

M.B.A

Course Structure and Syllabus

(For the candidates admitted from the academic year 2024-2025 onwards)

CHOICE BASED CREDIT SYSTEM- LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)



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.

Postgraduate Programme Outcomes

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

1. Gain advanced knowledge resulting in entrepreneurship; innovation and newer opportunities for being employable in public and private sectors, research and development organizations
2. Apply enhanced new techniques and adopt new technologies needed in the respective disciplines
3. Appreciate the diversity of behaviour in professional practice and act in accordance with the core values of chosen profession
4. Demonstrate the knowledge, values and skills to be critical consumer of research practice and possess investigative skills to evaluate the practice
5. Engage in lifelong learning process, have the ability to communicate the findings of Management Studies with the current knowledge

MBA: Programme Specific Outcomes

Upon completion of the programme the student will be able to

1. Exhibit competence in the use of technology and information systems in modern organizational operations/business.
2. Acquire analytical ability to face the competitive world and recognize organizational realities and challenges
3. Gain proficiency in the specific area of specialization in MBA and help them to show their competency in understanding of marketing, finance, operations and how to make workforce in the industry with the requisite skills of HRM.
4. Gain global perspectives and handle future challenges of business.
5. Grow and enable leadership and entrepreneurship qualities aligned with national priorities.

Thanthai Hans Roever College (Autonomous)

Elambalur, Perambalur – 621 220

M.B.A.-MASTER OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM

LEARNING OUTCOMES BASED CURRICULUM FRAME WORK (CBCS-LOCF)

(Applicable to the students Admitted from the academic Year 2024-2025 onwards)

Sem.	Course Code	Title of the Paper	Ins. Hrs.	Credits	Exam Hrs	Max. Marks		
						CIA	ESE	Total
I	23PMS1CC1	Management Concepts	5	5	3	25	75	100
	23PMS1CC2	Accounting for Managers	5	5	3	25	75	100
	23PMS1CC3	Mathematics & Statistics for Managers	5	5	3	25	75	100
	23PMS1CC4	Managerial Economics	5	5	3	25	75	100
	23PMS1CC5	Dynamics of Organizational Behaviour	5	5	3	25	75	100
	23PMS1CC6	Campus to Corporate	5	5	3	25	75	100
		Total		30	30			600
II	23PMS2CC7	Production Management	5	5	3	25	75	100
	23PMS2CC8	Marketing Management	4	4	3	25	75	100
	23PMS2CC9	Financial Management and Decision Making	5	5	3	25	75	100
	23PMS2CC10	Human Resource Management	5	5	3	25	75	100
	23PMS2CC11	Total Quality Management	4	4	3	25	75	100
	23PMS2CC12	Optimization Techniques	5	5	3	25	75	100
	23PMS2NME11 23PMS2NME12	1. Managerial Skills (Or) 2. Fundamentals of Management	2	2	3	25	75	100
	23PMS2SI	Summer Internship Training (Compulsory)	30 days	5	3	-	-	100
	23PMSVA	Value Added Course	-	2*	-	-	-	100*
	23PMS2OC	SWAYAM/NPTEL Online Course	-	2**	-	-	-	
	Total		30	35			800	
III	23PMS3CC13	Research Methods in Management	5	5	3	25	75	100
	23PMS3CC14	Strategic Management	5	5	3	25	75	100
	23PMS3CC15	Business and Corporate Law	5	5	3	25	75	100
	23PMS3EM1 23PMS3EF1 23PMS3EH1	1. Consumer Behaviour 2. Strategic Financial Management 3. Change Management and Organizational Development	5	3	3	25	75	100
	23PMS3ES1 23PMS3EO1	4. E-Business Management 5. Supply Chain Management						
	23PMS3EM2 23PMS3EF2 23PMS3EH2 23PMS3ES2	1. Business to Business Marketing 2. Financial Services 3. Compensation Management 4. Internet Technologies and Computer Security	4	3	3	25	75	100
	23PMS3EO2	5. Logistics and Distribution Management						

Sem.	Course Code	Title of the Paper	Ins. Hrs.	Credits	Exam Hrs	Max. Marks		
						CIA	ESE	Total
	23PMS3EM3 23PMS3EF3	1. Digital Marketing	4	3	3	25	75	100
	23PMS3EH3 23PMS3ES3	2. Security Analysis and Portfolio Management						
	23PMS3EO3	3. Public Relations Management						
		4. Management Information Systems						
		5. Management Control Systems						
	23PMS3NME21 23PMS3NME22	1. Micro and small business Management (Or) 2. Digital and Social media Marketing						
	23PMSVA	Value Added Course						
	Total	30	26				700	
IV	23PMS4CC16	Entrepreneurship Management	5	5	3	25	75	100
	23PMS4CC17	Innovation & Startup	5	5	3	25	75	100
	23PMS4CC18	International Business Management	5	5	3	25	75	100
	23PMS4EM4 23PMS4EF4 23PMS4EH4 23PMS4ES4 23PMS4EO4	1. Advertising and Sales Promotion 2. Project Management 3. Industrial and Labour Law 4. Software Project Management 5. Material Management	5	3	3	25	75	100
	23PMS4EM5 23PMS4EF5 23PMS4EH5 23PMS4ES5 23PMS4EO5	1. Service Marketing and CRM 2. Global Financial Management 3. Managing Interpersonal Effectiveness 4. Relational Database Management System 5. Lean Manufacturing	5	3	3	25	75	100
	23PMS4EM6 23PMS4EF6 23PMS4EH6 23PMS4ES6 23PMS4EO6	1. Retail Management 2. Financial Derivatives 3. Group Dynamics 4. Object Oriented Programming & C++ 5. World Class Manufacturing	5	3	3	25	75	100
	23PMS4PW	Project Work	-	5	3	Evaluation-80 Viva-Voce-20		100
		Total	30	29				700
		Grand Total	120	120				2800

- The value added course credit will not be included in the total CGPA. These courses are extra- credit courses
Instruction hours for these courses is 30 hours
The additional Instruction hours will be handled after the working hours
** Not considered for grand total & CGPA

SUMMARY OF CURRICULUM STRUCTURE OF PG PROGRAMMES - MBA

S.No.	Types of Courses	No. of Courses	No. of Credits	Marks
1	Core Courses (CC)	18	88	1800
3	Elective Courses (EC)	6	18	600
4	Summer Internship Training	1	5	100

5	Project	1	5	100
6	Non Major Elective Courses	2	4	200
	Total	28	120	2800
8	Value Added Courses*	2*	4*	200*

List of Value Added Courses

1. 23PMSVA1 - Brand Management
2. 23PMSVA2 - Business Intelligence
3. 23PMSVA3 - Export Management
4. 23PMSVA4 - Family Business Management

Project Work (Dissertation 80+ Viva Voce 20) Actual project during the vacation of III semester and viva exam before the IV semester exam.

Note:

Project	: 100 Marks
Dissertation	: 80 Marks
Viva Voce	: 20 Marks
Core Papers	18
Elective Papers	06
Managerial Skills Paper	01
Internship	01
Project	01

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.
3. Internship – offered in II Semester
4. Student Project – offered in IV Semester

Course Code: 23PMS1CC1
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE I – MANAGEMENT CONCEPTS

Objectives:

- To acquaint the student with a conceptual framework for understanding the basic theories of management, planning, goal setting, decision making, organizational structure, and effective control Mechanisms.
- To utilize these concepts in various decisive functions of an organizations

Course Outcomes:

- CO-1 Describe the forms of organisation and evolution of management thought.
- CO-2 Integrate the planning, forecasting with decision making process of a given organization.
- CO-3 Relate the function of organizing in consideration of their effort on individual actions.
- CO-4 Become Familiarize with selection procedure. Identify the controlling tools available in management
- CO-5 Identify the controlling tools available for management.

UNIT I

Management – Definition – Nature – Scope and functions – Role of managers – Evolution of management thought – Organization and the environmental factors – Relevance of management to different type of organisation like, Insurance, Hospitals, Universities, Hotels, Social Service Organization - Recent Trends and Challenges for the Future Manager.

UNIT II

Nature and purpose of planning – Planning process- Types of plans – Objectives- Management by Objectives (MBO) – Strategies-Types of strategies – Policies – Decision Making - Types- process- Rational decision making process - Decision making under different conditions.

UNIT III

Nature and purpose of organizing – Organization structure – Formal and informal organization – Line and staff authority – Departmentation – Span of control – Centralization and decentralization – Delegation of authority.

UNIT IV

Staffing- Meaning, Importance, Staffing Process, Promotion and Transfer- Directing- General principles, importance and techniques – Motivation- Theories of Motivation – Leadership- Definition - Styles -Training – Performance appraisal.

UNIT V

Controlling- Objectives and process of control -Integrated control – Types of Control - Coordination- Meaning, Characteristics, Types and Obstacles - Total quality management – Benchmarking

Theory: 100%

Text Book(s):

1. P.C. Tripathi and PN Reddy “Principles of Management” — Tata McGraw Hill –
www.tatamcgrawhill.com
2. Ricky W. Griffin, “Management Principles and Applications”, India edition, Cengage Learning – www.cengage.in
3. Anil Bhat – Aryakumar, “Management – Principles Processes and Practices” Oxford University Press – www.oup.com

Reference Book(s):

1. J.S. Chandan, “Management concepts and strategies” Vikas publishing House Pvt ltd.
www.vikaspublishing.com
2. Samuel C. Certo & S. Treviserio, “Modern management concepts and skills”, PHI learning private ltd., - India edition.
3. S.N Chand, “Management concept Theory and Practice” Atlantic publishers –www.atlanticbooks.com

E – Reference (s):

1. <https://aits-tpt.edu.in/wp-content/uploads/2018/08/MS-NOTES-UNIT-1-2-3.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/ms%20notes.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
I	23PMS1CC1	Management Concepts					5	5			
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(✓) = 45 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 Code: 23PMS1CC2
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks:75

CORE COURSE II – ACCOUNTING FOR MANAGERS

Objectives:

- To gain knowledge in the preparation of final accounts and budget
- To utilize the management tools and techniques to take appropriate financial decisions

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand the nature of management accounting concepts and conventions

CO-2 Acquire knowledge on principles and procedures of cost accounting

CO-3 Critically evaluate the extent to which accounting information can support resource allocation

CO-4 Understand how accounting information is employed to guide decision making

CO-5 Apply standard Costing techniques to assess and evaluate different outcomes

UNIT I

Introduction-Financial , Cost and Management accounting – Generally Accepted Accounting Principles- concepts and convention – Journal – Ledger-Trial Balance and Final account.

UNIT II

Cost concepts - determination of costs- elements of cost – cost classification – preparation of cost sheet-tender.

UNIT III

Budgeting- Concept of Budget - Budgeting and Budgetary Control - Types of Budget- Static and Flexible Budgeting - Preparation of Cash Budget-Sales Budget -Production Budget - Materials Budget - Capital Expenditure Budget and Master Budget.

UNIT IV

Marginal Costing- Cost , Volume,Profit analysis- P/V ratio - analysis and implications - Concept and uses of contribution - breakeven point and its analysis

UNIT V

Standard Costing-Concept of standard costs - establishing various cost standards - calculation of Material Variance - Labour Variance and Overhead Variance - and its applications and implications.

Theory: 25% and Problem: 75%

Text Book(s):

1. Khan M.Y & Jain P.K, “Management Accounting”, New Delhi, Tata McGraw Hill Publishers.
2. Narayanaswamy R. “Financial Accounting – A managerial perspective”, New Delhi, PHI Learning Private Limited.
3. T.S.Reddy & Hari Prasad Redd Y, “Cost Accounting”, Margham Publications, Chennai.

Reference Book(s):

1. Jan Williams, “Financial and Managerial Accounting – The basis for business Decisions”, New Delhi, Tata McGraw Hill Publishers.
2. Horngren, Surdem, Stratton, Burgstahler & Schatzberg, “Introduction to Management Accounting”, New Delhi, PHI Learning Private Limited..
3. Singhvi Bodhanwala, Management Accounting -Text and cases, New Delhi, PHI Learning Private Limited

E – Reference (s):

1. <https://www.bdu.ac.in/cde/docs/ebooks/mba/I/P16MBA6%20-%20MANAGEMENT%20ACCOUNTING.pdf>
2. <https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
I	23PMS1CC2	Accounting for Managers					5	5			
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 Code: 23PMS1CC3
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE III – MATHEMATICS AND STATISTICS FOR MANAGERS

Objectives:

- To equip the students to solve problems statistically.
- Equipping the young budding managers with mathematical and statistical models such a fashion to make the managerial decisions effectively.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Use matrix for managerial decision making

CO-2 Apply distribution in business situations.

CO-3 Familiarize with dispersion.

CO-4 Collect the data from various methods and testing the hypothesis.

CO-5 Find out the correlation between variables.

Unit I

Mathematical basis of managerial decisions: – Matrix Algebra – Arithmetical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer's rule.

UNIT II

Linear Programming – Formulation – Graphical methods – Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution , Applications to Business situations.

UNIT III

Descriptive Statistics – measures of central tendency – measures of dispersion - Skewness & Kurtosis – Frequency distribution – Histograms – Polygons.

UNIT IV

Preliminary concept of sampling – Types of samples – Deliberate, Judgement sampling – Quota sampling – Cluster sampling – Probability sampling – Random sampling – Stratified sampling – Systematic sampling – Multistage sampling- Testing of Hypothesis and Theory of inference – Type I and II errors - Concept of Sampling distribution – test of significance for means- proportions and S.Ds. Large Samples- Analysis of Variance one way classification.

UNIT V

Theory of Correlation and Regression - Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Correlation Coefficient – Rank Correlation.

Theory: 20% and Problem: 80%

Text Book(s):

1. B.M.Aggarwal, “Business Mathematics & Statistics”, Ane books Pvt. Ltd.,
2. Kanti Swarup, P.K.Gupta, Manmohan. “Operations Research”, Sulthan Chand & Sons, Educational Publishers, New Delhi.
3. P.R.Vittal” Business Mathematics & Statistics”, MarghamPublicitions, Chennai.
4. S.P.Gupta “Statistical Methods”, Sulthan Chand & Sons Educational Publishers,NewDelhi.

Unit-I	Chapter - I	Sections – 1.1 -1.15, 1.42, 1.43 [1]
Unit-II	Chapter - II	Sections – 2.2-2.4 [2]
	Chapter - III	Sections – 3.2 [2]
	Chapter - XV, Chapter - XVI, Chapter - XVII	[3]
Unit -III	Chapter – V, Chapter - VI, Chapter- VII, Chapter- IV	[3]
Unit-IV	Chapter - XVII	[3]
	Chapter - III, Chapter -V	[4]
Unit–V	Chapter - VIII, Chapter - IX, Chapter - X	[3]

Reference Book(s):

1. David P Doane & Lori E. Seward, “Applied Statistics in Business and Economics” New Delhi, Tata Mcgraw Hill.
2. Bharat Jhunjhunwala, “Business statistics”, – New Delhi, S. Chand & Co.,
3. Suranjan Saha, “Mathematics and Statistics” – Delhi. New Central Book Agency Ltd.

E – Reference (s):

1. <https://www.bdu.ac.in/cde/SLM-REVISED/PG%20%20Programmes/M.A%20Economics/Mathematical%20%20Statistical%20Methods.pdf>
2. https://www.bdu.ac.in/academics/equivalent-papers/courses/pg_commerce/MBA/P8MBA3.pdf
https://www.iare.ac.in/sites/default/files/SFM_Lecture%20Notes_0_0.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
I	23PMS1CC3	Mathematics & Statistics for Managers					5	5				
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	Very High

Course Code: 23PMS1CC4
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE IV – MANAGERIAL ECONOMICS

Objectives:

- To impart a basic knowledge of the concepts and tools of economic analysis as relevant for managerial decision making.
- To provide a fair understanding of the aggregate economic system within which a firm operates

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Discuss optimization and utility including consumer behavior.
- CO-2 Assess the relationships between short-run and long-run costs.
- CO-3 Able to match demand and supply.
- CO-4 Prepare an Macroeconomic model in India
- CO-5 Understand the National Income, Fiscal and Monetary policy.

UNIT I

Managerial Economics – Meaning and Definition – Nature and scope of managerial economics – Consumer Preferences – Consumer preference and utility function – utility maximization – indirect utility – Law of diminishing Marginal utility – Indifference curve

UNIT II

Meaning of demand and supply – Demand analysis – Types of demand – Determinants of demand – Elasticity of demand – compensated (Hicksian) and ordinary (Marshallian) demand functions – The theory of Firm Behaviour – Production function – Economies of scale – Isoquants – returns to scale – profit maximization – profit function – Cost Minimization – average and marginal costs – short-run versus long-run costs.

UNIT III

Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Market Equilibrium – short-run equilibrium - entry and exit - long-run equilibrium - Pricing Methods - price discrimination - Basic elements of game theory, quantity - or price leadership model-collusion

UNIT IV

Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning.

UNIT V

Demand and Supply of Money – Monetary Policy – Inflation – Deflation – Stagflation - Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.

Theory: 100%

Text Book(s):

1. Joel dean, “Managerial Economics”, Indian Edition, PHI learning India PVT Ltd.
2. MA. Beg and Manoj kumar Dash, “Managerial Economics”, – Ane books PVT Ltd.
3. Mark Hirschey, “Managerial Economics, An Integrative Approach”, – Indian Edition – Cengage Learning.

Reference Book(s):

1. E Narayana Nadar and S. Vijayan, “Managerial Economics”, PHI learning Private Ltd.,
2. Christopher R. Thomas and S. Charles Maurice, “Managerial Economics”, Indian Edition, Tata Mcgraw hill.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM-REVISED/PG%20%20Programmes/MBA/I%20Semster/Managerial%20Economics_MB_A_1st%20Sem.pdf
2. <https://siiet.ac.in/wp-content/uploads/2019/05/CSE-III-IIMEFA-NOTES.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
I	23PMS1CC4	Managerial Economics					5	5				
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	Very High

Course Code: 23PMS1CC5
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE V –DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

Objectives:

- To familiarize the participants with the behavioral patterns of human beings at individual and group levels in the context of an organization
- To enhance Prediction and control of human behavior in an organization.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.

