

MEASI INSTITUTE OF MANAGEMENT
CHENNAI – 600 014

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VISION & MISSION STATEMENTS

VISION

- To emerge as the most preferred Business School with Global recognition by producing most competent ethical managers, entrepreneurs and researchers through quality education.

MISSION

- **Knowledge through Quality Teaching Learning Process:** To enable the students to meet the challenges of the fast challenging global business environment through quality teaching learning process.
- **Managerial Competencies with Industry Institute Interface:** To impart conceptual and practical skills for meeting managerial competencies required in competitive environment with the help of effective Industry Institute Interface.
- **Continuous Improvement with the State of Art Infrastructure Facilities:** To aid the students in achieving their full potential by enhancing their learning experience with the state of art infrastructure and facilities.
- **Values and Ethics:** To inculcate value based education through professional ethics, human values and societal responsibilities.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO 1: Placement: To equip the students with requisite knowledge skills and right attitude necessary to get placed as efficient managers in corporate companies.

PEO 2: Entrepreneur: To create effective entrepreneurs by enhancing their critical thinking, problem solving and decision-making skill.

PEO 3: Research and Development: To make sustained efforts for holistic development of the students by encouraging them towards research and development.

PEO4: Contribution to Society: To produce proficient professionals with strong integrity to contribute to society.

Program Outcome

PO1: Problem Solving Skill

Apply knowledge of management theories and practices to solve business problems.

PO2: Decision Making Skill

Foster analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value

Ability to develop value based leadership ability.

PO4: Communication Skill

Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Leadership Skill

Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Employability Skill

Foster and enhance employability skills through subject knowledge.

PO7: Entrepreneurial Skill

Equipped with skills and competencies to become an entrepreneur.

PO8: Contribution to Community

Succeed in career endeavors and contribute significantly to the community.

**MASTER OF BUSINESS ADMINISTRATION
2 YEARS FULL TIME PROGRAM
AFFILIATED TO THE UNIVERSITY OF MADRAS
Approved by the AICTE**

**REGULATIONS 2018-19
First Semester**

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF1A	Management Principles and Business Ethics	4	-	-	1	4	25	75	100
2.	PMF1B	Quantitative and Research Methods in Business	3	1	-	1	4	25	75	100
3.	PMF1C	Organizational Behaviour	4	-	-	1	4	25	75	100
4.	PMF1D	Accounting for Managers	3	1	-	1	4	25	75	100
5.	PMF1E	Managerial Economics	4	-	-	1	4	25	75	100
6.	PMFEA	Innovation and Entrepreneurship	3	-	-	1	3	25	75	100
7.	PSSEA	Soft Skills I - Language and Communication Skills – Advanced Level	-	-	2	-	2	40	60	100

Second Semester

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF2G	Legal Systems in Business	4	-	-	1	4	25	75	100
2.	PMF2H	Applied Operations Research	3	1	-	1	4	25	75	100
3.	PMF2J	Human Resources Management	4	-	-	1	4	25	75	100
4.	PMF2K	Marketing Management	4	-	-	1	4	25	75	100
5.	PMF2L	Operations Management	3	1	-	1	4	25	75	100
6.	PMF2M	Financial Management	3	1	-	1	4	25	75	100
7.	PMFEB	International Business	3	-	-	1	3	25	75	100
8.	PSSEB	Soft Skills II - Spoken and Presentation Skills – Advanced Level	-	-	2	-	2	40	60	100

Third Semester

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF3R	Strategic Management	4	-	-	1	4	25	75	100
2.	PMF3S	Management Information Systems	4	-	-	1	4	25	75	100
3.		Elective I	3	-	-	1	3	25	75	100
4.		Elective II	3	-	-	1	3	25	75	100
5.		Elective III	3	-	-	1	3	25	75	100
6.		Elective IV	3	-	-	1	3	25	75	100
7.	PSSEC	Soft Skills III - Managerial Skills – Level	-	-	2	1	2	40	60	100
8.		Summer Internship	-	-	-	-	2	40	60	100

Fourth Semester

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.		Elective V	3	-	-	1	3	25	75	100
2.		Elective VI	3	-	-	1	3	25	75	100
3.		Project Work* & Viva-Voce**	-	-	-	1	8	50	150	200
4.	PSSSED	Soft Skills IV – Computing Skills Advanced	-	-	2	-	2	40	60	100

* The Project Work will be evaluated jointly by TWO Examiners (i.e. one for Internal and the other for External) for a Maximum of 150 Marks (6 Credits).

