaum.S. “Computer Networks”, UK, Pearson Education, PHI.

**E – Reference (s):**

1. [https://www.tvu.edu.in/wp-content/uploads/2020/01/DCN\\_Notes\\_Final%20\(1\)\\_compressed.pdf](https://www.tvu.edu.in/wp-content/uploads/2020/01/DCN_Notes_Final%20(1)_compressed.pdf)
2. [https://mrcet.com/downloads/digital\\_notes/ECE/III%20Year/DATA%20COMMUNICATIONS.pdf](https://mrcet.com/downloads/digital_notes/ECE/III%20Year/DATA%20COMMUNICATIONS.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course               |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|-----------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| IV   | 22MPMS1CC2S:2           | Data Communication and Networking |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                   |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                               | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       |                                   | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       |                                   | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       | ✓                                 | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO4  | ✓                       | ✓                                 | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO5  | ✓                       | ✓                                 | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| Number of Matches(✓) = 41 Relationship: High |                         |                                   |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

## **COURSE II - ADVANCED ELECTIVE PAPER SYSTEMS**

### **ELECTIVE – III: DATABASE MANAGEMENT SYSTEM**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2S:3**

**Credit Allotted: 4**

**Max. Marks: 75**

#### **Objectives:**

- To present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS
- To provide wider knowledge about SQL

#### **Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 To understand database management system and transactions management for an organization.

CO-2 Elucidate the data models and its importance

CO-3 Aware of relational database design and features of good relational database design.

CO-4 Develop knowledge in database design, its features, constraints and SQL concepts.

CO-5 Analyse various methods of database recovery management.

#### **UNIT I**

Introduction to Databases and Transactions-Database system - purpose of database system-view of data - relational databases - database architecture - transaction management

#### **UNIT II**

Data Models - The importance of data models - Basic building blocks - Business rules - the evolution of data models - Degrees of data abstraction.

#### **UNIT III**

Database Design - ER-Diagram and Unified Modeling Language - Database design and ER Model – overview - ER-Model – Constraint - ER-Diagrams - ERD Issues, weak entity sets - Codd's rules - Relational Schemas - Introduction to UML - Relational database model - Logical view of data, keys and integrity rules - Relational Database design - features of good relational database design - atomic domain and Normalization (1NF, 2NF, 3NF, BCNF).

#### **UNIT IV**

Constraints, Views and SQL - Concept of constraints - types of constraints - Integrity constraints - Views: Introduction to views - data independence – security - updates on views - comparison between tables and views SQL - data definition - aggregate function - Null Values

- nested sub queries - Joined relations - Triggers.

### UNIT - V

Transaction management and Concurrency Control Transaction management - ACID properties - serializability and concurrency control - Lock based concurrency control (2PL, Deadlocks) - Time stamping methods - optimistic methods - database recovery management.

#### Text Book(s):

1. Alexis Leon & Mathews Leon, “Essentials of Data Base Management System”, Chennai, Vikas Publishing Limited.
2. Ramon A.Mato-Toledo, Pauline K.Cushman Schaums, “Database Management Systems”, New Delhi, Tata Mc Graw Hill.
3. R.Pannerselvam, “Database Management Systems”, New Delhi, PHI Learning Pvt Ltd

#### Reference Book(s):

1. A Silberschatz, H Korth, S Sudarshan, “Database System and Concepts”, New Delhi, McGraw Hill.
2. Raghu Ramakrishnan, “Database Management Systems”, New Delhi, Tata Mc GrawHill.
3. Ivan Bayross, “Mastering Database Technologies”, New Delhi, BPB Publications.

#### E – Reference (s):

1. [https://mrcet.com/downloads/digital\\_notes/CSE/II%20Year/DBMS.pdf](https://mrcet.com/downloads/digital_notes/CSE/II%20Year/DBMS.pdf)
2. <https://bmsit.ac.in/public/assets/pdf/mca/studymaterial/18MCA31%20-%20Sridevi%20M,%20Asst.%20Professor,%20Dept.%20of%20MCA,%20BMSITM.pdf>