CO-2 Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.

CO-3 Analyze the complexities associated with management of the group behavior in the organization.

CO-4 Know how the power of leadership should be utilized to get success.

CO-5 Analyze the sources of conflict and to provide solutions to solve the conflict.

UNIT I

Organizational Behavior – Definition- Need for studying Organizational Behavior - Contributing disciplines and area like psychology, social psychology, economics, anthropology etc – Challenges and opportunities of O.B - Application of Organizational Behavior in Business.

UNIT II

Individual behaviour – personality – perception- learning -attitudes - interpersonal behavior – Group and intergroup behaviour.

UNIT III

Group Dynamics – Formal and Informal Group - Group Norms - Group Cohesiveness - and Group Decision making - Negotiation Skills

UNIT IV

Motivation and morale - Motivation theories – leadership- nature, styles and approaches - development of leadership including laboratory training - Power and Authority – Definition of Power – Types of Power - Sources of Power.

UNIT V

Management of change – Conflict Management – Organisation Health, Development and Effectiveness – Organisational culture and climate, Factors affecting Organisational climate – Work Stress - Work Stressors – Prevention and Management of stress – Balancing work and Life.

Theory: 100%

Text Book(s):

1. Nelson & Quick, “Organizational Behaviour”, India Edition, , Cengage learning.
2. S. Fayyaz Ahamed and others, “Organisational Behaviour,”, Atlantic publisher.
3. Arun Kumar & N. Meenakshi, “Organisation Behaviour- A modern approach” – Vikas publishing House PVT Ltd.,

Reference Book(s):

1. Jai B.P. Sinha, “Culture and organisational Behaviour”, www.sagepublications.com
2. Stephen P. Robbins Timothy A.Judge, Neharika Voh Ra, “Organizational Behaviour”, Pearson India Services Pvt. Ltd
3. By Paul Hersey Kenneth.H.Blanchard and Dewey, “Management of Organizational Behaviour” , Indian Edition, – PHI learning PVT Ltd.

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
I	23PMS1CC5	Dynamics of Organizational Behaviour					5	5				
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	Very High

Course Code: 23PMS1CC6
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE VI – CAMPUS TO CORPORATE

Objectives:

- To make them know the significance and principles communication.
- To enable students to write reports and speeches on topics related to business.
- To develop the ability to research and write a documented paper and/or to give an oral presentation.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Analyze situations using a variety of communication theories and models to determine how to make improvements in the situations.

CO-2 Determine the most effective match of messages to the unique circumstances in particular situations.

CO-3 Evaluate personal communication, verbal and non-verbal, formal and informal, to identify specific areas for improvement.

CO-4 Design organizational communication that effectively uses presentations, reports, and Dyadic communication.

CO-5 Conduct effective meetings.

UNIT I

Communication - Meaning and Significance for Management - Process- Types- Media- Barriers to Communication - Principles of Effective Communication - Traditional methods of communication – Communication in a cross-cultural setting - Recent advancements in Communication - Impact of Technological Advancement on Business Communication

UNIT II

Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters - enquiries - customers’ complaints- collection letters - sales promotion letters.

UNIT III

Non-verbal communication – Personal Appearance – Posture – Body Language – Use of Charts , Diagrams & Tables – Visual & AudioVisual Aids for communication – Dyadic communication – Face to Face Communication – Telephonic Conversation – Listening – Meaning, Importance - Types of listening – Tips for effective listening – Barriers for listening

UNIT IV

Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports –

Writing Research Reports – Technical Reports – Norms for including Exhibits & Appendices – Writing memos – Media Management – The press release – Press conference – Media interview

UNIT V

Conducting Meetings – Procedure – Preparing agenda , Minutes and Resolutions - Conducting Seminars & Conferences- Procedure of Regulating Speech Evaluating- Oral Presentation – Group Discussion - Drafting Speech – Negotiation Skills.

Theory: 100%

Text Book(s):

1. PC Bhatia, “Business communication – – Ane books Pvt Ltd., - www.anebooks.com.
2. Dr.Ramesh R.Kulkarni & Rangappa Yaraddi, “Business communication”, Notion Press.
3. Sathya swaroop Debaish Bhagabandas, “Business communication”, PHI learning private ltd.

Reference Book(s):

1. Raymond V Lesikar and others, “Business communication – making connections in a Digital world”, Indian Edition, Tata McGraw Hill
2. Reginald L. Bell, Jeanette S. Martin, “Managerial communication” Business Expert Press, Web address

E – Reference (s):

1. <https://www.bdu.ac.in/cde/docs/ebooks/mba/I/P16MBA2%20-%20MANAGERIAL%20COMMUNICATION.pdf>
2. <https://gtumbanotes.files.wordpress.com/2011/06/managerial-communication.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
I	23PMS1CC6	Campus to Corporate					5	5			
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

SEMESTER - II

Course Code: 23PMS2CC7
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE VII – PRODUCTION MANAGEMENT

Objectives:

- To comprehend the scientific method available to take proper decisions
- To create exposure to the students to apply operations Research Tools in various environment.

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Acquire depth knowledge about production function.
- CO-2 Gaining knowledge about managing production processes.
- CO-3 Better understanding of modern production techniques.
- CO-4 Better understanding of quality management.
- CO-5 Acquire management skills needed for the effective operations management.

UNIT-I

Production function – an Introduction – Definitions and types of production systems- Strategic Management – corporate strategies , production strategies - World class manufacturing - demand forecasting for Operations.

UNIT – II

Product Design – New product development - production planning and control - function, scope – production planning system -manufacturing planning and control system -process planning and design - value analysis - capacity planning.

UNIT – III

Plant location – factors influencing plant location - Plant layout- classification of layout with advantages - layout design procedures - Production planning and control – aggregate planning – nature, Strategies, methods - Master production Plan.

UNIT – IV

Quality control – Definition , need - Quality control techniques , control charts , acceptance sampling , six sigma , quality circles- TQM – scope , benefits - JIT.

UNIT – V

Flexible Manufacturing Systems - Poka yoke – Characteristics , levels , classification , principles, device- Kaizen – Elements, classification , steps in implementing kaizen.

Theory: 100%

Text Book(s):

1. R. Panneerselvam, “Production and Operations Management” – PHI learning. www.phindia.com
2. Kanishka bedi, “Production and Operations Management with solution manual” Oxford University press, Chennai. www.oup.com, Email : v.anand@oup.com
3. Martin K. Starr, “Production and Operations Management” – Cengage learning. www.cengage.co.in

Reference Book(s):

1. B.S. Sahay and others, “World Class Manufacturing – A Strategic Perspective” Macmillan publishers India Ltd., www.macmillan publishers india.com.
2. SN. Chary, “Production and Operations Management” www.Tata Mcgraw hill.com
3. N.G. Nair, “Production and Operations Management”, Tata Mcgrawhil.com.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/Core%20course%20VIII%20Production%20Management.pdf
2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
II	23PMS2CC7	Production Management					5	5			
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(✓) = 45 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 Code: 23PMS2CC8
Instruction Hours: 4
Credits: 4

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE VIII – MARKETING MANAGEMENT

Objectives:

- To acquaint the students with the broad framework of Marketing Management and its principles and concepts with specific reference to the current business scenario.
- To upgrade the students regarding the various emerging markets in a dynamic market environment

Course Outcomes:

After completion of the course the students will be able to

CO-1 Analyze marketing environment to make marketing decisions.

CO-2 Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs.

CO-3 Develop strategies for the efficient and effective placement/distribution of products, concepts, goods and services that respond to evolving markets.

CO-4 Conduct market research to provide information needed to make marketing decisions.

CO-5 Apply the principles of Social, ethical and legal aspects of marketing

UNIT - I

Marketing: Concept- nature- scope and importance - Marketing mix – Relationship between Marketing and other developments of Marketing.

Market Analysis and Selection - Marketing environment – macro and micro components and their impact on marketing decisions - Market segmentation - Buyer behavior - consumer versus organizational buyers - Consumer decision making process.

UNIT – II

Product Decisions: Concept of a product - Classification of products - Major product decisions - Product line and product mix – Branding, Packaging and Labeling - Product life cycle – New product development and consumer adoption process

Pricing Decisions: Factors affecting price determination - Pricing Strategies; Discounts and rebates.

UNIT – III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels- Distribution channel intermediaries - Channel management decisions - Retailing and wholesaling

Promotion Decisions- Communication Process - Promotion mix – advertising, personal selling, sales promotion, publicity and public relations - Sales promotion – tools and techniques.

UNIT – IV

Marketing Research: Meaning - scope – Process – Survey - Report

Marketing Control: Organizing and controlling marketing operations.

UNIT – V

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing - Marketing of services - International marketing - Cyber marketing- Green Marketing

Theory: 100%

Text Book(s):

1. Philip Kotler & Kevin Lane Keller, “Marketing Management”, New Delhi, PHI Learning Private Limited.
2. Chandrasekar K.S “Marketing management-Text and Cases”, New Delhi, Tata McGraw Hill.

Reference Book(s):

1. Micheal R.Czinkota & Masaaki Kotabe, “Marketing Management”, New Delhi, Vikas Thomson Learning,
2. Karunakaran K., “Marketing Management”, Mumbai, Himalaya Publishing House.
3. Gupta C.B. & Rajan Nair N. “Marketing Management”. New Delhi, sultan Chand & Sons, Educational Publishers.
4. Sherlekar. S.A., “Marketing Management” Himalayas Publishing House, New Delhi.
5. Chenna Wala, S.A, “Marketing Principles & Practices”, Himalayas Publishing House, New Delhi.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/Core%20Paper%20%20IX%20Marketing%20management.pdf
2. <https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
II	23PMS2CC8	Marketing Management					4	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 Code: 23PMS2CC9
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE IX – FINANCIAL MANAGEMENT AND DECISION MAKING

Objectives:

- The purpose of this course is to acquaint the students with the broad framework of financial decision making in an organisation.
- To cultivate a knowledge on the finance functions.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand the legal and tax frame work of Indian Financial System.

CO-2 Apply the Leverage concept to associate with Financial Data in the corporate

CO-3 Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure

CO-4 Analyse the complexities associated with management of working capital.

CO-5 Distribute the dividend in the optimized way.

UNIT I

Financial Management- meaning, scope, objectives and functions - Financial Analysis and Control - Overview of Indian Financial System- Legal, Regulatory and tax framework.

UNIT II

Time value of Money - Instruments of Long Term Finance - Cost of Different Sources of Raising Capital - Cost of Capital – Computation for each source of finance and weighted average cost of capital– Problems.

UNIT III

Capital Structure and Investment Decisions – Net Income Approach – Net Operating Income Approach – MM Approach – EBIT – EPS Analysis - Valuation and Rates of Return - Method of Capital Budgeting.

UNIT IV

Working Capital Management – Definition and Objectives – Working Capital Policies – Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) – Working Capital Financing – Sources of Working Capital and Implications of various Committee Reports.

UNIT V

Internal Financing and Dividend Policy – Types of Dividend Policy – Dividend Policy and share valuation – CAPM - Financial Modeling - Operating Leverage – Financial Leverage – Combined Leverage - problems

Theory: 40% and Problems: 60%

Text Book(s):

1. Khan M.Y. & Jain P.K, “Financial management – Text, Problems and cases” New Delhi, Tata McGraw Hill.
2. Pandey, I. M.”Financial Management”, New Delhi, Vikas Publishing House Pvt. Ltd.

Reference Book(s):

1. James C. Vanhorne, “Fundamentals of Financial Management” New Delhi, PHI Learning Private Limited.
2. Prasanna Chandra, “Financial Management”, New Delhi, Tata McGraw Hill.
3. Srivatsava & Mishra, “Financial Management”, New Delhi, Oxford University Press.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/FINANCIAL%20MANAGEMENT%20BOOK.pdf
2. <https://www.nct.ac.in/assets/img/commerce/syllabus/M.Com%20FMpg2019.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
II	23PMS2CC9	Financial Management and Decision Making					5	5			
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(✓) = 40 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 Code: 23PMS2CC10
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks:75

CORE COURSE X – HUMAN RESOURCE MANAGEMENT

Objectives:

- To enable the students to understand the concepts of Human Resources Management
- To provide a conceptual frame work referred with respect to enhancing their effectiveness in utilizing human resources.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand the different role of human resource manager.

CO-2 Prepare human resource plan which will be matching supply and demand.

CO-3 Develop, implement, and evaluate employee orientation, training, and development programs.

CO-4 Apply theories of motivation wherever it needs.

CO-5 Administer and contribute to the design and evaluation of the performance.

UNIT I

HRM: Meaning – Definition - Evolution – The importance of the human factor – Challenges – Role of human resource manager – Human resource policies – Computer applications in human resource management - Human resource accounting and Audit.

UNIT II

Human Resource Planning (HRP) - Importance – Forecasting human resource requirement – Matching supply and demand – Recruitment – Internal and External sources - Process – Selection: Screening – Tests - Validation – Interview - Medical examination. Induction – Socialization benefits.

UNIT III

Training – Training Need Analysis - Types – Purpose – Benefits – Resistance. Executive development programmes – Common practices – Benefits. Self-development - Knowledge management and Talent Management

UNIT IV

Compensation – Reward – Career Management - Mentoring – Development of Mentor-Protégé relationships – Employee Engagement – Job satisfaction

UNIT V

Performance Appraisal – Traditional Methods – Contemporary Methods - Competency Mapping – Feedback – Industry practices: Promotion, Demotion, Transfer and Separation – Implication of job change - Control process – Importance – Methods – Requirement of effective control systems - Grievances – Causes – Redressal methods – Gender Sensitivity.

Theory: 100%

Text Book(s):

1. Dessler & Biju Walker Human Resource Management”, U.S.A., Pearson Education Limited.
2. Deepak Kumar Bhattachariya, “Human Resource Management”, New Delhi, excel Books.
3. Dr. F.C . Sharma “Human Resource Management” SBPD Publications.

Reference Book(s):

1. Luis R.Gomez-Mejia, David B.Balkin & Robert L Cardy. “Managing Human Resource”, New Delhi, PHI Learning Private Limited.
2. Bernadin, “Human Resource Management”, New Delhi, Tata Mcgraw Hill.
3. Wayne Cascio, “Managing Human Resource”, New Delhi, Tata McGraw Hill.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/Human%20Resource%20Management.pdf
2. <https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
II	23PMS2CC10	Human Resource Management					5	5				
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(✓) = 46 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 Code: 23PMS2CC11

Instruction Hours: 4

Credits: 4

Exam Hours: 3

Internal Marks: 25

External Marks: 75

CORE COURSE XI – TOTAL QUALITY MANAGEMENT

Objectives:

- To acquaint the student to familiarize the TQM concepts and
- To develop an insight into the uses of Total Quality Management tools.

Course Outcomes:

After completion of the course the students will be able to

CO-1 understand the contributions of quality gurus.

CO-2 Analyze the factors affecting TQM.

CO-3 Analyze various strategic tools for TQM.

CO-4 Evaluate the quality policy and principles of quality management

CO-5 Apply for getting ISO certification.

UNIT I

Total Quality Management: Definition – Scope of TQM- Dimensions and Ingredients of Quality- Dimensions of product quality- Dimensions of service quality - TQM Framework – Contributions of Deming, Juran and Crosby.

UNIT II

TQM Implementation: Steps, Advantages, Limitations and Barriers to TQM Implementation.
TQC: Meaning - factors affecting TQC.

UNIT III

Strategic tools for TQM: Bench Marking- Business Process Reengineering- Six sigma- JIT – QFD
House of Quality- Taguchi's Quality Engineering- Failure Mode and Effect Analysis- Poka yoke.

UNIT IV

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback - TQM Culture - Quality circles - Quality audits.

UNIT V

The ISO 9000 Series: Need for ISO 9000 – ISO 9000:2000- Process of obtaining ISO Certification, Advantages of ISO certification - New version of ISO standards- Documentation- ISO 14000: Concepts- Requirements and Benefits.

Theory: 100%

Text Book(s):

1. PN. Mukherjee, “Total Quality Management”. PHI learning PVT Ltd.,
2. SK. Mandal, “Total Quality Management”, Vikas Publish House PVT Ltd.
3. James. R. Evans, “Total Quality Management”, Indian Edition, Cengage learning.

Reference Book(s):

1. L. Suganthi and Anand, A.Samvel, “Total Quality Management”, PHI learning pvt ltd
2. Juran’s “Quality Planning and Analysis for Enterprise Quality”, Indian Edition Tata Mcgraw Hill Co.
3. Evans and Lindsay, “Quality Control and Management”, Indian Edition, Cengage learning.

E – Reference (s):

1. https://oms.bdu.ac.in/ec/admin/contents/160_P16MBA18_2020051812512021.pdf
2. http://ebooks.lpude.in/management/mba/term_4/DMGT524_TOTAL_QUALITY_MANAGEMENT.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS2CC11	Total Quality Management					4	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											

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 Code: 23PMS2CC12
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks:75

CORE COURSE XII – OPTIMIZATION TECHNIQUES

Objectives:

- To acquaint the student with the application of Optimization Techniques to business and industry
- To grasp the significance of analytical techniques in decision making.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Solve Linear Programming Problems.

CO-2 Solve Transportation and Assignment Problems.

CO-3 Construct an effective Time chart.

CO-4 Make best decision under uncertainty.

CO-5 Understand the usage of game theory and Simulation for Solving Business Problems.

UNIT I

Introduction to Optimization techniques- scope, phases – merits and limitations – concept of optimization- Theory of simplex methods to solve canonical and general LPP.

UNIT II

Transportation model: Balanced and Unbalanced problems – North West Corner rule – Least Cost Method – Vogel's Approximation method – MODI method - Assignment model - Hungarian model – Travelling Salesman Problem.

UNIT III

PERT / CPM- Arrow (Network) Diagram Representation – Time estimates – Critical Path – Floats – Construction of Time chart and Resource Leveling.

UNIT IV

Decision under risk – expected money value criterion – decision trees – decision under uncertainty – Minimax criterion – Queuing Theory – Terminologies of Queuing system – Empirical Queuing models – (M/M/1) & (M/M/C)

UNIT V

Game theory: Optimal solution of Two-person Zero-sum Games-Mixed strategies – Graphical solutions of (2 n) and (m 2) Games-Solution of mn games by LPP .