** 2 The Viva-voce will be conducted with Two Examiners (i.e. one for Internal and the other for External) for a Maximum of 50 Marks (2 Credits).

ELECTIVE COURSES - FINANCE

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF02	Corporate Finance	2	1	-	1	3	25	75	100
2.	PMF05	Security Analysis & Portfolio Management	2	1	-	1	3	25	75	100
3.	PMF06	Tax Management	2	1	-	1	3	25	75	100
4.	PMF14	Merchant Banking and Financial Services	2	-	-	1	3	25	75	100
5.	PMF21	Derivatives Management	2	1	-	1	3	25	75	100
6.	PMF22	Banking and Insurance	3	-	-	1	3	25	75	100

ELECTIVE COURSES - MARKETING

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF01	Marketing Research and Consumer Behavior	3	-	-	1	3	25	75	100
2.	PMF03	Advertising Management and Sales Promotion	3	-	-	1	3	25	75	100
3.	PMF04	Sales and Distribution Management	3	-	-	1	3	25	75	100
4.	PMF07	Brand Management	3	-	-	1	3	25	75	100
5.	PMF08	Industrial Marketing	3	-	-	1	3	25	75	100
6.	PMF10	Services Marketing	3	-	-	1	3	25	75	100
7.	PMF16	Customer Relation Management	3	-	-	1	3	25	75	100
8.	PMF19	Retail Marketing	3	-	-	1	3	25	75	100
9.	PMF20	Rural Marketing	3	-	-	1	3	25	75	100
10.	PMF24	International Marketing	3	-	-	1	3	25	75	100
11.	PMF26	Quality Management	3	-	-	1	3	25	75	100

ELECTIVE COURSES – HUMAN RESOURCES

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF15	Human Resources Development	3	-	-	1	3	25	75	100
2.	PMF17	Performance Management	3	-	-	1	3	25	75	100
3.	PMF18	Organizational Development	3	-	-	1	3	25	75	100
4.	PMF23	Industrial and Labor Relations	3	-	-	1	3	25	75	100

ELECTIVE COURSES – SYSTEMS

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF09	Data Base Management System	3	-	-	1	3	25	75	100
2.	PMF11	System Analysis and Design	3	-	-	1	3	25	75	100
3.	PMF12	Decision Support System	3	-	-	1	3	25	75	100
4.	PMF13	E – Business	3	-	-	1	3	25	75	100

ELECTIVE COURSES – LOGISTICS

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF25	Supply Chain Management	3	-	-	1	3	25	75	100
2.	PMF27	Principles and Practice of Logistics Management	3	-	-	1	3	25	75	100
3.	PMF28	Inventory & Warehousing Management	3	-	-	1	3	25	75	100
4.	PMF29	Domestic and International Logistics	3	-	-	1	3	25	75	100

ELECTIVE COURSES – HOSPITAL MANAGEMENT

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	PMF30	Health Policy and Health Care System	3	-	-	1	3	25	75	100
2.	PMF31	Hospital Planning and Administration	3	-	-	1	3	25	75	100
3.	PMF32	Hospital Records Management	3	-	-	1	3	25	75	100