Relationship Matrix for COs, POs and PSOs

| Semester   | Code                    | Title of the Course        |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|----------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| IV   | 22MPMS1CC2S:3           | Database Management System |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                            | Programme Outcomes(POs) |                            |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                        | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       |                            |     | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       | ✓                          | ✓   |     |     | ✓                                 |       |         | ✓    |      |  |
| CO3  | ✓                       |                            | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO4  | ✓                       | ✓                          | ✓   |     | ✓   | ✓                                 | ✓     | ✓       |      | ✓    |  |
| CO5  | ✓                       |                            | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| Number of Matches(✓) = 34 Relationship: Moderate |                         |                            |     |     |     |                                   |       |         |      |      |  |

|              |           |        |          |        |          |
|--------------|-----------|--------|----------|--------|----------|
| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
SYSTEMS**

**ELECTIVE-IV: SOFTWARE ENGINEERING**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2S:4**

**Credit Allotted: 4**

**Max. Marks: 75**

**Objectives:**

- Students will gain experience on various processes used in Software industry for the development of a software product.
- To learn about testing and maintenance of software products

**Course Outcomes:**

Upon completing this course, each student will be able to:

- CO-1 Understand the role of management in software development
- CO-2 Analyze problems in software requirements specification
- CO-3 Predict risk and manage it
- CO-4 Determine the design objectives and design methodology
- CO-5 Familiarity in coding

**Unit I**

Introduction to Software engineering - Definition of Software and Software Engineering – Phases in Software Development – Software Development process- Models – Role of Management in Software Development – Role of Matrices Measurement.

**Unit II**

Software requirements Specification (SRS) - Role of SRS – Problem Analysis – Requirement Specification – Validation – Matrices – Monitoring and Control.

**Unit III**

Planning a software Project - Cost Estimation – Project Scheduling, Staffing and Personnel Planning – Team Structure – Software Configuration Management – Quality Assurance Plans– Project Monitoring Plans – Risk Management.

**Unit IV**

System Design - Design objectives – Design Principles – Module Level Concepts – Design Methodology – Structured Design – Design Methodology – Object –oriented Approach – Design Specification – Verifications – Matrices – Monitoring Control.

**Unit V**

Detailed Design - Module Specifications – Detailed Design and Process Design Language – Verification – Matrices – Monitoring Control - Coding: Programming practice – verification –

Matrices – Monitoring Control.

**Reference Book(s):**

1. Pankaj Jaiote – An Integrated Approach to Software Engineering, Narose Publishing House
2. Richard Fairly – Software Engineering Concepts, Tata Mcgraw Hill Book Company/ISE

**E – Reference (s):**

1. [https://iare.ac.in/sites/default/files/lecture\\_notes/IARE\\_SE\\_Lecture%20Notes.pdf](https://iare.ac.in/sites/default/files/lecture_notes/IARE_SE_Lecture%20Notes.pdf)
2. <https://ocw.mit.edu/courses/16-355j-software-engineering-concepts-fall-2005/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|---------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| IV   | 22MPMS1CC2S:4           | SoftwareEngineering |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                     |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                 | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                   |     |     | ✓   | ✓                                 |       | ✓       | ✓    | ✓    |  |
| CO2  | ✓                       | ✓                   | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO3  | ✓                       |                     |     | ✓   | ✓   | ✓                                 |       | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       |                     |     | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                       |                     |     | ✓   | ✓   | ✓                                 |       | ✓       | ✓    | ✓    |  |
| Number of Matches(✓) = 39 Relationship: High |                         |                     |     |     |     |                                   |       |         |      |      |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |



**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS**

**ELECTIVE – I: ADVANCED SUPPLY CHAIN MANAGEMENT**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2O:1**  
**Max. Marks: 75**

**Objectives:**

- To Managing, determining key areas and improving supply chain functions
- To understand time-based supply chain planning strategies to fulfill organizational goals effectively

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 To apply the concepts of operations research in supply chain management, its importance and its application in major decisions for gaining competitive advantage.

CO-2 Acquaint with the basic concepts of LPP.

CO-3 Solve integer programming and game theory problems leads decision making skills.

CO-4 Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations.

CO-5 Able to take decisions regarding make or buy.

**UNIT I**

Supply Chains Strategic Framework - Understanding the Supply Chain - Supply Chain Performance Achieving Strategic Fit and Scope - Supply Chain Drivers and Metrics - Sustainable Supply Chains (SSC) - Supply Chain Strategy for Sustainability - Best Practice in SCM - Need for SSCs – Implications of Modern SCM

**UNIT II**

Supply Chain Network - Designing Distribution Networks and Applications to e-Business - Network Design in the Supply Chain - Designing Global Supply Chain Networks - Transportation in a Supply Chain - Supply Chain Management Quality - RFID Integrated Quality Management - SCM System for Logistics Networks - Cases of Damage.