Theory: 20% and Problem: 80%

Text Book(s):

1. Prof. V. Sundaresan, K.S. Ganapathy Subramaniyan “Resource Management Techniques”, A.R. Publications
2. Panner Selvam R. “Operation research”, New Delhi, PHI Learning Private Limited.

Unit I	Chapter -1, 2 &3	Sections: 1.1, 1.8 & 1.9, 2.1 to 2.3 & 2.5, 3.1 [1]
Unit II	Chapter- 7 & 8	Sections: 7.1 to 7.4, 8.1 to 8.7& 8.9 [1]
Unit III	Chapter- 15	Sections: 15.1 to 15.7 &15.9 [1]
Unit IV	Chapter -11&9	Sections: 11.1 to 11.5, 9.1 to 9.3 [2]
Unit V	Chapter- 16	Sections: 16.1 to 16.8 [1]

Reference Book(s):

1. Vohra, “Quantitative Management”, New Delhi, Tata McGraw Hill.
2. Taha Hamdy, “Operation Research - an Introduction”, New Delhi, Prentice Hall of India.
3. Sharma.K, “Operation Research”, New Delhi, Pearson Education Limited.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/Operation%20Research.pdf
2. https://oms.bdu.ac.in/ec/admin/contents-n/148_20220207021503665.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
II	23PMS2CC12	Optimization Techniques					5	5				
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	Very High

Course Code: 23PMS2NME11
Instruction Hours: 2
Credits: 2

Exam Hours: 3
Internal Marks: 25
External Marks: 75

NON MAJOR ELECTIVE - MANAGERIAL SKILLS

Objective:

- To enable the students to learn the art of getting things done in the modern business world.
- To acquire managerial skills by learning topics like lateral thinking, decision making, balancing work and life, corporate social responsibility, and work ethics.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand the concepts related to strategic thinking and lateral thinking.

CO-2 Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

CO-3 Face changes and challenges in the business environment.

CO-4 Analyse the risk in the organization.

CO-5 Follow the good way of balancing work and life due to avoid stress.

UNIT I INTRODUCTION TO MANAGERIAL SKILLS & THINKING STRATEGIES

Skills - Personal skills - skills of effective Managers - self learning styles – values - attitude – Emotional Intelligence - Strategic thinking: meaning – Importance – characteristics of Strategic Thinkers. Lateral Thinking: meaning – Necessity – Situational uses – Benefits.

UNIT II INTERPERSONAL STRATEGIES

Conflict Resolution: meaning – sources of conflict – common reactions to conflict – role of perception in conflict – Steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict. Negotiation: skill – process – styles – principles – negotiation model – qualities of a negotiator.

UNIT III IMPLEMENTATION STRATEGIES

Change: meaning – characteristics – need for changes – Phases of change - Reasons for resistance – impact of resistance – types of people in facing changes – implementing changes. Challenges: meaning – importance – Path to facing challenges.

UNIT IV ACTION BASED STRATEGIES

Risk taking: meaning – factors determining risk taking – Risk management – Benefits of Risk Management – Steps in Risk Management. Decision making: meaning – approaches – methods – Steps for effective decision making.

UNIT V BEHAVIOURAL STRATEGIES

Motivation: meaning – reasons for being motivated – staying motivated in negative work environment – staying motivated during crisis - Balancing work and life: work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

Theory: 100%

Text Book(s):

1. Alex K “Soft Skills – Know Yourself & Know the World”, S. Chand & Company Ltd.
2. Meena.K and V.Ayothi” A Book on Development of Soft Skills” P.R. Publishers & Distributors.
3. Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today’s Young Talent Hardcover – Bruce Tulgan, Wiley Publishing House.

Reference Book(s):

1. Daniel Goleman “EmotionalQuotient”
2. Norman Vincent Peale “Power of the Plus factor”
3. Stephen Covey “The Seven Habits of Highly Effective people”
4. Basic Managerial Skills for All Paperback – 1 January 2011 McGrath E.H (Author)

E – Reference (s):

1. [https://www.aisectionuniversityjarkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD\(Managerial%20skill%20development\).pdf](https://www.aisectionuniversityjarkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf)
2. <http://kamarajcollege.ac.in/Department/BBA/II%20Year/e006%20Skill%20Base%20Core%20II%20-%20Managerial%20Skill%20Development%20-%20IV%20Sem.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS2NME11	Managerial Skills					2	2				
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	Very High

Course Code: 23PMS2SI
Instruction Hours: Nil
Credits: 5

Exam Hours: 3
Internal Marks: Nil
External Marks: 100

SUMMER INTERNSHIP TRAINING

Objectives:

- To gain firsthand knowledge in the working of the business unit during the period of study.
- To acquire the managerial skills relating to the day-to-day administration of the business unit.
- To become aware of and get exposure to the managerial functions carried out in the business unit.

The period of internship shall be 21 days in a business unit during the II semester.

Evaluation: The learner has to prepare and submit a report.

The report shall be evaluated by the staff advisor and the examiner (Internal) jointly on the parameters identified for evaluation.

	Marks
Sumer Internship and Report Evaluation	50
Oral Presentation	30
Appraisal by Business Unit	20

Total	100

SEMESTER – III

Course Code: 23PMS3CC13
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE XIII – RESEARCH METHODS IN MANAGEMENT

Objectives:

- To gain thorough knowledge on the development of the research projects.
- To acquire theoretical and practical background of research.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Apply an advanced understanding of business research design options, methodologies and analysis methods (both qualitative and quantitative), including respective terms, definitions and applications to the design, implementation and evaluation of a research project.

CO-2 Distil an identified business problem into a succinct research problem (or problems) and articulate this into a comprehensive research brief for investigation by a research team

CO-3 Construct suitable data collection tool to collect samples.

CO-4 Analyse the data by using opt statistical tools.

CO-5 Present the research report in an effective manner.

UNIT I

Research – Importance and its types – research approaches – process – problem formulation – development of hypothesis – Research design – determining the sample design – collecting data- analysis of data – identifying research problem - Research objectives.

UNIT II

Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling- Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques.

UNIT III

Classification of data – sources of data – collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis-

Sampling- Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non- probability sampling methods.

UNIT IV

Statistical Techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Karl Pearson's coefficient of correlation – Regression – Chi-square test – conditions for applying chi-square test – Spearman's Rank Correlation.

UNIT V

Interpretation – Techniques of Interpretation – Significance of Report Writing, Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Ethics in Research – Role of computers in Research.

Theory: 100%

Text Book(s):

1. Donald R. Cooper, Pamela S. Schindler & Sharma J K “Business Research methods”, New Delhi, Tata Mc Graw Hill.
2. Kothari C.R “Research Methodology – Methods and techniques”, New Delhi, New Age International.
3. R. Paneerselvam “Research Methodology – PHI Learning Private limited.

Reference Book(s):

1. Uma Sekaran & Roger Bougie “Research methods for Business”, New Delhi, Wiley India.
2. William G Zikmund “Business Research methods – A South Asian Perspective” New Delhi, Cengage Learning.
3. Ranjith Kumar “Research Methodology” SAGE PUBLICATIONS.

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM/SLM_FULL/MBA/MBA%20II%20Semester/Research%20Methods%20in%20Management.pdf
2. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA5206.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
II	23PMS3CC13	Research Methods in Management					5	5				
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 Code: 23PMS3CC14
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE XIV –STRATEGIC MANAGEMENT

Objectives:

- To deal with strategic decisions that decide the long-term health of an enterprise.
- To get insights in the areas of business policy to take appropriate decisions.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Describe how to make policy

CO-2 Demonstrate a clear understanding of the concepts of MBO & MBE

CO-3 Demonstrate effective application of major business policies in various areas.

CO-4 Develop their capacity to think and execute strategically.

CO-5 Demonstrate capability of making their own decisions in dynamic business landscape.

UNIT I

Corporate Strategic planning – Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process - Merits and limitations of Corporate Strategic Planning - Strategic Management in Practice.

UNIT II

Environment Analysis & Internal Analysis of Firm:

General environment scanning - competitive environment analysis –identifying opportunities & threat – Assessing internal environment through functional approach and value chain – identifying critical success factors – identifying the strength & weakness – SWOT audit – SWOT matrix – implications - core competencies – Portfolio analysis – Stake holder's expectations - Scenario planning.

UNIT III

Strategy Formulation:

Generic strategies – Grand strategies – Strategies of leading Indian companies – The role of diversification – limits – means and forms - Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

UNIT-IV

Concepts and tools of Strategy evaluation:

Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D. Little's Life Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – diversification decision – cash flows and selection of proper discount rates.

UNIT - V

Strategy Implementation & Control:

Various approaches to implementation of strategy – Commander approach – Organizational change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 7S model – Strategic control process – Du pant’s control model and other Quantitative and quantitative tools – steps – M.Porter’s approach for Globalisation – Future of Strategic Management.

Theory: 100%

Text Book(s):

1. Hill “Strategic Management: An Integrated approach”, New Delhi Wiley.
2. Strategic Management – Pearce & Robinson, All Indian Travellers N.D.1988.
3. Azhar Kazmi “Strategic Management and Business Policy”, New Delhi, Tata McGraw Hill.
4. Philip Sadler, “Strategic Management”, Kogan Page India Private Limited, Delhi.

Reference Book(s):

1. Lawrence G. Hrebiniak “Making strategy work, Pearson”, USA, Pearson.
2. Gupta, Gollakota & Srinivasan “Business Policy and Strategic Management – Concepts and Application”, New Delhi, Prentice Hall of India.
3. Dharma Bir Singh “Strategic Management & Business Policy”, New Delhi, Ko Wiley.

E – Reference(s):

1. <http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf>
2. <https://www.bdu.ac.in/cde/SLM-REVISED/PG%20%20Programmes/M.Com/Business%20Management.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	22PMS3CC14	Strategic Management					5	5				
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(✓)= 46 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 Code: 23PMS3CC15
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE XV – BUSINESS AND CORPORATE LAW

Objectives:

- To protect rights and liberties, establishing standards, resolving disputes when it comes to businesses and their interactions with individuals, government agencies, and other businesses.
- To acquaint students to gain the practical knowledge to conduct meeting effectively

Course Outcomes:

After completion of the course the students will be able to

CO-1 Interpret and form contractual relationships in business and identify remedies for breach of contract.

CO-2 Describe memorandum of association and memorandum of article Know the power and duties of directors.

CO-3 Understand the procedures of winding up

CO-4 Become familiar in Consumer Protection Act, 1986 and Information Technology Act – 2000

UNIT I

The Indian Contract Act, 1872 – Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

UNIT II

Definition Of Joint Stock Company - Kinds – Formation - Incorporation Memorandum of Association - Contents And Alteration - Doctrine of Ultra Vires - Articles Of Association – Contents - Distinction Between The Two - Doctrine of Indoor Management Prospectus - Contents – Statement in Lieu of Prospectus

UNIT III

Share Capital - Kinds Of Shares - Voting Rights - Borrowing Powers of Companies - Membership in a Company - Directors - Legal Position - Appointment, Removal, Rights, Duties And Powers - Qualification and Disqualification

UNIT IV

Meetings And Resolutions - Statutory Meeting - Annual General Meeting - Extra Ordinary General Meeting - Resolutions - Ordinary & Special winding Up of A Company - Modes of Winding Up - Winding Up By The Court - Voluntary Winding Up - Member's Voluntary Winding Up - Creditor's Voluntary Winding Up.

UNIT V

Importance of Corporate Governance - Different system of Corporate Governance - Impact of Legal Traditions and the Rule of Law on Corporate Governance - Legal Reforms of Corporate Governance in India - Reports of the various Committees on Corporate Governance.

Theory: 100%

Text Book(s):

1. M.C. Kuchal and Deepa Prakash, “Business legislation for management” Vikas Publish House PVT Ltd.,
2. Ravinder kumar, “Legal aspects of Business”, Cengage learning.
3. Sathish B, Matur, “Business law”, Tata Mcgraw Hill.

Reference Book(s):

1. Sairam Bhat, “Law of Business contracts in India” , Sage, www.sagepublications.com
2. Ashok K Bagrial, “Company law”, Vikas publishing House.
3. Chandra Bose, “Business Law”, PHI learning India PVT Ltd.
4. D. Chandra Bose, “Business law”, PHI learning PVT Ltd.,
5. Akhileshwar Pathak, “Legal aspects of Business” Tata Mcgraw Hill.

E – Reference (s):

1. <https://www.bdu.ac.in/cde/docs/ebooks/mba/III/P16MBA14%20%20-%20LEGAL%20ASPECTS%20IN%20BUSINESS.pdf>
2. <https://www.youtube.com/watch?v=3hMyTBq7tRY>
3. <https://icmai.in/upload/Students/Syllabus2016/Final/Paper-13-Feb-21.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS3CC15	Business and Corporate Law					5	5				
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	Very High

Course Code: 23PMS3EM1
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

A: MARKETING

ELECTIVE COURSE I – CONSUMER BEHAVIOUR

Objectives:

- To understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour and
- To acquaint the student with the concepts which are helpful in developing a sound sales

Course Outcomes:

After completion of the course the students will be able to

CO-1 Develop understanding of the role of psychology and the study of consumer behavior.

CO-2 Understand the consumer needs, motivation and measurement of motives.

CO-3 Understand Group Dynamics, culture and make decisions on purchase

CO-4 Analyze different consumer behaviour influences and their relationships

CO-5 understand ethics and consumer protection.

UNIT I

INTRODUCTION

Consumer Behaviour – meaning, definition, Significance, Application of consumer behavior - principles to strategic marketing - Role of Marketing in Consumer behavior - Market Segmentation and Consumer behavior.

UNIT II

CONSUMER AS AN INDIVIDUAL

Consumer needs and motivation - Personality and Consumer Behaviour - Psychographics
Consumer Perception – attitudes - attitude formation and change - Concept and measurement of attitudes - Learning.

UNIT III

CONSUMER IN A SOCIAL & CULTURAL SETTING

Group dynamics and consumer reference groups - Family, Social class and Consumer behavior- the influence of Culture on Consumer behavior – Sub Cultural and Cross Cultural Consumer Analysis- Consumer Decision making process.

UNIT IV

CONSUMER DECISION MAKING PROCESS

Personal influence and the opinion leadership - Diffusion of innovation process - Consumer Decision making process - Comprehensive models of consumer decision making - New Product purchase and repeat purchase

UNIT V

CONSUMER BEHAVIOUR APPLICATIONS

Consumer Behaviour applicable to Profit and Non Profit Organizations - Marketing Ethics - Consumer movement - Consumer protection in India.

Theory: 100%

Text Book(s):

1. Ramanuj Majumdar, “Consumer Behaviour” – PHI learning PVT Ltd.
2. CL Tyagi and Arun kumar, “Consumer Behaviour”, Atlantic publishers.
3. Kujnish Vashisht “A practical Approach to Sales Management”, New Delhi, Atlantic publishers.

Reference Book(s):

1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour, McGraw-Hill Inc.,US
2. Schiffman LG and Kanuk LL Consumer Behaviour, Pearson Education India
3. Bill Donaldson “Sales Management, principles, process and practice”, UK, Ane book Pvt Ltd.

E – Reference (s):

1. https://backup.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CB_Lecture%20Notes.pdf
3. https://ebooks.lpude.in/management/mba/term_3/DMGT506_CONSUMER_BEHAVIOUR.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EM1	Consumer Behaviour					5	3			
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(✓)= 45 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 Code: 23PMS3EF1
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

B: FINANCE

ELECTIVE COURSE I – STRATEGIC FINANCIAL MANAGEMENT

Objectives

- To acquaint the students with concepts of Financial Management from strategic perspective
- To familiarize various Techniques and Models of Strategic Financial Management.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Analyze the financial policy and strategic planning.

CO-2 Evaluate capital investment projects by estimating risk and uncertainty.

CO-3 Distinguish between merger and amalgamation.

CO-4 Understand the regulations of SEBI.

CO-5 Identify the innovative source of financing.

UNIT I

Financial Policy and Strategic Planning – Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

UNIT II

Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate , Certainty Equivalent Factor , Statistical Method , Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

UNIT III

Expansion and Financial Restructuring – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

UNIT IV

Stock Exchanges: Constitution, control, functions , Prudential Norms , SEBI Regulations , Sensitive Indices , Investor Services - Grievance Redressal Measures.

UNIT V

Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures , Deep Discount Bonds , Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Theory: 100%

Text Book(s):

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi, 2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001

Reference Book(s):

1. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi. 2007
2. Financial Markets and Institutions, S Gurusamy, Thomson

E – Reference (s):

1. <https://www.bdu.ac.in/cde/docs/ebooks/mba/III/P16MBA3EF1%20%20-%20STATEGIC%20FINANCIAL%20MANAGEMENT.pdf>
2. http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/4-1.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EF1	Strategic Financial Management					5	3			
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(✓) = 40 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 Code: 23PMS3EH1
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE I - CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

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:

After completion of the course the students will be able to

CO-1 Understand foundational aspects of change management and the critical role managers play in the change process.

CO-2 Learn a practical framework for processing many changes that impact managers.

CO-3 Understand the role of leadership in the change process.

CO-4 Investigate and discuss issues in managing change and evaluate them from an Organizational Development perspective.

CO-5 Adopt the perspective of a consultant and be in a position to apply organizational development theories to a variety of organizational situations and contexts.

UNIT I

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

UNIT II

Levels of Change: Knowledge Changes - Attitudinal Changes - Individual Behaviour Changes and Organizational Performance Changes - Models of diagnosing organizational groups and jobs - Implementing Change - Setting up of Change Teams - Aligning Structure - Systems and Resources - Resistance to change - Barriers to organizational change - rethinking resistance to organizational change - strategies to deal with resistance.

UNIT III

Culture and the change process -the theoretical and practical contexts of cultural maintenance and cultural change strategies - corporate reorganization and sub culture management - Strategies and methods for achieving cultural change - Understanding and managing uncertainty and ambiguity in the change process.