**UNIT III**

Managing Economies of Scale in a Supply Chain - Cross-Functional Drivers in a Supply Chain - Sourcing Decisions in a Supply Chain - Pricing and Revenue Management in a Supply Chain - Information Technology in a Supply Chain - Sustainability and the Supply Chain - Driving Forces for Sustainable Supply Chains - Customer Demand and Supply Chain Strategy

## **UNIT IV**

Ingredients of a Sustainable Supply Chain Strategy - Developing SSC Strategy - SSC Scorecard - Measuring and Monitoring SSCs - Visible Supply Chain: Process, Product and Performance - Benefits and Use of Performance Measurement - Monitoring Strategy Implementation - Supply Chain Performance Measurement – Methods and Approaches – CRM

## **UNIT V**

Future Sustainable Supply Chains - Sustainability Gap - Critical Uncertainties in Supply Chain Management - Managing Within Your Organization - Managing Outside Your Organization - People Development and Managing the Organization - Standards and Infrastructure Constraints - Supply Chain Stakeholders - Action Fields for Sustainability in Customer and Supplier

### **Text Book(s):**

1. Sunil Chopra, Peter Meindl, 'Supply Chain Management – Strategy, Planning, and Operation', Global Edition, 5th Edition, Pearson Education, Apr 2012
2. Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., 'Sustainable Supply Chain Management – Practical Ideas for Moving Towards Best Practice', Springer Publishers, 2011

### **Reference Book(s):**

1. N. D Vohra, "Quantitative Techniques in Management", New Delhi, Tata Mcgraw Hill.
2. Pradeep Prabakar Pai, "Operations Research - Principles and Practice", New Delhi, Oxford Higher Education.
3. Sunil Chopra And Peter Meindl, Supply Chain Management-Strategy Planning and Operation, UK, New Delhi, PHI Learning.

### **E – Reference (s):**

1. <https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/>
2. <https://ocw.mit.edu/courses/esd-290-special-topics-in-supply-chain-management-spring-2005/>
3. [https://www.vssut.ac.in/lecture\\_notes/lecture1428551142.pdf](https://www.vssut.ac.in/lecture_notes/lecture1428551142.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course             |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|---------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| V  | 22MPMS1CC2O:1           | Advanced SupplyChain Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                 |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                             | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                               | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO2  |                         | ✓                               | ✓   |     |     | ✓                                 | ✓     | ✓       | ✓    |      |  |
| CO3  | ✓                       | ✓                               | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                               | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |
| CO5  | ✓                       | ✓                               | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| Number of Matches(✓) = 42 Relationship: High |                         |                                 |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER**  
**OPERATIONS**  
**ELECTIVE – II: TOTAL QUALITY MANAGEMENT**

**Hours Allotted: 6 Hrs.**  
**Credit Allotted: 4**

**Code: 22MPMS1CC2O:2**  
**Max. Marks: 75**

**Objectives**

- To understand the concept of Quality and Implication of Quality on Business
- To have exposure to challenges in Quality Improvement Programs

**Course Outcomes:**

Upon completing this course, each student will be able to:

CO-1 Understand the concepts and importance of quality management.

CO-2 Develop strategic thinking and planning for managing quality.

CO-3 Apply total quality management techniques for design and manufacture of highlyreliable products and services.

CO-4 Solve various industrial problems using Six Sigma and related techniques.

CO-5 Apply total quality management techniques for design and manufacture of highlyreliable products and services.

**UNIT I**

Total quality Management – Definition – Quality Management in retrospect – Total Quality Value & differential advantage- Evolution of quality approaches.

**UNIT II**

Strategic thinking and planning - the starting point for Total Quality Total quality policy.

**UNIT III**

Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership.

**UNIT IV**

Quality Education - process - quality system – quality Objectives and quality policy – quality planning – quality information feedback.

**UNIT V**

Strategic choice of markets - and customers maintaining competitive advantage – Designing process and products for quality - The Role of ISO 9000 series of quality system standards - Pitfalls in operationalizing total quality – Auditing for TQM.

**Text Book(s):**

1. Pn. Mukherjee, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. B. Janakiraman & Rk. Gopal “Total Quality Management”, Text and cases, New Delhi, PHI learning PVT Ltd.

**Reference Book(s):**

1. L. Suganthi & Anand, A. Samvel, “Total Quality Management”, New Delhi, PHI learning PVT Ltd.
2. Frank M Gryna Juran’s “Quality Planning and Analysis for Enterprise Quality”, New Delhi, Tata Mcgraw Hill Co.
3. Evans & Lindsay, “Quality Control and Management”, New Delhi, Cengage learning.

**E – Reference (s):**

1. <http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf>
2. [https://oms.bdu.ac.in/ec/admin/contents/160\\_P16MBA18\\_2020051812512021.pdf](https://oms.bdu.ac.in/ec/admin/contents/160_P16MBA18_2020051812512021.pdf)

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course      |     |     |     |                                   | Hours | Credits |      |      |  |
|--|-------------------------|--------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|
| V  | 22MPMS1CC2O:2           | Total Quality Management |     |     |     |                                   | 6     | 4       |      |      |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                          |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |
|  | PO1                     | PO2                      | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |
| CO1  | ✓                       | ✓                        | ✓   |     | ✓   | ✓                                 | ✓     |         | ✓    |      |  |
| CO2  |                         | ✓                        | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    |      |  |
| CO3  |                         | ✓                        | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO4  | ✓                       | ✓                        | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |
| CO5  | ✓                       | ✓                        | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |
| Number of Matches(✓) = 42 Relationship: High |                         |                          |     |     |     |                                   |       |         |      |      |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

## **COURSE II - ADVANCED ELECTIVE PAPER OPERATIONS**

### **ELECTIVE – III: MANUFACTURING PLANNING AND CONTROL**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC20:3**

**Max. Marks: 75**

#### **Objectives:**

- To understand the problems and opportunities faced by the operations manager in manufacturing and service organizations.
- To develop an ability to apply PPC concepts in a various area

#### **Course Outcomes:**

Upon completing this course, each student will be able to:

- CO-1 Understand the various components and functions of production control.
- CO-2 Implement Work study, Motion study and Time study in the production process.
- CO-3 Discriminate the product planning and process planning.
- CO-4 Prepare master schedule to reach the goal in time.
- CO-5 Aware of various techniques to control inventory.

#### **UNIT I INTRODUCTION**

Objectives and benefits of planning and control-Functions of production control-Types of production- job- batch and continuous-Product development and design-Marketing aspect - Functional aspects- Operational aspect-Durability and dependability aspect- aesthetic aspect.

#### **UNIT II WORK STUDY**

Method study - basic procedure-Selection-Recording of process - Critical analysis - Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study- Production study.

#### **UNIT III PRODUCT PLANNING AND PROCESS PLANNING**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production.

#### **UNIT IV PRODUCTION SCHEDULING**

Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control systems.

#### **UNIT V INVENTORY CONTROL AND RECENT TRENDS IN PPC**

Inventory control-Purpose of holding stock-Effect of demand on Inventories Ordering procedures - Two bin system -Ordering cycle system-Determination of Economic order

quantity and economic lot size-ABC analysis.

**TEXT BOOK:**

1. Mart & Telsang, “Industrial Engineering and Production Management”, Mumbai, S.Chand and Company.
2. James.B.Dilworth, “Operations management – Design, Planning and Control for manufacturing and services” New Delhi, Tata Mcgraw Hill.

**Reference Book(s):**

1. Samson Eilon, “Elements of production planning and control”, Mumbai, Universal Book Corpn.
2. Elwood S.Buffa, & Rakesh K.Sarin, “Modern Production / Operations Management”,USA, John Wiley and Sons.
3. Kanishka Bedi, “ Production and Operations management”, New Delhi, Oxford university press.