UNIT IV

Introduction to Organization Development- Concept - Nature and Scope of O.D - Operational Components of O.D- Diagnostic , Action and Process – Maintenance- Action Research and O.D-

O.D. Interventions - Team Interventions -Inter group Interventions- Personal- Interpersonal and group process interventions - Comprehensive Interventions- Structural Interventions

UNIT V

Implementation and Assessment of O.D Implementation – conditions for failure and success in O.D. efforts- Assessment of O.D. and change in Organizational performance - Issues in consultant-Client relationships - Managing changes and organization development in IT and manufacturing companies after the impact of Covid-19.

Theory: 100%

Text Book(s):

1. V. Nilakani and S. Ramnaryan “Change Management” Sage publications.
2. Tupper Cawslyand Gene Deszca “Organizational change” Sage publications.
3. Cummings and Worely, “Organization Development and Change” – Cengage learning.
4. S.K.Bhatia.“Management of Change and Organisation Development”, Deep and Deep publishers.

Reference Book(s):

1. K. Harigopal “Management of Organizational change” Sagepublications.
2. Palmer /dunfordlakin “Managing Organizational change” Tata Mcgraw Hill Co.,
3. Radha R. Sharma “Change Management” Tata Mcgraw Hill. Co.,
4. Wendell .L French “Organization Development and Transformation”, New Delhi, Tata Mcgraw Hill. Co.
5. Amita B Mehta “Organisation Development Principles, Process and Performance”, New Delhi, Global India Business Publications.

E – Reference (s):

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

https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EH1	Change Management and Organizational Development					5	3			
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(✓) = 48 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 Code: 23PMS3ES1
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEMS

ELECTIVE COURSE I – E - BUSINESS MANAGEMENT

Objectives:

- To enable students to get exposed to fundamental aspects of e-business
- To investigate the strategic implications of e-business with emphasis on existing companies

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Demonstrate an understanding of the foundations and importance of E-commerce.
- CO-2 Describe the infrastructure for E-commerce.
- CO-3 Describe Internet trading relationships including Business to Consumer, Business-to-Business.
- CO-4 Assess electronic payment systems.
- CO-5 Discuss legal issues and privacy in E-Commerce.

UNIT I

E-business - e-business vs. e-commerce - Economic forces – advantages – myths – e-business models - design, develop and manage e-business - Web 2.0 and Social Networking - Mobile Commerce - S-commerce

UNIT II

Internet and World Wide Web- internet protocols – FTP, intranet and extranet - information publishing technology – basics of web server hardware and software.

UNIT III

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising- e-mail marketing- affiliated programs – e-CRM- online services - Business oriented e-business - e governance - EDI on the internet - Delivery management system - Web Auctions - Virtual communities and Web portals – social media marketing.

UNIT IV

E-payments – Characteristics of payment of systems – protocols- e-cash- e-cheque and Micropayment systems – internet security – cryptography – security protocols – network security- consumer protection - cyber laws - Taxation and encryption policies

UNIT V

Legal, Ethics and privacy issues – Web analytics - Customer behavior modeling - Launching Online Business - funding options available to startup businesses - managing Web site development - techniques of search engine optimization.

Theory: 100%

Text Book(s):

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, “E-business and e-commerce for managers”, New Delhi, Pearson.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban “Electronic Commerce –A managerial perspective “New Delhi, Pearson Education Asia.

Reference Book(s):

1. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, UK, Oxford University Press.
2. Hentry Chan & el ” E-Commerce – Fundamentals and Applications”, New Delhi, WileyIndia Pvt Ltd,
3. Gary P. Schneider “Electronic commerce”, Canada, Thomson course technology.

E – Reference (s):

1. https://oms.bdu.ac.in/ec/admin/contents/387_P16MCE4A_2020051801071611.pdf
2. <https://cidco.mit.asia/departments/bca/Downloads/Question-bank/e-business.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3ES1	E-Business Management					5	3			
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 Code: 23PMS3EO1
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

E: OPERATIONS
ELECTIVE COURSE - SUPPLY CHAIN MANAGEMENT

Objectives:

- To explain basic theory and techniques of supply chain to examine the issue and problems associated with supply chain in a changing business environment.
- To gain knowledge on application of SQC, SPC, TQM and TPM for quality planning and control

Course Outcomes:

After completion of the course the students will be able to

CO-1 gain fundamental knowledge on Supply Chain Management and its metrics

CO-2 prepare various Resource Planning Models

CO-3 become familiar in integrated supply chain models

CO-4 gather knowledge on Quality Planning and Control aspects of Supply Chain Management

CO-5 understand the important of quality planning and control

UNIT I

Supply Chain Management- Introduction and Development- Nature and Concept – Importance of Supply Chain – Value Chain – Components of Supply Chain – The Need for Supply Chain – Understanding the Supply Chain Management – Participants in Supply Chain – Global Applications.

UNIT II

Flow Management and its importance – Management of material flow in the supply chain - Management of information flow - Management of cash flow and value flows - Customer Service strategy - Bench marking best practices - Customer Relationship Management - Out-bound logistics resources planning and management - Quick response systems in Manufacturing.

UNIT III

Integrated Supply Chain Models–Location and Distribution Decisions in Supply Chain–Modeling with Binary Variables –Capital Budgeting, Fixed Charge, Set covering - Continuous Location Models–Single Facility, Production Planning Decisions–, Production Control Decisions–Sequencing and Scheduling- Role of transportation – modes and their performance -- In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment.

UNIT IV

Quality Planning and Control Overview on application of SQC, SPC, TQM and TPM for quality planning and control - application of experimental design and analysis.

UNIT - V

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust - Analyses for Optimizing all the Process across Supply Chain and designing automated Dashboards - Application of OR Tools for resource optimization - Application of OR Tools for Distribution System Optimization.

Theory: 100%

Text Book(s)

1. Sunil Chopra & Peter Meindl “Supply Chain Management – Strategy, Planning and Operation”, New Delhi, PHI.
2. Wisner, Keong Leong & Keah-Choon Tan “Principles of Supply Chain Management a Balanced Approach”, New York, USA, Thomson Press.

Reference Book(s):

1. David Simchi “Designing and Managing the Supply Chain – Concepts, Strategies & Case Studies” New Delhi, McGraw Hill International Edition..
2. Coyle, Bardi, Longley “The Management of Business Logistics – A Supply Chain perspective”, New York USA, Thomson Press.
3. Gattorna J L & Walters D W “Managing the Supply Chain – A Strategic Perspective” UK, Palgrave.
4. Muthu Mathirajan, —Analytics in Operations/Supply Chain Management, I.K International Publishing House Private Ltd, New Delhi

E – Reference (s):

1. https://www.tutorialspoint.com/supply_chain_management/supply_chain_management_tutorial.pdf
2. <http://www.mlritm.ac.in/assets/img/LOGISTICS%20SUPPLY%20CHAIN%20MANAGEMENT.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EO1	Supply Chain Management					5	3			
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(✓) = 40 Relationship:											

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 Code: 23PMS3EM2
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

ELECTIVE COURSE II – BUSINESS TO BUSINESS MARKETING

Objectives:

- To expose the various concepts of Industrial marketing to students
- To acquire the practical knowledge of doing marketing research and create the suitable marketing strategy with the knowledge acquired.

Course Outcomes:

After completion of the course the students will be able to

CO-1 A comprehensive study of the nature and scope of business-to-business markets.

CO-2 Gross wide knowledge in segmentation in industrial marketing.

CO-3 Learn various B2B contexts such as products and services within domestic and global markets.

CO-4 Determine effective pricing and distribution strategies

CO-5 Implement effective marketing strategies for the success of organization.

UNIT I

Basics of Business-to-Business Marketing – Nature of Industrial Marketing - Industrial Marketing Vs. Consumer Marketing - Industrial Demand & Industrial Customer - Industrial Marketing Operations.

UNIT II

Segmentation in Industrial Marketing - Demand concepts for Industrial products - Industrial Marketing Research - Industrial Buyer Behaviour.

UNIT III

Product Management – Product line planning – New Product development strategy.

UNIT IV

Pricing - Price – Pricing - Pricing strategies - The pricing policy - Price on the Internet - Financial marketing- The policy of distribution - direct sales - Indirect sales - Management of conflicts on the way - Internet as a distribution channel - Multichannel distribution.

UNIT V

Marketing strategy for Industrial Firms – Product Market Management – Developing & Evaluating Strategies – Effective implementation of Strategies.

Theory: 100%

Text Books(s):

1. Govindarajan M. “Industrial Marketing Management “, Noida, Vikas publishing House PVT Ltd.
2. Milind T. Phadtare “Industrial Marketing”, New Delhi, PHI learning Pvt. Ltd.

Reference Book(s):

1. Robert & Reeder, Edward G. Brierty & Betty H. Reeder “Industrial Marketing” , New Delhi, Prentice Hall of India Ltd.
2. Robert Dwyer F “Business Marketing”, New Delhi, McGraw Hill.
3. Michael D Hutt and Speech T.V “Industrial Marketing Management”, USA, The Dryden Press.

E – Reference (s):

1. <http://www.imit.ac.in/note/18MBA403Ab2bm.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_MM_%20Lecture%20Notes_0.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS3EM2	Business to Business Marketing					4	3				
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 Code: 23PMS3EF2
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

B: FINANCE
ELECTIVE COURSE II – FINANCIAL SERVICES

Objectives:

- To provide an understanding of the following fund-based and fee-based financial services offered by financial intermediaries such as non-banking finance companies, banks and financial institutions and
- To give some insights into the operations of the Indian Stock Market.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Communicate and explain specialized technical advice, knowledge and ideas, to professionals and non-experts involved with the Financial Services Industry.

CO-2 Demonstrate broad and coherent knowledge about the leasing.

CO-3 Distinguish between leasing and hire purchase.

CO-4 A capacity to integrate technical and conceptual knowledge, and interpersonal skills to work effectively within the Financial Services Industry.

CO-5 Communicate and explain specialized knowledge and ideas about stock exchanges.

UNIT I

Evolution of Financial Services – Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions – Banking Companies and Non-Banking Companies – Classification of Non-Banking Companies – Classification of Activities of Non-Banking Finance Companies – Fund Based Activities – Fee Based Activities – concepts, growth and trends of fee Based and Fund Based activities – SEBI Regulations

UNIT II

Equipment Leasing: Overview, Legal & Tax Aspects - Lease Evaluation - Lease Accounting - Recent Development - International Leasing - Merchant Banking - Meaning - Types - Responsibilities of Merchant Bankers - Role of Merchant Bankers in Issue Management - Regulation of Merchant Banking in India.

UNIT III

Hire Purchase & Consumer: Overview - Legal & Tax Aspects - Financial Evaluation of Hire Purchase - Accounting for Hire Purchase - Consumer Credit – Factoring - Forfeiting and Bill Discounting - Types - Factoring in the Indian Context - Mutual Funds - Concept and Objectives

UNIT IV

Accessing Capital Market - Issue Management - Regulatory & Tax Framework - Issue Pricing Models – Equity and Debt Convertible Instruments - Financial Engineering - Raising funds from the International Capital Markets - Assessing Money Markets – Venture capital.

UNIT V

Organisation and functions of stock exchanges – regulation and control of stock exchanges – NSE, BSE, OTCEI, regional exchanges - Development Banks: IDBI, IFCI ICICI, NABARD, EXIM, SIDBI, Objectives, functions, Scope of Development Banks.

Theory: 100%

Text Book(s):

1. Gurusamy S “Financial Services”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. Khan M.Y “Financial services”, Tata McGraw Hill Publishing Company Limited.
3. Management of Banking and Financial Services, Padmalatha Suresh, Justin Paul - Pearson Education India.

Reference Book(s):

1. Sasidharan K and Alex K. Mathews “Financial services and system”, New Delhi, Tata McGraw Hill Publishing Company Limited.
2. Mohan S & Elangovan R “Financial Services”, New Delhi, Regal Publications.
3. Jeff Madura “Financial markets and Institutions”, New Delhi, South Western Cengage Learning.
4. L. M. Bhole Jitendra Mahakud “Financial markets and Institutions”, MC Graw Hill Education

E – Reference (s):

1. https://oms.bdu.ac.in/ec/admin/contents/86_16CCCCM15-16CCCBM15-16CCCAC15_2020052303175751.pdf
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FSS_Lecture_Notes_Finance_E3.pdf
3. <https://odl.ptu.ac.in/SLM/mba/3RD/Finance/MBA%20922.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EF2	Financial Services					4	3			
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 Code: 23PMS3EH2
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE II – COMPENSATION MANAGEMENT

Objectives:

- To give an introduction to compensation principles and practices.
- The goal of the course is to give students an opportunity to comprehend the variety of theories and methods used to recruit, retain and reward employees and make them free from stress

Course Outcomes:

Upon completion of this course, the student will be able to

CO-1 Understand various theories of wages.

CO-2 Recognize how pay decisions help the organization achieve a competitive advantage.

CO-3 Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

CO-4 Understand the concept of Employee benefits

CO-5 Manage Executive compensation and understand concepts of ESI, PF and pay commissions.

UNIT I

Wage & Salary Administration - Nature and Scope - Compensation - types of compensation - conceptual framework of compensation management - Wage and Salary Administration – Factors Influencing wage and Salary Administration – National differences in compensation - compensation approaches.

UNIT II

Compensation Planning – Developing a total compensation strategy – Competitive Advantage – Job evaluation systems - compensation structure- Wage and salary surveys - the wage curve - pay grades and rate ranges - preparing salary matrix - fixing pay - compensation issues

UNIT III

Variable Pay - Strategic reasons for incentive plans - administering incentive plans - individual incentive plans – group incentive plans – team compensation - ESOPs – Performance measurement issues - incentive application and globalization

UNIT IV

Managing Employee Benefits - Nature and types of benefits - employee benefits programs - security benefits - retirement security benefits - health care benefits – time-off benefits - benefits administrations - employee benefits required by law

UNIT V

Executive compensation – elements of executive compensation and its management – Executive compensation in an international context - Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief – Pay Commissions

Theory: 100%

Text Book(s):

1. Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition
2. George T. Milovich & Venkatraman C.S “Compensation”, Tata Mcgraw Hill. Co.
3. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.

Reference Book(s):

1. Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge, 2008
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
3. Upadhyay D.S “Compensation Management Rewarding Performance”, New Delhi, Global India Business Publications
4. K.Hari Gopal, Organizational Stress, University Press.

E – Reference (s):

1. <http://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EH2	Compensation Management					4	3			
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											

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 Code: 23PMS3ES2
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEMS

ELECTIVE COURSE II – INTERNET TECHNOLOGIES AND COMPUTER SECURITY

Objectives:

- To provide the conceptual and technological developments in the field of Internet and web designing
- To emphasis on comprehensive knowledge of Internet, its applications and the protocols widely deployed to provide Internet connective worldwide.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Demonstrate an ability to create basic Web pages with HTML.

CO-2 Ability to use the VB script.

CO-3 Demonstrate the ability to use the World Wide Web.

CO-4 Know how to utilize the security tools to protect resources.

CO-5 Understand how biometric technique works

UNIT I

Internet Communication Technologies - Networking Architecture – Protocols – Value Added Networks – Virtual Private Networks- Introduction to Web Technologies – Evolving Trends – Content Design – Graphics and Animation using Adobe Photoshop, Dream Weaver, Flash player, Shockwave – HTML Fundamentals.

UNIT II

Java Script: Variables – Literal Arrays – Expressions and Operators – Control Statements – Functions – Event Handling – Working with Layers – Controlling Page Appearance using Style Sheets – Providing Security with object Assigning. VB Script - Variables – Data types – Operators – Control Flow – Error Handling – Event Programming, Procedures – Forms – Controls – Active X objects.

UNIT III

Overview of components – Tuning and Load balancing – Network Architecture – Architecture Security, E-commerce architecture models – MS Internet Information Server – Distributed Internet Architecture – Microsoft Transaction Server – Visual Age of Java – Net Objects fusion – Web sphere Web logic – Net Commerce - Netscape Application Server – Cold Fusion – Silver Stream – Vignette Story Server – Broad Vision one – to – one Enterprise.

UNIT IV

Need for Computer Security – Protecting resources – Types of risks – Security Strategies,

Mechanisms for Internet Security – Security Tools - Enterprise Level Security - Encryption, PKI (Public Key Infrastructure) - Fire Walls, Digital Certificate (X.509) - Digital Certificate servers (entrust, netscape, verisign, oracle), Secure Socket Layer - LDAP (Light Weight Directory AccessProtocol).

UNIT V

Access Control - User Identification & Authentication.- Meaning, Biometric Techniques - Key Success factors - Network Security - Intro, Network Types - Network Security - Trusted and Untrusted Networks.- Unknown Attacks - Meaning, Demilitarized Zone - Proxy Servers- Packet Filtering - Screening Routers.

Theory: 100%

Text Book(s):

1. The Internet Book by Douglas E Comer, India Edition, PHI Learning Pvt Ltd.
2. Introduction to Information Systems, Alexis Leon and Mathews Leon by Tata McgrawHill Co.

Reference Book(s):

1. Internet for Everyone, By Alexis Leon and Mathews Leon, Vikas Publishing House Pvt Ltd.
2. Information Systems Today, By Leonard Jessup and Joseph Vallacich. PHI learning Pvt Ltd.

E – Reference (s):

1. <http://www.gpcet.ac.in/wp-content/uploads/2018/02/unit-1.pdf>
2. https://www.tutorialspoint.com/internet_technologies/pdf/internet_quick_guide.pdf
3. <http://www.cs.ox.ac.uk/andrew.ker/docs/computersecurity-lecture-notes-mt2014.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3ES2	Internet Technologies and Computer Security					4	3			
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	Very High

Course Code: 23PMS3EO2
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

E: OPERATIONS

ELECTIVE COURSE II –LOGISTICS AND DISTRIBUTION MANAGEMENT

Objectives:

- To move the inventory in a supply chain effectively and efficiently to extend the desired level of customer service at the least cost
- To acquire the knowledge of increasing overall efficiency of the organization

Course Outcomes:

After completion of the course the students will be able to

CO-1 Remember and identify the principles of logistics management

CO-2 Select proper distribution channel for particular product

CO-3 Maintain optimum inventory

CO-4 Understand how firms use distribution intermediaries to gain a competitive advantage in local and global markets through the integration of logistics management

CO-5 Combine the theoretical knowledge with practical knowledge.