**E – Reference (s):**

1. [https://mrcet.com/downloads/digital\\_notes/ME/IV%20year/PRODUCTION%20PLANNING%20AND%20CONTROL.pdf](https://mrcet.com/downloads/digital_notes/ME/IV%20year/PRODUCTION%20PLANNING%20AND%20CONTROL.pdf)
2. <https://ocw.mit.edu/courses/2-830j-control-of-manufacturing-processes-sma-6303-spring-2008/>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course                |     |     |     |                                   | Hours | Credits |      |      |  |  |
|--|-------------------------|------------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|--|
| V  | 22MPMS1CC2O:3           | Manufacturing Planning and Control |     |     |     |                                   | 6     | 4       |      |      |  |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                                    |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |  |
|  | PO1                     | PO2                                | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |  |
| CO1  | ✓                       |                                    | ✓   | ✓   |     | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO2  | ✓                       | ✓                                  | ✓   |     | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| CO3  | ✓                       |                                    | ✓   | ✓   |     | ✓                                 | ✓     |         |      |      |  |  |
| CO4  | ✓                       |                                    | ✓   |     | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| CO5  | ✓                       | ✓                                  | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       |      | ✓    |  |  |
| Number of Matches(✓) = 38 Relationship: High |                         |                                    |     |     |     |                                   |       |         |      |      |  |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |

**COURSE II - ADVANCED ELECTIVE PAPER  
OPERATIONS**

**ELECTIVE – IV: ADVANCED LOGISTICS MANAGEMENT**

**Hours Allotted: 6 Hrs.**

**Code: 22MPMS1CC2O:4**

**Credit Allotted: 4**

**Max. Marks: 75**

**Objectives:**

- Developing an understanding of the key concepts applied in Logistics Management.
- To provide insight about how firm can achieve competitive advantage through Logistics management.

**Course Outcome:**

The learners should be able to:

CO-1 To understand the fundamental concepts of logistics Functions and its significance with other functional areas of Management.

CO-2 To understand the various types of Logistics and to focus on material handling, Warehousing and their applications.

CO-3 To deal with the basics of Supply Chain Management and its nuances in Logistics industry.

CO-4 To familiarize the learners with concepts and techniques of Quality Management and its applications in Logistics.

CO-5 To impart knowledge on Reverse logistics and the quality consideration of reverse logistics in different sectors like electronics etc.

**UNIT I**

Logistics management and Supply Chain management – Definition – Evolution – Importance - The concepts of logistics - Logistics relationships - Functional applications – HR – Marketing – Operations – Finance - IT. Logistics - Organization - Logistics in different industries.

**UNIT - II**

Logistics Activities – functions- objectives – solution - Customer Service - Warehousing and Material Storage - Material Handling - order processing - information handling and procurement - Transportation and Packaging - Third party and fourth party logistics - Reverse Logistics - Global Logistics

**UNIT III**

Logistics location structure – Warehouse location patterns – Positioning warehouses – Transportation economies – Inventory economies – Least-total cost design – Trade-off relationships – Formulating logistical strategy – SCOR model - Service sensitivity analysis - Classical location problems - Strategic planning models for location analysis - Location models.

**UNIT – IV**



Logistics and Quality - Quality Management Issues in Logistics - Risk and Quality Management in Logistics - Quality Framework in Closed Loop Supply Chains - Opportunities for Value Creation Quality Framework - Quality Framework for Evaluation - the Social Indicators - Social Responsibility and Quality – Environmental factors & its quality implications on Logistics.

**UNIT - V**

Reverse Logistics & Quality - Standardization of the Reverse Logistics Process - Characteristics and Added Value - Quality of Reverse Logistics - Consumer Electronics Recycling - Product recovery types- Quality Assurance – Recycling - Quality Assurance in Remanufacturing – Quality Concepts & approaches in Services – Applications of TQM, Six Sigma, 5S, Taguchi’s methods & other Quality techniques in Logistics.

**Text Book(s):**

1. Bowersox, Logistical Management, Mc-Graw Hill, 2000
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan IndiaLtd., New Delhi, 1999.

**Reference Book(s):**

1. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.
2. Yoanis Nikolaidis, ‘QualityManagement in Reverse Logistics’, Springer, 2012
3. Wolfgang Kersten, Thorsten Blecker, Heike Flämig, ‘Global Logistics Management: Sustainability,Quality, Risks’, Erich Schmidt Verlag, 2008.