UNIT I

Logistics Management: Introduction to Logistics - Gaining Competitive Advantage through Logistics - Introduction to Reverse Logistics - Introduction to 3PL - Introduction to 4PL - Comparison of 3PL and 4PL - Packaging: Introduction to Packaging - Functions of Packaging - Problems of Packaging - Types of Packaging - Labelling and Symbols in Packaging.

UNIT II

Modern Concepts in Logistics: [6L] Introduction to Cross Docking - Introduction to Barcoding - Introduction to RFID (Radio Frequency Identification), Introduction to Smart Cards - Introduction to ECR (Efficient Consumer Response) - Introduction to VMI (Vendor Managed Inventory)

UNIT III

Physical Distribution - Introduction to Distribution - Need for Channel Intermediaries - Distribution and Logistics Management - Functions of Distribution - Components of Distribution - Levels of Distribution Channels

UNIT IV

Distribution Channels: Introduction to Distribution Channels, Channel Types - Vertical Marketing System - Horizontal Marketing Systems - Inventory Management: Introduction to Inventory - Advantages and Disadvantages of Inventory - Constituents of Inventory Costs - Economic Order Quantity (EOQ), Inventory Turnover Ratio.

UNIT V

Wholesaling: Introduction to Wholesaling - Wholesaling Functions - Types of Wholesalers. Retailing- Introduction to Retailing - Types of Retail Formats - Functions of Retail Formats. Warehousing - Introduction to Warehousing - Types of Warehouses - Functions of Warehousing - Warehouse Layout.

Theory: 100%

Text Book(s)

1. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.

Reference Book(s):

1. Contemporary Logistics, 10th edition. Coyle, Langley, Murphy & Wood.
2. Alan Rushton, Phil Croucher, Dr Peter Baker: The Handbook of Logistics and Distribution Management: Understanding the Supply Chain

E – Reference (s):

1. https://ebooks.lpude.in/management/mba/term_4/DMGT523_LOGISTICS_AND_SUPPLY_CHAIN_MANAGEMENT.pdf
2. <https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS3EO2	Logistics and Distribution Management					4	3				
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(✓) = 40 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 Code: 23PMS3EM3

Instruction Hours: 4

Credits: 3

Exam Hours: 3

Internal Marks: 25

External Marks: 75

A: MARKETING

ELECTIVE COURSE III – DIGITAL MARKETING

Objectives:

- To facilitate the researcher to develop an overall understanding of 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 Comprehend and keeping up to date about the emerging digital technologies in marketing.

CO-2 Identify the basic concepts of digital marketing and Search Engine Optimization.

CO-3 Analyze digital marketing data using online digital marketing platforms such as Google

CO-4 Develop creative ideas and convincing arguments about how innovations will extend current marketing practices.

CO-5 Become familiar in recent trends in digital marketing.

UNIT I INTRODUCTION TO DIGITAL MARKETING

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

UNIT II SEARCH ENGINE OPTIMISATION

Introduction to Search Engines – Keyword research and Competition – On page and off page optimization – SEO reporting

UNIT III MASTERING GOOGLE

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 IV SOCIAL MEDIA MARKETING

Introduction to social media marketing – benefits – social media statistics – Telemarketing - Facebook marketing - twitter marketing – Youtube– LinkedIn – Instagram – Email marketing – Online reputation management.

UNIT V TRENDS IN DIGITAL MARKETING

Online Payments - Disability Web Access - Surveys & Forms - Micro Blogging – Social media analytics – Audience reports - factors impacting on digital activity and plans – Recent Trends in Digital Marketing.

Theory: 100%

Text Book(s):

1. Charles worth, Alan, “Digital Marketing – A practical approach”, UK, Taylor & Francis Ltd.
2. Render, Angela, “Digital Age Marketing for Small Businesses”, New Delhi, Thunderpaw Publishers.

Reference Book(s):

1. Godfrey Parkin, “Digital Marketing: Strategies for Online Success”, UK, New Holland Publishers.
2. Dave Chaffey, “Digital Marketing”, Canada, Pearson.
3. 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://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_MM_%20Lecture%20Notes_0.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EM3	Digital Marketing					4	3			
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: 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 Code: 23PMS3EF3
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

B: FINANCE

ELECTIVE COURSE III – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives:

- To provide an understanding of the conceptual framework underlying Security Analysis & Portfolio Management and
- To acquaint some insights into the Valuation of Equity Stocks

Course Outcomes:

After completion of the course the students will be able to

CO-1 Explore to different avenues of investment.

CO-2 Equip with the knowledge of security analysis.

CO-3 Identify, assess and evaluate common securities.

CO-4 Implement and review security valuation.

CO-5 Apply the concept of portfolio management for the better investment.

UNIT I

Bond - Meaning – Types of Bonds- Calculation of Bond returns - Valuation of Bonds-Measures of Yield - Duration & Convexity - Measures of Risk - Determinants of Interest Rates and Theories on Term Structure - Bond Swaps.

UNIT II

Derivative Securities- Equity Options- Concept , Applications & Valuation - Economic Analysis , Industry Analysis - Valuation of Equity Stocks - Approaches of Equity Stock Valuation - Index features ,concept , applications and valuation.

UNIT III

Commodity- Meaning of commodity and commodities market – History – Objectives - Functions of commodities exchange - Difference between stock market and commodities market.

UNIT IV

IPO – meaning – process - Bit Coin: meaning – investment – functions – converted into cash
CryptoCurrency – meaning- difference between bit coin and crypto currency.

UNIT V

Portfolio Management – The Conceptual Framework - Modern Portfolio Theory - Portfolio Management - Performance Evaluation of Portfolio - Applications of Options & Futures in Portfolio Management.

Theory: 100%

Text Book(s):

1. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas publishing House Pvt. Ltd.
2. Dr. Sankara Narayanan, “Security Analysis and Portfolio Management with CAPM “, ANE Books Chennai – Email: anebooks_tn@airtelmail.com.
3. Samir K. BARUA and others, “Portfolio Management”, Tata Mcgraw Hill.

Reference Book(s):

1. S. Kevin, ‘Security Analysis and Portfolio Management’, PHI learning PVT Ltd.
2. Prasanna Chandra, “Investment Analysis and Portfolio Management”, Tata Mcgraw Hill Co.

E – Reference (s):

1. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_SAPM_Lecture_Notes.pdf
2. <https://old.amu.ac.in/emp/studym/99993840.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3EF3	Security Analysis and Portfolio Management					4	3			
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	Very High

Course Code: 23PMS3EH3
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE III – PUBLIC RELATIONS MANAGEMENT

Objectives

- To understand the role of public relations in building and maintaining a healthy corporate image.
- To gained working knowledge of the various tools used in public relations.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Coordinate and contribute to the planning of public relations activities, including the development of clear, measurable communication objectives and project or tactical budgets and selection of strategies.

CO-2 Discuss psychological factors that affect the perception of the public.

CO-3 Monitor emerging social and economic trends, and local, national and global issues to guide the planning and implementation of public relations strategies and tactics and support organizational effectiveness, stakeholder relationships and ongoing personal professional development.

CO-4 Assess the selection and implications of current and emerging technologies on the quality and delivery of public relations activities and on organizational effectiveness.

CO-5 Know how to positioning the organization through advertising.

UNIT I

Introduction to Public Relation – Definition- Nature-History and Development - Role of PR - PR associations - Objectives of Public Relations- Emergence of Public Relation - Truths about Public Relations.

UNIT II

Public Relations Process - PR Problems - Elements of Public Relations - The Psychological factors that affect the perception of the public - decision making process - Community Relations – Importance of Public Relations – Community Relations Process – Guidelines for Effective Relations Programs - Specific Functions of Public Relations.

UNIT III

Public Opinion Research - Functions of Public Relations Department - PR Professional Code.- Relations with the Government - Community Relations - Shareholders Relations - Promotion Programmes – Donations - Employee Publications- Guest Relations - Establishment of Relations with the public.

UNIT IV

Media & Tools - Press, Radio, Television, Documentaries, Films - Company Literature - Annual reports - manuals –Brochures- Information bulletins-House Journals- News Letters- Direct mailing.

UNIT V

Advertising and Promotional Techniques - Promoting and positioning the organization through Advertising - Exhibitions, open house, Tournaments etc – Lobbying- Managing Rumors & Leaks.

Theory: 100%

Text Book(s):

1. C. V. Narasimha Reddy, “Effective public relations and media strategy” PHI learning India PVT Ltd., Email: phi@phindia.com
2. Iqbal S. Sachdeva, “Public Relations principles and practices with solution manual” Oxford University Press, Chennai. Email: v.anand@oup.com

Reference Book(s):

1. Allen H. Center and Patrick Jackson” Public Relations Practices”, Indian Edition - PHI learning India PVT Ltd.,
2. Sukumar Chatterjee, “Public Management – Maximize efficiency and effectiveness” Global India Publications, New Delhi.

E – Reference (s):

1. https://dopttrg.nic.in/otrainingStatic/UNDPProject/undp_modules/PublicRelationsNDLM.pdf
2. <https://www.sjsu.edu/ajeep/docs/IntroToPR.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS3EH3	Public Relations Management					4	3			
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(✓) = 46 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 Code: 23PMS3ES3
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEMS

ELECTIVE COURSE III – MANAGEMENT INFORMATION SYSTEMS

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 LAN and WAN

Course Outcomes:

After completion of the course the students will be able to

CO-1 Relate the basic concepts and technologies used in the field of management informationsystems compare the processes of developing and implementing information systems.

CO-2 Apply the understanding of how various information systems work together to accomplishthe information objectives of an organization.

CO-3 Describe how DSS helps for managerial decision making.

CO-4 Describe system development life cycle

CO-5 Outline LAN,WAN ,internet and intranet

UNIT I

Concept - Evolution of MIS - Goals of MIS – Data and Information - Classification of MIS - Limitations of MIS - Characteristics of MIS.

UNIT II

Information as a corporate resource - types of information – operational, tactical and strategic - Levels of management and information needs of management – Decision making and MIS - Programmed and non- programmed decisions.

UNIT III

Types of information systems- Transaction processing system - Decision support system, executive support system and enterprise resource planning system - information systems for finance, marketingand human resource areas.

UNIT IV

System development life cycle - sequential process of software development - Data Base Management System - relational databases - Methods and steps in implementation of system - Threats to information systems - risk and control measures.

UNIT V

Uses of computer networks - types of networks - network topologies - Data communication media - Internet and intranet - Local area network and wide area network.

Theory: 100%

Text Book(s):

1. **James O'Brien** : Management Information Systems, Tata-McGraw Hill, NewDelhi.
2. **Murdick, Ross & Clagget** : Information Systems for Modern Management, Prentice Hall, New Delhi

Reference Book(s):

1. **Sadagopan, S** : Management Information Systems, Prentice Hall, New Delhi.
2. **Rajaraman, V** : Analysis and Design of Information Systems, Prentice Hall, New Delhi.
3. **Awad, E.M** : SystemAnalysis and Design; Galgotia Publications, New Delhi.

E – Reference (s):

1. <https://www.dce-darbhanga.org/wp-content/uploads/2020/04/ManagmentInformationSystem.pdf>
2. http://tumkuruniversity.ac.in/oc_ug/comm/notes/MIS.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3ES3	Management Information Systems					4	3			
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 Code: 23PMS3EO3
Instruction Hours: 4
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

E: OPERATIONS

ELECTIVE COURSE III – MANAGEMENT CONTROL SYSTEMS

Objectives:

- To enrich the students with the knowledge of Management Control concepts and its implication in organizations.
- To give an insight into key variables in Management control designs.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Describe models and methods relating to reporting, communication, decision making and accountability in the management control area.

CO-2 Show how models and methods in management control can be used to implement organizational changes.

CO-3 Find out and discuss about the key variables in management control and design.

CO-4 Assess and critically evaluate the profit center and transfer pricing.

CO-5 Analyze management control situations in MNCs.

UNIT I

Nature of Management control – Control in organizations – phases of management control system – Management control Vs Task control.

UNIT II

Control and organizational Behaviour – Types of organizations and their implications – Types of control and variations in controls based on organizational structure and design.

UNIT III

Goals and strategies – Key variables in Management control Design and their types – key Result Areas.

UNIT IV

Management control structure – Expense control – profit centers – Transfer pricing – Investment centers – Management control process – Programming and budgeting – Analyzing reporting – Performance evaluation.

UNIT V

M.I.S. for management control – Systems theory and management control – Installation of Management Information & Control System – Structured and unstructured decision – Implication for control - Special management control situations – Multinational companies – Service organization – Non-profit organisations – Multi Project organization

Theory: 100%

Text Book(s):

1. N. Ghosh, “Management control systems”, – PHI learning private Ltd.,
2. Joseph A. Maciariello and others, “Management control systems”, India Edition PHI learning PVT Ltd.

Reference Book(s):

1. Robert N. Anthony and Vijay Govindarajan, “Management Control System” Tata McGraw Hill – Special Indian Edition.

E – Reference (s):

1. https://ebooks.lpude.in/management/mba/term_4/DMGT514_MANAGEMENT_CONTROL_SYSTEM_S.pdf
2. <https://backup.pondiuni.edu.in/sites/default/files/Management%20control%20systemt200813.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS3EO3	Management Control Systems					4	3				
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	Very High

Course Code: 23PMS3NME21

Instruction Hours: 2

Credits: 2

Exam Hours: 3

Internal Marks: 25

External Marks: 75

NON MAJOR ELECTIVE – MICRO, SMALL & MEDIUM BUSINESS MANAGEMENT

Objectives:

- To understand the setting up and management of Micro Small and Medium Business
- To know about the initiatives of Government in setting up of Micro Small and Medium Business
- To know about other institutions support for growth and development of Micro Small and Medium Business

Course Outcomes:

On successful completion of this course, the students will be able

CO-1 Explain basic concepts of SME and challenges of Micro Small and Medium Business.

CO-2 Outline the opportunities to Set-Up SSI/SME Units and role of rural & women entrepreneurship.

CO-3 Illustrate roles of various institutions supporting Micro Small and Medium Business.

CO-4 Management of Micro Small and Medium Business & sickness units.

CO-5 Evaluate role of Government in Promoting Entrepreneurship

Unit I

Introduction of Small and Medium Entrepreneurship (SME) – Concept – Role of Business in the modern Indian Economy – SMEs in India – Role of Government in promoting Entrepreneurship – Employment and export opportunities in Micro Small and Medium Business – Issues and challenges of Micro Small and Medium Business.

Unit II

Setting of SMEs' – Identifying the Business opportunity – Business opportunities in various sectors – formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up – Incentives and subsidies

Unit III

Rural entrepreneurship – Women entrepreneurship – Digital Entrepreneurship - Institutions supporting Micro Small and Medium Business – Forms of Financial support – Sources of Financial support – Institutional aids for entrepreneurship development

Unit IV

Management of MSME – Management of Product Line – Communication with clients – Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME – Problems of entrepreneurs – sickness in SMI – Reasons and remedies.

Unit V

District Industries Centers (DIC) – Small Industries Service Institute (SISI) – National Institute of Entrepreneurship & Small Business Development (NIESBUD) – National Entrepreneurship Development Board (NEDB) – Government Schemes from MSME - Subsidies Support on ISO Certification & skills upgradation - Special Benefits of imports and exports - state government support on Industrial Infrastructure - GST and its exemptions.

Theory: 100%

Text Book(s):

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.

Reference Book(s):

1. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
2. SumanKalyanChaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
3. Anet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.

E-Reference(s):

1. <https://www.studocu.com/in/document/apj-abdul-kalam-technological-university/entrepreneurship-development/msme-entrepreneurs-lecture-notes/22715933>
2. https://www.icsi.edu/media/webmodules/Handbook_for_MSME_Entrepreneurs.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS3NME21	Micro, Small & Medium Business Management					2	2				
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	Very High

Course Code: 23PMS3NME22

Instruction Hours: 2

Credits: 2

Exam Hours: 3

Internal Marks: 25

External Marks: 75

NON MAJOR ELECTIVE – DIGITAL AND SOCIAL MEDIA MARKETING

Objectives:

- To know about the basics of digital marketing.
- To manage customer relationships across all social & digital channels and build better customer relationships,
- To create a digital marketing plan, ways of integration;
- To learn how to integrate different social media tools and create marketing content for measuring effects of social media marketing
- To get insight of future trends that will affect the future development of the social media marketing.

Course Outcomes:

On completion of this course, the students will be able to

CO-1 understand evolution of digital marketing and strategies necessary to achieve successful marketing goals.

CO-2 Describe the history of social media marketing, its rapidly evolving role in public relations, advertising, and marketing, as well as the merging of social media marketing with all facets of business.

CO-3 Explain how to develop effective social media marketing strategies for various types of industries and businesses.

CO-4 Define target markets for specific social media platforms.

CO-5 Use social media platforms (e.g., blogs, microblogs, social networks, bookmarking, social news, Q&A sites, photo & video sharing) to influence consumer and promote a company, brand, product, service or person.

UNIT I

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

UNIT II

Introduction to Social Media Marketing - Role - Social media Channels - Types and models - Social media benefits and applications - Social media marketing framework - Consumer behavior on the Internet - Identifying Target Audiences - managing consumer demand.

UNIT III

Social media marketing campaign - Elements of marketing campaigns – implementing social media marketing campaigns – Budgeting - Managing social media marketing revenue - Managing service delivery and payments.

UNIT-IV

Web site planning & Overview - Web Marketing - Understanding Website - Web site designing basics - types of websites - SWOT analysis of website - Optimization of Web Site – SEM – SEO -

Content marketing.

UNIT V

Emerging trends in social media marketing - Big data – Blogging - micro blogging - Google Analytics – Email Marketing- LinkedIn Marketing – Facebook Marketing - Video Marketing – Pinterest – Instagram – Telegram.

Theory: 100%

Text Book(s):

1. Dan Zarella, Social media marketing, O reilly.
2. R Solomon and Tracy, Social Media Marketing: Pearson New International Edition

Reference Book(s):

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.
3. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.

E-Reference(s):

1. https://www.tutorialspoint.com/social_media_marketing/social_media_marketing_tutorial.pdf
2. <https://www.pauladaunt.com/books/Social%20Media%20Marketing.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
III	23PMS3NME22	Social media Marketing					2	2			
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

SEMESTER – IV

Course Code: 23PMS4CC16
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE – XVI: ENTREPRENEURSHIP MANAGEMENT

Objectives:

- To impart the basic knowledge of Entrepreneurial Development so that they may stand on their own, which is the need of the hour in a land of unemployment.
- To encourage the students to set up their own ventures and contribute to national economic development

Course Outcomes:

After completion of the course the students will be able to

CO-1 Learn about entrepreneurs' qualities, nature, traits, types and culture.

CO-2 Aware of different opportunities and successful growth stories.

CO-3 Develop idea generation, creative and innovative skills.

CO-4 Aware of availability of institutional aids for entrepreneurship development.

CO-5 Run a small enterprise with small capital for a short period and experience the science and art of doing business.

UNIT I

Entrepreneur – meaning – importance – Qualities - nature - types - traits - Similarities and differences between Entrepreneur and Intrapreneur - Entrepreneurship and economic development its importance – Role of entrepreneurship.

UNIT II

Entrepreneurial environment - Training and development - Mobility of entrepreneurs – entrepreneurial change – occupational mobility – factors in mobility – Role of consultancy organizations in promoting entrepreneurs – Forms of business for entrepreneurs.

UNIT III

Project management - Sources of business idea – Project identification – formulation and design – feasibility analysis - Project Appraisal methods - Preparation of Project Report and presentation – Business Plan

UNIT IV

Project finance - Sources of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC , SIPCOT, Commercial Bank – Appraisal of bank for loans - Institutional aids for entrepreneurship development – Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT – Entrepreneurial guidance bureau – Approaching Institutions for Assistance – Venture Capital

UNIT V

Steps in setting SSI unit – Problems of entrepreneurs – Sickness in small industries – reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship - Role of MSME in the economic development - Setting up of micro small and medium enterprises.

Theory: 100%

Text Book(s):

1. Hisrich “Entrepreneurship”, New Delhi, Tata McGraw Hill.
2. Khanka S.S “Entrepreneurial Development”, New Delhi, Sultan & sons Company Limited.

Reference Book(s):

1. Prasanna Chandra “Projects – Planning, Analysis, Selection, Implementation and Reviews”, Tata McGraw-Hill.
2. P.Saravanavel “Entrepreneurial Development”, Chennai, Ess Pee kayPublishing House.
3. Supriya Singh, Akshara Singh “Entrepreneurial Development”, Lucknow, Thakur Publishers.

E – Reference (s):

1. https://oms.bdu.ac.in/ec/admin/contents/387_P16MBA17_2020051606022529.pdf
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	23PMS4CC16	Entrepreneurship Management					5	5				
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 Code: 23PMS4CC17
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE XVII – INNOVATION & STARTUP

Objectives:

- Training for independent work on the development of innovation processes in the organization
- The goals of this programme are to inspire students and help them imbibe an entrepreneurial mind-set.
- The goal of this programme is to provide a space and platform for discovery, both self discovery and opportunity discovery
- The goal of this program is to take the students from the MVP (Minimum Viable Product) stage to the Business Model stage.

Course Outcomes:

CO-1 Further discover their strengths and weaknesses in terms of qualities and traits required to be a successful entrepreneur in the context of a founding team.

CO-2 Identify gaps in terms of qualities and traits required to be an entrepreneur, if any, and make a personal action plan to close those gaps.

CO-3 Develop the entrepreneurial mind-set further in terms of acquiring a business focus, creative thinking, risk-taking ability, and more.

CO-4 Learn about opportunity discovery and evaluation of viable business ideas for new venture creation.

CO-5 Acquire knowledge on legal and regulatory aspects and licenses for new ventures.

Unit I

Importance of innovation in modern society - Stages of invention-innovation process - identification of needs and opportunities - creative thinking - evaluation of ideas - Demonstration of the novelty - Protecting ideas and intellectual property - Management of innovation in the organization

Unit II

Innovation in product – Innovation in Process – Business process Re engineering (BPR)- Innovation in ideas – Ideas to model - Opportunity recognition - Idea Evaluation – prototyping - ideas development – Presentation - choosing a form of business organization, sole proprietorship, partnership, corporations, Limited Liability company

Unit III

Feasibility Analysis - Industry & competition analysis - Preparation of Business model/Plan – Thorough understanding of market size, segmentation, Targeting, marketing, costs, margins, delivery channels, customer acquisition costs, Sourcing of human resources - Establish the success and operational matrix - Starting Operations.

Unit IV

Deliver an investor pitch to a panel of investors - Identify possible sources of funding for your venture customers - friends and family – Angels – Venture capitals - Bank Loans and key elements of raising money for a new venture – DIC – Incubators

Unit V

Establishing a ethical culture for a firm - Legal and regulatory aspects for starting up specific to your Venture - Obtaining Business Licenses and permits – Subsidies and Incentives for Infrastructure and Technology –TIN & PAN – GST

Theory: 100%

Text Book(s):

1. Ramachandran , Entrepreneurship Development, Mc Graw Hill
2. Katz , Entrepreneurship Small Business, Mc Graw Hill

Reference Book(s):

1. Byrd Megginson, Small Business Management An Entrepreneur’s Guidebook 7th ed, McGrawHill
2. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
3. Hougard S. (2005) The business idea. Berlin, Springer
4. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, ButterworthHeinemann

E – Reference (s):

1. [https://www.drnishikantjha.com/booksCollection/Innovation%20and%20Entrepreneurship %20Theory,%20Policy%20and%20Practice%20\(%20PDFDrive%20\).pdf](https://www.drnishikantjha.com/booksCollection/Innovation%20and%20Entrepreneurship%20Theory,%20Policy%20and%20Practice%20(%20PDFDrive%20).pdf)
2. <https://ocw.mit.edu/courses/15-351-managing-innovation-and-entrepreneurship-spring-2008/pages/lecture-notes/>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
III	23PMS4CC17	Innovation & Startup					5	5				
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 Code: 23PMS4CC18
Instruction Hours: 5
Credits: 5

Exam Hours: 3
Internal Marks: 25
External Marks: 75

CORE COURSE XVIII – INTERNATIONAL BUSINESS MANAGEMENT

Objectives

- To acquaint the students to emerging global trends in business management.
- To facilitate the student to analyze external environment in international business.

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Understand and apply appropriate frameworks to analyze the international business management.
- CO-2 Critically evaluate hurdles for FDI in India.
- CO-3 Determine how the international business environment influences business practice.
- CO-4 Understand the functions of stock market.
- CO-5 Critically evaluate issues in asset protection.

UNIT I

International Business - Modes of International Business - The External Environment - Economic, Political Environment - technological and Cultural Environment - Its Influence on Trade Investment Patterns - Recent World Trade and Foreign Investment Trends.

UNIT II

Foreign Direct Investment – Types of FDI - Rationale for FDI - Benefits of FDI to Home countries - Benefits of FDI to MNC's - Threats and Restrictions on MNCs - Adverse effect of FDI on Host countries - Reasons for India seeking FDI - Hurdles for FDI in India.

UNIT III

World Financial Environment – Cross national Cooperation and Agreements - Tariff and Non-Tariff Barriers – WTO - Regional Blocks- Cross Border Mergers & Acquisition - Reasons for mergers & Acquisition - Reasons for M & A failure -Stages involved in M & A - Regulations of M & As.

UNIT IV

Foreign Exchange Market Mechanism - Determinants of Exchange Rates - Euro-currency Market - Offshore Financial Centers - International Banks - Non-Banking Financial Service Firms - Stock Markets - Recent Developments in International Business - Ecological Issues - Social Aspects.

UNIT V

Global Competitiveness - Export Management – Licensing - Joint Ventures Technology and Global Competition - Globalization and Human Resource Development - Globalization with Social Responsibility - Negotiating an International Business - Issues in Asset Protection - Multilateral Settlements.

Theory: 100%

Text Book(s):

1. By Rakesh Mohan Joshi, “International Business”, Oxford University Press, Chennai.
Email: v.anand@oup.com
2. Prof. Dr. Kishor Prof. S. Nikam, “International Business Environment”, Success Publications.
3. Justin Paul, “International Business”, J PHI learning India PVT, Ltd., New Delhi.

Reference Book(s):

1. Sumati Varma, ‘International Business’, – ANE books PVT Ltd., Chennai.
2. Allain Verbeke, “International Business Strategy”, Cambridge University Press, Chennai.
3. Donald A Ball and others, “International Business”, Indian Edition By TATA Mcgraw Hill Co.

E – Reference (s):

1. https://oms.bdu.ac.in/ec/admin/contents/316_P16MBA16_2020052412064452.pdf
2. <https://www.slideshare.net/versatileBschool/international-business-management-full-notes>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	23PMS4CC18	International Business Management					5	5				
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	Very High

Course Code: 23PMS4EM4
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

A: MARKETING
ELECTIVE COURSE IV – ADVERTISING AND SALES PROMOTION

Objectives

- To acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising and Sales Promotion programme.
- To acquire the skills of creating own advertisement

Course Outcomes:

After completion of the course the students will be able to

CO-1 See the advertising in legal, ethical and social aspects.

CO-2 Determine the organization's target market/audience and define the consumer behaviour of each segment.

CO-3 Understand various complexities associated with campaign planning.

CO-4 Evaluate the pros and cons of electronic media buying.

CO-5 Evaluate and apply the effective promotional strategies.

UNIT I

Advertising's Role in the Marketing Process - Legal Ethical and Social Aspects of Advertising - Process of Communication – Wilbur Schramm's Model - Two step Flow of Communication - Theory of Cognitive Dissonance and Clues for Advertising Strategists.

UNIT II

Simulation of Primary and Selective Demand – Objective Setting and Market Positioning - Dagmar Approach – Determination of Target Audience - Building of Advertising Programme – Message, Headlines, Copy, Logo, Illustration, Appeal, Layout.

UNIT III

Campaign Planning - Media Planning – Budgeting - Evaluation – Rationale of Testing Opinion and Aptitude Tests - Recognition-Recall - Experimental Designs - Advertising Organisation.

UNIT IV

Selection - Compensation and Appraisal of an Agency - Electronic Media Buying - Advertising campaign - Advertising V/s Consumer Behaviour.

UNIT V

Sales promotion – Role of Creative Strategies – Different methods of sales promotion – Evaluating effectiveness of different promotional strategies.

Theory: 100%

Text Book(s):

1. Wells, Moriarty & Burnett “Advertising, Principles & Practice”, New Delhi Prentice Hall, Pearson Education.
2. Kenneth Clow. Donald Baack “Integrated Advertisements, Promotion and Marketing communication”, New Delhi, Prentice Hall of India.
3. Sherlekar. S.A., “Marketing Management” Himalayas Publishing House, New Delhi.

Reference Book(s):

1. Kazmi S.H.H & Satish K Batra “Advertising & Sales Promotion”, New Delhi, Excel Books.
2. George E Belch & Michel A Belch “Advertising & Promotion”, McGraw Hill.
3. Julian Cummings “Sales Promotion” London, KoganPage.

E – Reference (s):

1. https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_099.pdf
2. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7010.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EM4	Advertising and Sales Promotion					5	3			
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(✓)= 40 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 Code: 23PMS4EF4
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

B: FINANCE

ELECTIVE COURSE - IV: PROJECT MANAGEMENT

Objectives:

- To enable the students to get enriched in the concepts of project management
- To help the students in project planning and scheduling.

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Implement project management knowledge, processes, life cycle and the embodied concepts, in order to achieve project success.
- CO-2 Adapt projects in response to issues that arise internally and externally.
- CO-3 Conduct market, technical, financial and socioeconomic appraisal.
- CO-4 Manage the scope, cost, timing, and quality of the project.
- CO-5 Apply the project control techniques like PERT, CPM.

UNIT I

Project – Meaning – Nature – Types of projects and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

UNIT II

Project Identification and Formation - Project environment – Identification of investment opportunities – Projects screening – Preferability study – Project selection – Project formulation – Stages in project formulation – Project report preparation – Planning Commission's guidelines for project formulation.

UNIT III

Project Appraisal – Objectives - essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio economic appraisal – Management appraisal.

UNIT IV

Project Planning and Scheduling - Objectives – Process or Planning Components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

UNIT V

Project Execution and Administration – Project contracting - Contract pricing - types – Project organization - Forms of organisation – Project direction – Project communication – Project

Coordination – Factors influencing effective project management – project time monitoring and cost monitoring – Project over runs. Project Control - Control techniques – PERT - CPM - Proper review - Project audit.

Theory: 100%

Text Book(s):

1. PK. Joy, “Total project Management - The Indian context”, Mac Millan India Ltd.,
2. R. Pannee rselvam and P. Senthil kumar, “Project Management” – by PHI learning India PVT Ltd.,
3. Bhavesh .M Patel, “Project Management”, Vikas Publishing House PVT Ltd.,

Reference Books:

1. P. Gopalakrishnan & VE. Ramamoorthy, “Text book of project management”, Macmillan India Ltd.
2. Prasanna Chandra, “Projects, Planning, analysis, selection financing, Implementation and Review”, Tata McGraw Hill Co.

E – Reference (s):

1. <https://www.manage.gov.in/studymaterial/PM.pdf>
2. https://oms.bdu.ac.in/ec/admin/contents/316_P16MBA4EF4_2020052506594845.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	23PMS4EF4	Project Management					5	3				
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 Code: 23PMS4EH4
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE IV – INDUSTRIAL AND LABOUR LAW

Objectives:

- To provide insights to various acts
- To understand thoroughly about the provisions given under various acts and to apply the provisions according to the situation arises

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Describe the provisions under Factories Act
- CO-2 Gain knowledge on Employees 'Insurance and Bonus Act
- CO-3 Understand the eligibility of availing Gratuity by Labour
- CO-4 Solve disputes arises in Industry through laws.
- CO-5 Update themselves with the employment opportunities

UNIT I

Factories Act, 1948 - Object and Scope - Application and Major Provisions of the Act - Equal Remuneration Act, 1976 - Object and Scope - Application and Major Provisions of the Act - Workmen's Compensation Act, 1923 Application and Major Provisions of the Act – Payment of Wages Act 1936: Applications and major provisions - Minimum Wages Act, 1948 Application and Major Provision of Minimum Wages Act

UNIT II

Employees' State Insurance Act, 1948 - Object and Scope - Application and Major Provisions of the Act.- Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - Object and Scope - Application and Major Provisions of the Act- Payment of Bonus Act, 1965 - Object and Scope - Application and Major Provisions of Payment of Bonus Act.

UNIT III

Payment of Gratuity Act, 1972 - Object and Scope - Application and Major Provisions of Payment of Gratuity Act - Contract Labour (Regulation and Abolition) Act, 1970 - Object and Scope - Application and Major Provisions of the Act- Maternity Benefit Act,1961 - Object and Scope - Application and Major Provisions of the Act.

UNIT IV

The Child Labour (Prohibition and Regulation) Act, 1986 - Object and Scope - Application and Major Provisions of the Act -Industrial Employment (Standing Orders) Act, 1946 - Object and Scope - Application and Major Provisions of the Act -Industrial Disputes Act, 1947 - Object and Scope - Application and Major Provisions of the Act.

UNIT V

Indian Trade Union Act, 1926 - Object and Scope -Application and Major Provisions of the Act - Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 - Object and Scope - Application and Major Provisions of the Act.

Theory: 100%

Text Book(s):

1. P.L. Malik : Industrial Law; Eastern Book Company; 34, Lalbagh, Lucknow.
2. N.D. Kapoor : Handbook of Industrial Law; Sultan Chand & Sons, 23, Darya Ganj, New Delhi.
3. S.S. Gulshan & : Economic, Labour and Industrial Laws; Sultan Chand & Sons, 23, G.K. Kapoor Daryaganj, New Delhi- 2.

Reference Book(s):

1. H.L. Kumar : Labour Laws; Universal Laws Publishing Co. Pvt. Ltd., G.T. Karnal Road, Delhi – 110033.
2. Labour & Industrial : Universal Law Publishing Co. Pvt. Ltd., G.T. Karnal Road, Delhi – 110033. Laws(Legal Manual)

E – Reference (s):

1. https://www.bdu.ac.in/cde/SLM-REVISED/PG%20%20Programmes/M.A%20Human%20Resource%20Managemet/Industrial%20Relations%20_%20Labour%20Welfare.pdf
2. https://ebooks.lpude.in/commerce/bcom/term_4/DCOM207_LABOUR_LAWS.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EH4	Industrial and Labour Law					5	3			
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 Code: 23PMS4ES4
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEM

ELECTIVE COURSE IV – SOFTWARE PROJECT MANAGEMENT

OBJECTIVES:

- To understand the Software Project Planning and Evaluation techniques.
- To plan and manage projects at each stage of the software development life cycle (SDLC).
- To learn about the activity planning and risk management principles.
- To manage software projects and control software deliverables.
- To develop skills to manage the various phases involved in project management and people management.
- To deliver successful software projects that support organization's strategic goals.

UNIT I PROJECT EVALUATION AND PROJECT PLANNING

Importance of Software Project Management – Activities - Methodologies – Categorization of Software Projects – Setting objectives – Management Principles – Management Control – Project portfolio Management – Cost-benefit evaluation technology – Risk evaluation – Strategic program Management – Stepwise Project Planning.

UNIT II PROJECT LIFE CYCLE AND EFFORT ESTIMATION

Software process and Process Models – Choice of Process models - Rapid Application development – Agile methods – Dynamic System Development Method – Extreme Programming– Managing interactive processes – Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II - a Parametric Productivity Model.

UNIT III ACTIVITY PLANNING AND RISK MANAGEMENT

Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Formulating Network Model – Forward Pass & Backward Pass techniques – Critical path (CRM) method – Risk identification – Assessment – Risk Planning – Risk Management – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical paths – Cost schedules.