**E – Reference (s):**

1. <https://alagappauniversity.ac.in/uploads/syllabi-2020-2021/39.pdf>
2. <https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/>

Relationship Matrix for COs, POs and PSOs

| Semester  | Code                    | Title of the Course           |     |     |     |                                   | Hours | Credits |      |      |  |  |
|---|-------------------------|-------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|--|
| V   | 22MPMS1CC2O:4           | Advanced Logistics Management |     |     |     |                                   | 6     | 4       |      |      |  |  |
| Course Outcomes (COs)                             | Programme Outcomes(POs) |                               |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |  |
|   | PO1                     | PO2                           | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |  |
| CO1   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO2   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| CO3   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     |         |      | ✓    |  |  |
| CO4   | ✓                       | ✓                             | ✓   |     | ✓   | ✓                                 | ✓     | ✓       |      |      |  |  |
| CO5   | ✓                       | ✓                             | ✓   | ✓   | ✓   | ✓                                 | ✓     |         | ✓    |      |  |  |
| Number of Matches(✓) = 42 Relationship: Very High |                         |                               |     |     |     |                                   |       |         |      |      |  |  |

| Mapping      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
|--------------|-----------|--------|----------|--------|----------|
| Matches      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| Relationship | Very Poor | Poor   | Moderate | High   | VeryHigh |

## **COURSE – III: TEACHING AND LEARNING SKILLS**

**Hours Allotted: 6 Hrs.**

**Credit Allotted: 4**

**Code: 22MPMS1CC3**

**Max. Marks: 75**

### **Objectives:**

- To acquire the knowledge of how to use ICT in teaching effectively.
- To make the student to become an inspiring teacher

### **Course Outcomes:**

Upon completing this course, each student will be able to:

- CO-1 Able to utilize ICT for their professional development
- CO-2 Understand the communication process through the web
- CO-3 Learn how to use instructional technology effectively in classroom
- CO-4 Have the ability to use academic resources in India
- CO-5 Have the ability to use technology for assessment in a classroom

### **UNIT I Computer Applications Skills**

Information and Communication Technology (ICT) -Definition, Meaning, Features, Trends – Integration of ICT in teaching and learning – ICT applications - Using word processors, Spread sheets, Power point slides in the classroom – ICT for Research - On-line journals, e-books, Courseware, Tutorials, Technical reports, Theses and Dissertations-- ICT for Professional Development- Concept of professional development - institutional efforts for competency building - individual learning for professional development using professional networks - OERs, technology for action research, etc.

### **UNIT II Communication Skills**

Communication Definitions –Elements of Communication - Sender, Message, Channel, Receiver, Feedback and Noise –Types of Communication - Spoken and Written - Non- verbal Communication –Intrapersonal, Interpersonal, Group and Mass communication – Barriers to communication - Mechanical, Physical, Linguistic & Cultural –Skills of Communication- Listening, Speaking, Reading and writing –Methods of developing fluency in oral and written communication –Style, Diction and Vocabulary –Classroom communication and dynamics.

### **UNIT III Pedagogy**

Instructional Technology- Definition, Objectives and Types – Difference between Teaching and Instruction – Lecture Technique - Steps, Planning of a Lecture, Delivery of a Lecture – Narration in tune with the nature of different disciplines – Lecture with power point presentation - Versatility of Lecture technique – Demonstration: Characteristics, Principles, planning Implementation and Evaluation – Teaching-learning Techniques - Team Teaching - Group discussion – Seminar – Workshop - Symposium and Panel Discussion.

## **UNIT IV E- Learning, Technology Integration and Academic Resources in India**

Concept and types of e-learning (synchronous and asynchronous instructional delivery and means) - m learning (mobile apps) - blended learning - flipped learning - E-learning tools (like LMS - software's for word processing - making presentations, online editing, etc.)- subject-specific tools for e-learning- awareness of e- learning standards- Concept of technology integration in teaching- learning processes - frameworks guiding technology integration (like TPACK; SAMR) - Technology Integration Matrix- Academic Resources in India - MOOC-NMEICT- NPTEL- e-pathshala- SWAYAM, SWAYAM Prabha - National academic depository - National Digital Library- e-Sodh Sindhu-virtual labs- eYantra, Talk to a teacher, MOODLE, mobile apps, etc.