UNIT IV PROJECT MANAGEMENT AND CONTROL

Framework for Management and control – Collection of data – Visualizing progress – Cost monitoring – Earned Value Analysis – Prioritizing Monitoring – Project tracking – Change control – Software Configuration Management – Managing contracts – Contract Management.

UNIT V STAFFING IN SOFTWARE PROJECTS

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham – Hackman job characteristic model – Stress – Health and Safety – Ethical and Professional concerns – Working in teams – Decision making – Organizational structures – Dispersed and Virtual teams – Communications genres – Communication plans – Leadership.

Theory: 100%

COURSE OUTCOMES:

At the end of the course, the students should be able to:

- Understand Project Management principles while developing software.
- Gain extensive knowledge about the basic project management concepts, framework and the process models.
- Obtain adequate knowledge about software process models and software effort estimation techniques.
- Estimate the risks involved in various project activities.
- Define the checkpoints, project reporting structure, project progress and tracking mechanisms using project management principles.
- Learn staff selection process and the issues related to people management

TEXT BOOK:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012.

REFERENCES:

1. Robert K. Wysocki —Effective Software Project Management— Wiley Publication, 2011.
2. Walker Royce: —Software Project Management— Addison-Wesley, 1998.
3. Gopalaswamy Ramesh, —Managing Global Software Projects— McGraw Hill Education (India), Fourteenth Reprint 2013.

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4ES4	Software Project Management					5	3			
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 Code: 23PMS4EO4

Instruction Hours: 5

Credits: 3

Exam Hours: 3

Internal Marks: 25

External Marks: 75

E: OPERATIONS

ELECTIVE COURSE IV – MATERIAL MANAGEMENT

Objectives:

- To acquaint the students with Decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations.
- To facilitate the student to take out sourcing, Make or buy decisions effectively.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Know various methods of purchasing activities in the firm.

CO-2 Evaluate the criteria for vendor rating.

CO-3 Discuss and solve the issues in spares management.

CO-4 Know the impact of poor handling material.

CO-5 Decision to make or buy, purchase commodities versus capital goods, and purchase forresale.

UNIT I

Material management – meaning, advantages - Codification. Purchase management – Objectives, Functions, responsibilities and duties of purchase department - 8R's of Purchasing.- Kardex system - Methods of purchasing - Buying procedure.

UNIT II

Scope of vendor development - stages in source selection, vendor rating – criteria, methods of rating.

UNIT III

Spare parts management – definition, classification of spares - problems and issues in spares management - Store keeping – types of stores, benefits - store location- store layout - principles in stores management.

UNIT IV

Definition - objectives of material handling – Importance - symptoms of poor material handling - principles of material handling - Material handling equipment, symbols, costs.

UNIT V

Out sourcing - Make or buy decisions. Value engineering - Stores material accounting – Bin card, stores related ledgers - Recent development in material handling.

Theory: 100%

Text Book(s):

1. A.K. Datta, “Materials Management procedures Text and cases”, PHI Learning India, www.phindia.com
2. H. Kaushal, “Materials Management case study and solutions”, Macmillan India Ltd.

Reference Book(s):

1. NK Nair, “Purchasing and Materials Management” – Vikas Publishing House PVT Ltd.
2. Dr. Pawan Arora, “Material Management – An Integrated approach” Global India Publications PVT Ltd., New Delhi. Email: info@globalindiapublications.com
3. Monczka, Trent and Hand field, “Purchasing” By Cengage learning, India Edition.

E – Reference (s):

1. https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf
2. https://perso.crans.org/fortineau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EO4	Material Management					5	3			
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											

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 Code: 23PMS4EM5
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

A: MARKETING

ELECTIVE COURSE V – SERVICE MARKETING & CRM

Objectives:

- To provide a perspective on the concepts, framework and analytical procedures available to service marketers
- To resolve the various challenges faced in different situations.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Demonstrate an extended understanding of the similarities and differences in service-based marketing activities.

CO-2 Demonstrate integrative knowledge of concept of CRM.

CO-3 Demonstrate a knowledge of the extended marketing mix for services.

CO-4 Manage demand by modifying marketing mix elements.

CO-5 Manage the conflict between marketing and operations.

UNIT I

Nature & Scope: Concept of services- importance - Goods & Services marketing - Emergence & Reasons for growth of service sector in India - Characteristic of services - Classifications of services - Environment of Service Marketing (Micro as well as Macro).

UNIT II

Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing of service positioning strategy – Positioning map.

UNIT III

Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

UNIT IV

Service business as a system – service operations sub – systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of Marketing effort inter functional Conflict between marketing and operation – Evaluation of marketing effort.

UNIT V

Understanding Customers – CRM in service sector - CRM Process – CRM and Relationship marketing – Web based customer support – CRM implementation Roadmap – Measuring CRM performance.

Theory: 100%

Text Book(s):

1. Vinnie Jauhari & Kirti Dutta, “Services Marketing – Operations and Management”, Oxford University Press, Chennai. Email: v.anand@oup.com
2. K. Douglas Hofiman, John.E.G. Bateson, “Marketing of services, India Edition, Cengage learning. Chennai. Email: sriram.b@cengage.com
3. Kapoor, Paul & Halder, “Services marketing by – TATA McGraw Hill Co – Chennai.

Reference Book(s):

1. Steve Baron and others, “Services marketing text and cases” Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai. Email: anebooks_tn@airtelmail.in
2. Jochen Writz and Christopher Lovelock, “Service Marketing”, World Scientific Publishing Co Inc (USA)
3. Jagdish N Sheth, Parvatiyar Atuland G Shainesh, “CRM-” McGraw Hill

E – Reference (s):

1. http://sdeuoc.ac.in/sites/default/files/sde_videos/SLM-MCom-SERVICE%20MARKETING.pdf
2. <https://www.drnishikantjha.com/booksCollection/Service%20Sector%20Marketing%20TYBMS%202016-17.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EM5	Service Marketing and CRM					5	3			
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											

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 Code: 23PMS4EF5
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

B: FINANCE

ELECTIVE COURSE V – GLOBAL FINANCIAL MANAGEMENT

Objectives:

- To enrich the students with the concepts of International Financial markets.
- To give an insight into merits and effects of Foreign Direct Investments.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand the role and functions of WTO.

CO-2 Explain the concepts of Balance of Payment.

CO-3 Discuss Euro issues in India.

CO-4 Review the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding.

CO-5 Understand various forms of FDI in world.

UNIT I - INTERNATIONAL FINANCIAL ENVIRONMENT

The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

UNIT II - INTERNATIONAL FLOW OF FUNDS AND INTERNATIONAL MONETARY SYSTEM

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT III - FOREIGN EXCHANGE MARKET

Function and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage

UNIT IV - INTERNATIONAL FINANCIAL MARKETS AND INSTRUMENTS

Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds,

Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements.

UNIT V - INTERNATIONAL PARITY RELATIONSHIPS & FORECASTING FOREIGN EXCHANGE RATE

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates - Interest Rate Parity - Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage.

Theory: 100%

Text Book(s):

1. Joseph Anbarasu, Global Financial Management, Ane, Delhi, 2010
2. Kevin S, Fundamentals of International Financial Management, PHI, Delhi, 2010
3. Jeff Madura, International Financial Management, Cengage learning, Delhi, 2008

Reference Book(s):

1. By Thomas J. Obrien, “International Finance”, Oxford University Press, Chennai.
2. Alexander Britton and Jorissen, “Global Financial Reporting and Analysis”, Cengage learning
3. Ephraim Clark, “International Financial Management” Cengage learning.

E – Reference (s):

1. <https://iare.ac.in/sites/default/files/LECTURE%20NOTES-IFM.pdf>
2. <https://backup.pondiuni.edu.in/sites/default/files/global%20financial%20mgt-260214.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EF5	Global Financial Management					5	3			
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											

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 Code: 23PMS4EH5
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE V – MANAGING INTERPERSONAL EFFECTIVENESS

Objectives:

- To help the students to understand their self.
- To give an insight into changing attitude and environment influence.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Realize who they are.

CO-2 Build positive interpersonal communication skills.

CO-3 Deliver criticism and solve conflict in a constructive manner.

CO-4 Handle diverse and difficult people with less stress and more understanding.

CO-5 Understand and make self-analysis with JOHARI window

UNIT I

Defining & perceiving self gaining – self knowledge – self effectiveness – self presentation - self presentation motives and strategies - impression management – self monitoring.

UNIT II

Communication & language - Non-verbal communication - proxemics (interpersonal space) - paralanguage – kinesics deception - detection deception - non-verbal leakage.

UNIT III

The nature of attitude - changing attitudes – theoretical perspectives - changing attitudes through persuasion - avoiding measurement pitfalls - conditions promoting and reducing consistency.

UNIT IV

Territoriality- crowding- environmental quality and social behavior - the impact of our surroundings - Quality of Work Life - Working and wellbeing - public health- aging and life quality - using social psychology to improve quality of work life.

UNIT V

Nurturing Relationships - Cultivating open communication – Empathy & Prioritization - Activity on JOHARI window and assessment of individual and then in groups.

Theory: 100%

Text Book(s):

1. Steven L MC Shane “Organisational Behaviour”, Chennai, TataMcGraw Hill.
2. Riso. R. J & Turner R.N. “Essential social Psychology”, Chennai, Sage publication.

Reference Book(s):

1. John. W. Newstrom “Organisational Behaviour”, New Delhi, Tata Mcgraw Hill.
2. Fayyaz Ahamed S. “Organisational behaviour”, Chennai, Atlantic publishers.
3. Jai B. P Sinha “Culture and Organisational Behavior” Chennai, Sage publication.

E – Reference (s):

1. <https://www.slideshare.net/SaravananNR1/managing-interpersonal-effectiveness>
2. <https://www.hzu.edu.in/uploads/2020/9/Interpersonal%20Skills%20at%20Work.pdf>
3. <https://mrcet.com/downloads/MBA/digitalnotes/Personal%20Effectiveness.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	23PMS4EH5	Managing Interpersonal Effectiveness					5	3				
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 Code: 23PMS4ES5
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEM

ELECTIVE COURSE V – RELATIONAL DATABASE MANAGEMENT SYSTEM

Objectives:

- To provide skills on developing and implementing applications in RDBMS
- To assist the students to do Designing and building larger programs

Course Outcomes:

After completion of the course the students will be able to

CO-1 Identify the basic concepts and various data model used in database design ER modeling concepts and architecture use and design queries using SQL.

CO-2 Describe the concepts of oracle.

CO-3 Understand the concepts of VB.

CO-4 Design and build larger programs.

CO-5 Develop the project using oracle and visual basic.

UNIT I

Introduction- Database System Applications-DBMS Vs. File System - - Database users and Administrators - Transaction Management - Database Architecture - ER Diagram.

UNIT II

Database Language: Data Definition Language – Data Manipulation Language – Data Control language – Transaction Control Language – Data Query Language.

UNIT III

Relational Database Design: First Normal Form - Pitfalls in Relational Database Design- Functional Dependencies (Second Normal Form) - Boyce-Codd Normal Form - Third Normal Form - Fourth Normal Form – Fifth Normal Form.

UNIT IV

SQL:Background-Basic Structure-Set Operation-Aggregate Function-Null Values-Nested Sub Queries - Views – Constraints and its types.

UNIT V

Selection of a Client / Server based application – Database creation for Payroll – Marketing – e-Recruitment – e-Training and Knowledge management.

Theory: 100%

Text Book(s):

1. A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", 5th Edition McGraw-Hill, 2005. Tamilnadu State Council for Higher Education 13.

Reference Book(s):

1. Alexix Leon & Mathews Leon, "Essential of DBMS", 2nd reprint, Vijay Nicole Publications, 2009.
2. Alexix Leon & Mathews Leon, "Fundamentals of DBMS", 2nd Edition, Vijay Nicole Publications, 2014.

E – Reference (s):

1. https://www.vssut.ac.in/lecture_notes/lecture1423726199.pdf
2. <https://www.jbiet.edu.in/coursefiles/cse/HO/cse2/DBMSI-III.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4ES5	Relational Database Management System					5	3			
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 Code: 23PMS4EO5
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

E: OPERATIONS

ELECTIVE COURSE V – LEAN MANUFACTURING

Objectives:

- To acquaint integrated perspective of Lean thinking apart from covering all the basic tools needed.
- To create interests for Best Practices in Lean Manufacturing.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Explain evolution of lean thinking.

CO-2 Describe the lean principles such as value, flow, pull and perfection.

CO-3 Apply Lean Leap Tool Kit in the organization.

CO-4 Analyze how lean techniques can be applied to manufacturing & service industry.

CO-5 Developing lean management strategy for Supply chain management.

UNIT I

Evolution of lean thinking – Craftsman era, Mass Production era and Lean thinking.

UNIT II

Lean Principles:

- The value
- Value stream mapping
- Flow
- Pull
- Perfection

UNIT III

From thinking to action: Lean Leap Tool – Kit

- TQM Concepts and Tools – QFD, FMEA Robust Design concepts; SPC, QC circles and KAIZEN approaches Six – Sigma philosophy and Methodologies.
- 5S and TPM
- JIT system and KANBAN concepts
- Cellular Layouts

UNIT IV

Creating Lean Enterprise – Organization and Implementation steps.

- Cases from Manufacturing Industries.
- Cases from service Industries, Including Software Industry.

UNIT V

The Future – Lean Network - Value Stream Mapping – Future State - Key issues in building the Future State Map - Example of completed Future State Maps – Application to factory simulation – Implementation of lean practices – Best Practices in Lean Manufacturing.

Theory: 100%

Text Book(s):

1. Donald H. Sheldon. “Lean Materials Planning and Execution”, India Edition – Cengage learning
2. Dennis P. Hobba, “Lean Manufacturing Implementation”, Cengage learning.

Reference Book(s):

1. SK. Mandal, “Total Quality Management” Vikas publishing.
2. By N. Gopala krishnan, “Simplified Lean manufacture” PHI learning Private Ltd.

E – Reference (s):

1. https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7030.pdf
2. http://www.snscourseware.org/snscenew/notes.php?cw=CW_5d206368880cf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EO5	Lean Manufacturing					5	3			
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(✓) = 40 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 Code: 23PMS4EM6
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

A: MARKETING

ELECTIVE COURSE VI – RETAIL MANAGEMENT

Objectives:

- To focus Manufacturers perspective on retailers and Retailers understanding of the retail business
- To comprehend the knowledge on retail management by learning socio, economic and technological influences

Course Outcomes:

After completion of the course the students will be able to

CO-1 Discuss the forces affecting retail sector in India.

CO-2 Consumer motivations, shopping behaviors, and decision processes for evaluating retail.

CO-3 Find factors affecting strategic decisions involving investments in locations.

CO-4 Understand the role of IT in supply chain management.

CO-5 Apply IT in retailing.

UNIT I

Retailing – meaning, definitions - functions performed by retailers - Importance of retailing - Requisites for successful retailer - Forces affecting retail sector in India - The retail life cycle - The strategic Retail Planning process - Retailing mix - Issues in Retailing.

UNIT II

Traditional and modern formats of retail business – Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group influence on Consumer Purchase Behaviour - Socio economic and technological Influences on retail management

UNIT III

Retail Location strategies - Issue to be considered in site selection - Decisions on geographic locations of a retail store - Location site and types of Retail development - Types of planned shopping area - Factors involved in the location decision - Catchment area analysis.

UNIT IV

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions- Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and pattern – Creative display - Supply Chain Management – Warehousing – Role of IT in supply chain management.

UNIT V

Consumerism and ethics in Retailing - Retail Audits - e-Retailing - Application of IT to Retailing
-Retail Equity - Technology in Retailing – Retailing through the Internet.

Theory: 100%

Text Book(s):

1. Swapna Pradhan, “Retailing Management – Text and cases” – Tata McGraw Hill Co – Chennai. Email: mark_pani@mcgrawhill.com
2. Barry Berman, “Retail Management – A Strategic Approach”, – Pearson Education.
3. Dunne Lusch, “Retail management”, Cengage learning, Chennai. Email: sriram.b@cengage.com

Reference Book(s):

1. Michael Barton and others, “Retailing management”, – Tata McGraw Hillco.
2. Piyush Kumar Suiha and others., “Managing Retailing”, – Oxford University press. Chennai.
3. Nicholas Alexander, “International Retailing”, Oxford University press Chennai.
4. Sajai Gupta and GVR Preet Randhawa, “Retail Management”, Atlantic publishers – Chennai.

E – Reference (s):

1. <https://www.imit.ac.in/note/18MBA401Arm.pdf>
2. https://www.bcu.ac.in/documents/Syllabus-all/New%20UG%20NEP%202021-22/Commerce/bba/4.%20B.VOC%20-%20RETAIL%20MANAGEMENT_8dec.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EM6	Retail Management					5	3			
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	Very High

Course Code: 23PMS4EF6

Instruction Hours: 5

Credits: 3

Exam Hours: 3

Internal Marks: 25

External Marks: 75

B: FINANCE

ELECTIVE COURSE VI – FINANCIAL DERIVATIVES

Objectives:

- To make students efficient in the area of Financial Derivatives,
- To give them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

Course Outcomes:

After completion of the course the students will be able to

- CO-1 Understand the role and functions of Derivative Markets
- CO-2 Determine future prices
- CO-3 Discuss Option strategies
- CO-4 Understand and manage credit risk in Swaps
- CO-5 Differentiate Merger and Acquisitions.

UNIT I

Introduction to Derivatives -Development and Growth of Derivative Markets - Types of Derivatives - Financial and Derivative markets - Fundamental linkages between spot & Derivative Markets - The Role of Derivatives Market - Uses & Misuses of derivatives.

UNIT II

Future and Forward Market - structure of forward and Future Markets - Mechanics of future markets - Hedging Strategies - Using futures - Determination of Forward and future prices - Interest rate futures - Currency futures and Forwards

UNIT III

Options - Distinguish between Options and Futures - Structure of Options Market - Principles of Option Pricing - Option Pricing Models: The Binomial Model - The Black – Scholars Merton Model - Basic Option Strategies - Advanced Option Strategies - Trading with Options - Hedging with Options - Currency Options.