## **UNIT V Skills of Teaching and Technology based assessment**

Teaching skills - Definition, Meaning and Nature- Types of Teaching Skills - Skill of Set Induction - Skill of Stimulus Variation - Skill of Explaining - Skill of Probing Questions - Skill of Black Board Writing and Skill of Closure – Integration of Teaching Skills – Evaluation of Teaching Skills - Technology for Assessment - Concept of assessment and paradigm shift in assessment - role of technology in assessment 'for' learning; tools for self & peer assessment (recording devices; e-rubrics, etc.) - online assessment (open source software's - e-portfolio - quiz makers; e- rubrics - survey tools)-technology for assessment of collaborative learning like blogs, discussion forums- learning analytics

### **Text Book(s):**

1. Bela Rani Sharma (2007), Curriculum Reforms and Teaching Methods, Sarup and sons, New Delhi
2. Brandon Hall, E-learning, A research note by Namahn, found in: [www.namahn.com/resources/ .../note-e-learning.pdf](http://www.namahn.com/resources/.../note-e-learning.pdf), Retrieved on 05/08/2011
3. Don Skinner (2005), Teacher Training, Edinburgh University Press Ltd., Edinburgh
4. Information and Communication Technology in Education: A Curriculum for schools and programmed of Teacher Development, Jonathan Anderson and Tom Van Weert, UNESCO, 2002.
5. Jereb, E., & Šmitek, B. (2006). Applying multimedia instruction in elearning. *Innovations in Education & Teaching International*, 43(1), 15-27.
6. Kumar, K.L. (2008) Educational Technology, New Age International Publishers, New Delhi.
7. Learning Management system :  
[https://en.wikipedia.org/wiki/Learning\\_management\\_system](https://en.wikipedia.org/wiki/Learning_management_system) , Retrieved on 05/01/2016
8. Mangal, S.K (2002) Essential of Teaching – Learning and Information Technology, Tandon Publications, Ludhiana.
9. Michael, D and William (2000), Integrating Technology into Teaching and Learning: Concepts and Applications, Prentice Hall, New York.
10. Pandey, S.K (2005) Teaching communication, Commonwealth Publishers, New Delhi.

11. Ram Babu,A abd Dandapani,S (2006), Microteaching (Vol.1 & 2), Neelkamal Publications, Hyderabad.
12. Singh,V.K and Sudarshan K.N. (1996), Computer Education, Discovery Publishing Company, NewYork. 21
13. Sharma,R.A., (2006) Fundamentals of Educational Technology, Surya Publications,Meerut
14. Vanaja,M and Rajasekar,S (2006), Computer Education, Neelkamal Publications, Hyderabad.

**E – Reference (s):**

1. [https://www.bdu.ac.in/cde/SLM/SLM\\_FULL/B.Ed.,%20Books/I%20Year%20B.Ed.,%20Books/L EARNING%20AND%20TEACHING.pdf](https://www.bdu.ac.in/cde/SLM/SLM_FULL/B.Ed.,%20Books/I%20Year%20B.Ed.,%20Books/L EARNING%20AND%20TEACHING.pdf)
2. <https://ocw.mit.edu/courses/15-289-communication-skills-for-academics-spring-2002/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

| Semester                                     | Code                    | Title of the Course          |     |     |     |                                   | Hours | Credits |      |      |  |  |
|--|-------------------------|------------------------------|-----|-----|-----|-----------------------------------|-------|---------|------|------|--|--|
| V  | 22MPMS1CC3              | Teaching and Learning Skills |     |     |     |                                   | 6     | 4       |      |      |  |  |
| Course Outcomes (COs)                        | Programme Outcomes(POs) |                              |     |     |     | Programme Specific Outcomes(PSOs) |       |         |      |      |  |  |
|  | PO1                     | PO2                          | PO3 | PO4 | PO5 | PSO1                              | PSO2  | PSO3    | PSO4 | PSO5 |  |  |
| CO1  | ✓                       |                              | ✓   | ✓   |     | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| CO2  | ✓                       |                              | ✓   |     |     | ✓                                 | ✓     |         | ✓    | ✓    |  |  |
| CO3  | ✓                       |                              | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    |      |  |  |
| CO4  | ✓                       | ✓                            | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| CO5  | ✓                       |                              | ✓   | ✓   | ✓   | ✓                                 | ✓     | ✓       | ✓    | ✓    |  |  |
| Number of Matches(✓) = 41 Relationship: High |                         |                              |     |     |     |                                   |       |         |      |      |  |  |

|                     |           |        |          |        |          |
|---------------------|-----------|--------|----------|--------|----------|
| <b>Mapping</b>      | 1-29%     | 30-59% | 60-69%   | 70-89% | 90-100%  |
| <b>Matches</b>      | 1-14      | 15-29  | 30-34    | 35-44  | 45-50    |
| <b>Relationship</b> | Very Poor | Poor   | Moderate | High   | VeryHigh |