UNIT IV

Swaps - Concept and Nature -Evolution of Swap Market - Features of Swaps -Major Types of Swaps - Interest Rate Swaps - Currency Swaps- Commodity Swaps - Equity Index Swaps - Credit Risk in Swaps,using Swaps to Manage Risk - Pricing and Valuing Swaps.

UNIT V

Merger & Acquisition - Meanings – Types of Merger & Acquisitions – Steps in Merger and Acquisitions –Difference between Merger and Acquisitions.

Theory: 100%

Text Book(s):

1. Gupta, “Financial Derivatives”, 1st Edition, PHI
2. Kevin, “Commodities and Financial Derivatives”, PHI

Reference Book(s):

1. OP Agarwal, Financial Derivatives and Risk Management, HPH
2. Swain.P.K “Fundamentals of Financial Derivatives”, HPH
3. John C Hull “Fundamentals of futures and options market”, Pearson Education

E – Reference (s):

1. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_FD_NOTES.pdf
2. http://sdeuoc.ac.in/sites/default/files/sde_videos/VI%20Sem.%20-%20Financial%20Derivatives_0.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EF6	Financial Derivatives					5	3			
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											

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 Code: 23PMS4EH6
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

C: HUMAN RESOURCE

ELECTIVE COURSE VI – GROUP DYNAMICS

Objectives:

- To help the students understand the concepts in group dynamics and to learn the process of decisions making in groups.
- To know the factors affecting the integration in groups and how to overcome it.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Demonstrate understanding of principles of group dynamics, including group process components, developmental stage theories, group members' roles and behaviors, and therapeutic factors of group work.

CO-2 Provide effective training for group membership.

CO-3 Interpret the FIRO – B test.

CO-4 Create effective Team

CO-5 Demonstrate understanding of theories of group counseling, including commonalities, distinguishing characteristics, and pertinent research and literature.

UNIT I

Meaning of group and group dynamics – reasons for the formation of groups -characteristics of groups – theories of group dynamics – types of groups in organization – group cohesiveness - factors influencing group cohesiveness – group decision making process – small group behavior.

UNIT II

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

UNIT III

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

UNIT IV

Use of groups in Organizations Vs Individual performance – Inter group Problems in Organizations – Inter group competition – Reducing competition through training – Conflict – Management of conflict – Preventing interpersonal conflict and inter group conflict - Achieving integration in groups - Team work development.

UNIT V

Group counseling methods - Group counselor orientations and behaviors - Appropriate selection criteria and methods - Methods of evaluation of effectiveness - Professional preparation standards for group leaders - Ethical and legal considerations related to group work.

Theory: 100%

Text Book(s):

1. Donel son. R. Forsyth “Group processes”, USA Cengage learning.
2. Fayyaz Ahamed “Organisational Behaviour”, Chennai, Atlantic publishers & Distributors Pvt. Ltd.
3. Corey, M.S., Corey, G., & Corey, C. (2010). Groups: Process and practice (8th ed.). Belmont, CA: Thomson Brooks/Cole.

Reference Book(s):

1. Sekaran, Uma “Organizational Behavior-text & cases” New Delhi, Tata McGraw Hill Pub Ltd.
2. Robbins, P.Stephen “Organizational Behavior-concepts, controversies & Applications”, New Delhi, Prentice Hall of India Ltd.
3. Luthans Fred “Organizational Behavior” New Delhi, McGraw Hill Publishers Co. Ltd.

E – Reference (s):

1. <http://www.imit.ac.in/note/tdw.pdf>
2. <http://agi.anurag.edu.in/wp-content/uploads/TDW.pdf>
3. https://www.sagepub.com/sites/default/files/upm-binaries/27380_Chapter3.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits			
IV	23PMS4EH6	Group Dynamics					5	3			
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 Code: 23PMS4ES6
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

D: SYSTEM

ELECTIVE COURSE VI – OBJECT ORIENTED PROGRAMMING & C++

Objectives:

- To provide the students with basic understanding of programming.
- To give an insight into object oriented Programming and data modeling.

Course Outcomes:

After completion of the course the students will be able to

CO-1 Program with basic data structures using array.

CO-2 Articulate the principles of object-oriented problem solving and programming.

CO-3 Outline the essential features and elements of the C++ programming language.

CO-4 Analyze, write, debug, and test basic C++ codes using the approaches introduced in the course.

CO-5 Analyze problems and implement simple C++ applications using an object-oriented software engineering approach.

UNIT I

OBJECT MODEL: The Object Model: The Evolution of the Object Model – Elements of the Object Model – Applying the Object Model. Classes and Objects: The Nature of an Object – Relationship among Objects.

UNIT II

CLASSES AND OBJECTS: Nature of Class – Relationship Among classes – The Interplay of classes and Objects. Classification: The importance of Proper Classification – identifying classes and objects – Key Abstractions and Mechanism.

UNIT III

Principles of Object- Oriented Programming – Beginning with C++ - Tokens, Expressions and Control Structures – Functions in C++.

UNIT IV

Classes and Objects – Constructors and Destructors – Operator Overloading and Type Conversions.

UNIT V

Inheritance: Extending Classes – Pointers- Virtual Functions and Polymorphism.

Theory: 100%

Text Books:

1. “Object Oriented Analysis and Design with Applications”, Grady Booch, Second Edition, Pearson Education.
2. “Object-Oriented Programming with ANSI & Turbo C++”, Ashok N. Kamthane, First Indian Print - 2003, Pearson Education.

Reference Book(s):

1. Balagurusamy “Object Oriented Programming with C++”, TMH, Second Edition, 2003.
2. Barbara Johnson, “C++ programming Today”, India Edition PHI learning India Edition.
3. Rohit Khurana, “Object Oriented Programming with C++” Vikas Publishing House Pvt Ltd.

E – Reference (s):

1. https://www.cet.edu.in/noticefiles/285_OOPS%20lecture%20notes%20Complete.pdf
2. https://mrcet.com/downloads/digital_notes/HS/OOP_10122018.pdf

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	23PMS4ES6	Object Oriented Programming & C++					5	3				
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	Very High

Course Code: 23PMS4EO6
Instruction Hours: 5
Credits: 3

Exam Hours: 3
Internal Marks: 25
External Marks: 75

E: OPERATIONS

ELECTIVE COURSE – VI: WORLD CLASS MANUFACTURING

Objectives:

- To help the students understand the concepts in Manufacturing management.
- To get insight in various WCM model

Course Outcomes:

After completion of the course the students will be able to

CO-1 Understand thoroughly the World Class Manufacturing Practices.

CO-2 Find out the challenges faced by the organizations in implementation of World-Class manufacturing practices.

CO-3 Suggest the policies for effective implementation of World-Class manufacturing practices.

CO-4 Know how to apply HRM in WCM.

CO-5 Know the pros and cons of various types of maintenance.

UNIT I

Evolution of WCM - Choice of Technology - Capacity Layout / Automation in Material handling systems - Emerging trends in Manufacturing.

UNIT II

Materials Requirement Planning (MRP) - Manufacturing Resources Planning (MRP – II) - Implementation Problems / Indian experience

UNIT III

Job Shop Scheduling - Batch Production Scheduling - Flow Production Line Balancing - New Manufacturing concept - Pull System – Use of Kanban, - JIT Purchase – Source Development – Buyer seller relations Indian Experience - Kaizen, 5 ‘S’.

UNIT IV

WCM model (temple) - Difference between FIAT’s WCM and Schonberger’s WCM - Gaining competitive edge through world class manufacturing – Lean manufacturing - Human Resource Management in WCM.

UNIT V

Objective of Total Productive Maintenance – Total System effectiveness

Break-down maintenance

Preventive Maintenance

Predictive Maintenance

Condition Monitoring System

Maintenance Prevention

Main facility Improvement

Reliability Improvement

Total Employee Involvement and Small Group Activities.

} Productive Maintenance

Theory: 100%

Text Book(s):

1. Panneerselvam R “Production and operations managements”, New Delhi, PHilearningIndia Ltd.
2. B.S. Sahay Et Al, “World Class Manufacturing”, Chennai, Macmillan Publishers India Ltd.
3. Edward H. Frazelle, World Class Manufacturing and Material Handling, McGraw Hill.

Reference Book(s):

1. Khanna OP., “Industrial Engineering and Management”, New Delhi DhanpatrapublicationsPVT Ltd.
2. James R. Evans, David A. Collier “Operations Management”, Chennai, India EditionCengage learning.
3. Scott. T. Young “Essentials of operations management”, USA, Sage South Asia Edition.

E – Reference (s):

1. http://niilmuniversity.in/coursepack/Management/World_Class_Manufacturing.pdf
2. <https://www.gzs.si/Portals/183/vsebine/dokumenti/Radovan%20Vitkovi%C4%87%20-%20World%20Class%20Manufacturing.pdf>

Relationship Matrix for COs, POs and PSOs

Semester	Code	Title of the Course					Hours	Credits				
IV	223MS4EO6	World Class Manufacturing					5	3				
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(✓) = 40 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

SEMESTER -IV

Course Code: 23PMS4PW

Credits: 5

External Marks:100

PROJECT WORK

Objectives:

- To gain field exposure in the working of the business unit during the period of study.
- To acquire the skills relating to the managerial activities in the organization.
- To become aware of and get exposure to the management research offering suggestions for the growth of the organization.
- To help the student develop the ability to apply, multidisciplinary concepts, tools and techniques to solve organizational problems.

The period of Project work shall be carried out in a business unit for minimum 30 days and should produce the Project Completion Certificate from the company.

Evaluation will be done during the IV semester.

Evaluation: The learner has to prepare and submit a report.

The report shall be evaluated by the staff advisor and the examiner jointly on the Parameters identified for evaluation.

	Marks
Project Review	40
Report Valuation	40
Viva-Voce	20
Total	<hr/> 100 -----

VALUE ADDED COURSE - BRAND MANAGEMENT

Course Code: 23PMSVA1

Instruction Hours: 30

Objectives:

- To understand and measure the brand management and Brand Personality
- To identify current branding strategies used by businesses

Course outcomes:

CO-1 Understand the nature of Brand Management.

CO-2 Evaluate the criteria for choosing brand elements.

CO-3 Understand the tactics for brand elements.

CO-4 Learn about 3 C's of positioning.

CO-5 Analyse Branding Strategy in Service Sectors

UNIT I

Brand-concept - Strategic Brand Management Process - Brand Identity perspectives - Brand identity prism - Identity levels.

UNIT II

Concepts and Measures of Brand Equity - Brand Assets and liabilities - Brand Personality - Measures and Formulation of Brand Personality - Brand Image dimensions

UNIT III

Planning and Implementing Brand marketing programs - Criteria for choosing brand elements - Options and tactics for brand elements - Legal brand considerations - Conceptualizing the Leveraging Process.

UNIT IV

Brand Positioning - Concepts - 3 Cs of positioning - Brand positioning– Repositioning - Brand Extension - Managing brands over time - Brand Reinforcement - Managing global brands - Branding in different sectors.

UNIT V

Branding Strategy in Service Sectors – Financial, Hospital, Wellness, Health Care - NGOs and Public Services.

Theory: 100%

Text Book (s):

1. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education

2. Brand Management the Indian Context – Y L R Moorthi – Vikas Publication.

Reference Book (s)

1. “Strategic Brand Management” by Ram Kishen and Nalini Dutta
2. “Strategic Brand Management: Building, Measuring, and Managing Brand Equity” by Keller/ Parameswaran/ Jacob
3. “Product Policy and Brand Management Text and Cases” by A K Chitale and Ravi Gupta
4. “Brand Management Text and Cases” by Harsh V Verma

E-Reference

1. <https://www.cram.com/essay/Corporate-Social-Responsibility-And-Brand-Management-Case/PCW85LLRG>

VALUE ADDED COURSE - BUSINESS INTELLIGENCE

Course Code: 23PMSVA2

Instruction Hours: 30

Objectives:

- To Exponential increase in size and availability of data makes Business Intelligence (BI) an extremely valuable subject.
- BI as a methodology and technique for gathering, storing, analyzing, sharing and providing access to data to make a better decision.

Course Outcomes:

After completion of this course, student will be able to

CO-1 Graduates will learn concept, process, and practice of the data science.

CO-2 How methodologies are applied to visualize information from raw data.

CO-3 Encourage and motivate students for learning BI involving predictive and statistical approach.

CO-4 Implement BI techniques by using various tools and Create data visualization.

CO-5 Understand and analyze BI concepts and techniques.

UNIT I

Introduction to Business Intelligence: BI concept- BI in today's perspective - BI Process - Applications of BI - Financial analysis - statistical analysis - sales analysis – CRM - Ranking analysis and Balanced Scorecard.

UNIT II

BI in Decision Modeling: Optimization - Decision making under uncertainty - Ethics and business intelligence.

UNIT III

Data Science: The concept - process - typical tools in data science - Exercises using Excel and R to work on histograms – regression - clustering - text analysis.

UNIT IV

Data Visualization and Dashboard: Responsibilities of BI analysts by focusing on creating data visualizations and dashboards - Importance of data visualization - types of basic and composite charts.

UNIT V

Future of Business Intelligence Emerging Technologies - Machine Learning - Predicting the Future with the help of Data Analysis - BI Search & Text Analytics.

Theory: 100%

Text Book (s):

1. Efrain Turban, Ramesh Sharda, Dursun Delen, "Decision Support and Business Intelligence Systems", 9th Edition, Pearson 2012.
2. "Business Intelligence – Grundlagen und praktische Anwendungen: Eine Einführung in die IT" by Hans-Georg Kemper and Henning Baars.

Reference Book (s):

1. David Loshin Morgan, Kaufman, "Business Intelligence: The Savvy Manager's Guide", Second Edition, 2012.
2. Larissa T. Moss, S. Atre, "Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making", Addison Wesley, 2003
3. Carlo Vercellis, "Business Intelligence: Data Mining and Optimization for Decision Making", Wiley Publications, 2009.

E-Reference:

1. <https://www.geektonight.com/business-intelligence-notes-pdf/>

VALUE ADDED COURSE - EXPORT MANAGEMENT

Course Code: 23PMSVA3

Instruction Hours: 30

Objectives:

- To provide knowledge to the students on the basic issues relating to export procedure.
- Students learn about export practices and documentation.

Course Outcomes:

After studying this course the student will be able to:

CO-1 It imparts knowledge on export procedure and documentation.

CO-2 It gives the details of the importance of exports determinants and schemes in India.

CO-3 It provides the guidelines for international business negotiations.

CO-4 It defines the nature and pattern of registration of exporters and importers and related concepts.

CO-5 It Understand various Risks in export trade.

UNIT I

Introduction – Meaning – Definition - Export procedure and export documentation.

UNIT II

Significance of Exports - Export Prospect of a Country - Search of product – Types-Schemes – Factors - Search of Market - Determinants and Schemes.

UNIT III

Guidelines for International Business Negotiations - Appointing Sales Agents Abroad - Processing of an Export Order.

UNIT IV

Registration of Exporters – Importers - Import Export Code Number - Registration cum membership certificates - Quality Control and Pre shipment Inspection – Labeling – Marking - Packing and Packaging.

UNIT V

Risks in Export Trade - Marine Risks - Marine Insurance -Market Risks – ECGC.

Theory: 100%

Text book(s):

1. Dev Raj, “Import and Export Procedures and Documentation”, Rajat Publications, New Delhi, 2015.
2. DGCI & S, “Foreign Trade Statistics of India(Principal Commodities and Countries) for different Years, DGCI&S, Kolkata, 2016.

Reference book(s):

1. Garga, P.K., "Exports of India's Major Products Problems and Prospects", New Century Publication, New Delhi, 2012.
2. Government of India, Economic Survey of different Years, 2000-2018, New Delhi, Ministry of Finance.
3. Government of India, Various Reports of the Ministry of Foreign Trade and Commerce, New Delhi

E- Reference:

1. <https://www.studocu.com/in/document/guru-gobind-singh-indraprastha-university/bba/export-management/5305691>

VALUE ADDED COURSE - FAMILY BUSINESS MANAGEMENT

Course Code: 23PMSVA4

Instruction Hours: 30

Objectives:

- Understanding the knowledge, skills and attitudes required for entrepreneurship within a family business.
- Understanding the psychological and emotional foundations of family businesses.

Course outcomes:

After completing the course, the students will be able to

- CO-1 Understands the basic perspectives on family business
- CO-2 Learner gets familiar with the concepts of family culture
- CO-3 Understands the different ownership structures in family business
- CO-4 Understands the importance and modalities of succession planning
- CO-5 Gains an exposure into the strategic management of family business

UNIT I

Nature - Importance and Uniqueness of Family Business – Systems theory Perspective – Agency theory Perspective – Strategic Perspective - Competitive Advantage.

UNIT II

Family Culture – Family systems perspective – Family Emotional Intelligence – Family Business interaction factor – Conflict management.

UNIT III

Enterprise ownership – shareholder priorities - effective governance of the shareholder– firm relationship - Role of shareholder meetings- family meetings – Ownership structure – Family business consultants - non-family managers.

UNIT IV

Succession planning – Profile of successful successors - Rewards and challenges for latter-Generation family members – Desirable next-generation attributes – Crafting the next generation career plan – Vision plan – Sibling and cousin - Measuring performance of family firms

UNIT V

Strategic Planning and the family– Sources of Value creation -The lifecycle stages influencing family business strategy - Culture – Changing the culture – Three states of evolution – Intrapreneurship - Intergenerational growth in entrepreneurial families - Lessons from successful family businesses.

Theory: 100%

Text Book (s):

1. Poza. Ernesto J (2010), Family Business, South-Western, Cengage Learning, USA.
2. Pores, J., & Collins, J., Built to Last. New York: HarperCollins, 2011.

Reference Book(s):

1. Collins, J., Good to Great: Why Some Companies Make the Leap and Others Don't. New York: Harper Business, 2001.
2. Keeping the Family Business Healthy: How to Plan for Continued Growth, Profitability and Family Leadership, San Francisco: Jossey-Bass, 2016.
3. Pores, J., & Collins, J., Built to Last. New York: HarperCollins, 2011.

E-Reference

1. <http://www.mbaexamnotes.com/family-business.html>