VALUE ADDED COURSES

S. No.	Course Code	Course Name	L	T	P	S	C	IM	EM	TM
1.	VLADC1	Social Psychology	1	-	-	-	-	25	75	100
2.	VLADC2	Islamic Banking	1	-	-	-	-	25	75	100
3.	VLADC3	Quantitative Aptitude and Test of Reasoning	1	-	-	-	-	25	75	100
4.	VLADC4	Negotiating Skills	1	-	-	-	-	25	75	100
5.	VLADC5	Event Management	1	-	-	-	-	25	75	100
6.	VLADC6	Intellectual Property Law	1	-	-	-	-	25	75	100
7.	VLADC7	Knowledge Management	1	-	-	-	-	25	75	100
8.	VLADC8	Disaster Management	1	-	-	-	-	25	75	100
9.	VLADC9	Statistical Package for Social Science	1	-	-	-	-	25	75	100
10.	VLADC10	Basic MS Excel for Beginners	1	-	-	-	-	25	75	100
11.	VLADC11	Universal Human Values in Education	1	-	-	-	-	25	75	100

UNIVERSITY OF MADRAS
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (M.B.A)
CHOICE BASED CREDIT SYSTEM
CORE COURSE – I

Subject Code	Subject Name	L	T	P	S	C
PMF1A	Management Principles And Business Ethics	4	-	-	1	4
Course Objectives						
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.					
C2	To provide insights on Planning & Decision Making.					
C3	To throw light on Organizing, Managing Change and Innovation					
C4	To elucidate on Leadership, Communication and Controlling.					
C5	To create awareness and importance of Business Ethics and Social Responsibility.					
Syllabus						
Unit. No.	Details			Hours		
Unit I	Introduction: Nature of Management – Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management			12		
Unit II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO).Strategic Management Process - Decision Making Process and Techniques.			12		
Unit III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – Emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.			12		
Unit IV	Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) – Leadership – Approaches to Leadership and Communication.			12		
Unit V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making &Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.			12		
Total Hours				60		
Reference Books						
1.	Certo, S C. and Certo, T, Modern Management, 12 th Edition, Prentice Hall, January 2011.					
2.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January					

	2012.		
3.	Koontz, H. and Weihrich, H., Essentials of Management; An International Perspective, 8 th Edition, Tata McGraw Hill Education Private Ltd., July 2009.		
4.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.		
5.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, January 2011.		
6.	Schmerhorn, J.R., Management, 11 th Edition, Wiley, July 2012.		
E-Sources			
1.	https://managementhelp.org/businessethics/index.htm		
2.	http://icsi.in/Study%20Material%20Foundation/BMEC.pdf		
3.	http://www.yourarticlelibrary.com/business/business-ethics-7-characteristics-of-business-ethics/23396		
4.	http://universityofcalicut.info/syl/ManagementConceptsBusiness Ethics.pdf		
5.	https://www.youtube.com/watch? v=TZIk_k5pS5A		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Role Play
3.	Model Exam	8.	Management games
4.	Seminars	9.	Simulations
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Strategies – Objectives – Policies – Programs		
2.	Coordination – Need for Coordination		
3.	Corporate Governance		
Additional Reference Books			
1.	Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.		
2.	Samuel C. Certo and Tervis Certo, Modern Management; Concepts and skills, Pearson education, 12 th edition, 2012.		
3.	Andrew J. Dubrin, Essentials of Management, Thomson southwestern, 9 th edition, 2012.		
4.	VSP Rao, Strategic management Text and Cases, Excel Books publications 2 nd edition 2016.		
Course Outcomes (CO)			
CO	On completion of this course successfully the students will;	Program Outcomes (PO)	
C101.1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4,PO6, PO8	
C101.2	Possess knowledge on planning & decision making.	PO1, PO2	
C101.3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7	
C101.4	Learn leadership, communication and controlling skills.	PO4, PO5	
C101.5	Have better understanding on business ethics and social responsibility.	PO3, PO8	

CORE COURSE - II

Subject Code	Subject Name	L	T	P	S	C
PMF1B	Quantitative and Research Methods in Business	3	1	-	1	4
Course Objectives						
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.					
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.					
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.					
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.					
C5	To become familiar with the process of drafting a report that poses a significant problem					
Syllabus						
Unit. No.	Details					Hours
Unit I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications - Decision Making under risk and uncertainty;Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.					17
Unit II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.					10
Unit III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.					15
Unit IV	Multivariate Statistical Analysis: Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis.					09
Unit V	Report Writing and Ethics in Business Research: Research Reports-Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report-					09

	Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.		
	Total Hours		60
Reference Books			
1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 12 th Edition, 2012		
2.	Cooper, D.R., Schindler, P. And Business Research Methods, 11 th Edition, Tata-McGrew Hill, 2012.		
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 2012.		
4.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6 th Edition, PHI Learning Pvt. Ltd., 2012.		
5.	Kumar, R., Research Methodology; a Step-by-Step guide for Beginners, Sage South Asia, 2011.		
6.	Srivastava, T.N. and Rego, S., Statistics for Management, 2 nd Edition, Tata McGraw Hill, 2012.		
E-Sources			
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/am_sbook.mac.pdf		
2.	https://study.com/academy/topic/probability.html		
3.	https://math.stackexchange.com/questions/2465050/best-mathematic-statistic-and-probability-online-resources		
4.	https://ocw.mit.edu/courses/mathematics/18-05-introduction-to-probability-and-statistics-spring-2014/Assignmentss/		
5.	https://hbr.org/1964/07/decision-trees-for-decision-making		
6.	http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf		
7.	https://edisciplinas.usp.br/pluginfile.php/2317618/mod_resource/content/1/BLOCO%202_Research%20Methods%20The%20Basics.pdf		
8.	http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf		
9.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview		
10.	http://www.youtube.com/playlist?list=PLqOZ6FD_RQ7n6XnvxxsWfxFtYf0Xj479J		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	The Flipped Classroom Methods
3.	Model Exams	8.	E-Questionnaire based research work
4.	Seminar	9.	Tableau project
5.	Case Studies	10.	Online discussions based on NPTEL, VTU e-Learning, edX and SWAYAM videos
Content Beyond Syllabus			
	MEASURES OF CENTRAL TENDENCY		
1.	Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages; Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.		

	MEASURES OF VARIATION Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness; Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis	
2.		
3.	TIME SERIES ANALYSIS Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.	
4.	INDEX NUMBERS Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices; - Fixed base and Chain base methods.	
Additional Reference Books		
1.	Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.	
2.	Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.	
3.	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.	
4.	Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.	
5.	Gupta C B, Gupta V, “An Introduction to Statistical Methods”, 23rd Edition (1995), Vikas Publications.	
Course Outcomes (CO)		
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C102.1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1,PO2,PO6, PO7
C102.2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
C102.3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
C102.4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
C102.5	Be able to present orally their research or a summary of another’s research in an organized, coherent, and compelling fashion.	PO4, PO6

CORE COURSE – III

Subject Code	Subject Name	L	T	P	S	C
PMF1C	Organizational Behaviour	4	-	-	1	4
Course Objectives						
C1	To understand the foundations of organizational behavior					
C2	To elucidate the individual differences like personality, perception, learning, attitude, value and motivation.					
C3	To throw light on group dynamics and factors affecting group and team performance with decision making and interpersonal communication.					

C4	To explain leadership, power, politics and conflict negotiation.	
C5	To create awareness of work stress, organizational culture, climate, emotional intelligence and work life integration	
SYLLABUS		
Unit. No.	Details	Hours
Unit I	Introduction to Organizational Behavior: Historical background of OB Concept, Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behavior. Theory – Social Theory-	08
Unit II	Individual Difference - Personality – concept and determinants of personality –theories of personality – type of theories – trait theory – psycho analytic theory -social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory. Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values; – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self – efficacy theory, Re–reinforcement theory, Equity theory, Expectancy theory.	16
Unit III	Group Dynamics – Foundations of Group Behavior – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance – Group Decision making. Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12
Unit IV	Leadership – Trait, Behavioral and Contingency theories, Leaders vs Managers. Power and Politics: Sources of Power – Political Behavior in Organizations –Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies –Negotiation Process	12
Unit V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices.	12
	Total Hours	60
Reference Books		
1.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Organizational Behavior, 15 th Edition, Pearson Education, Inc. publishing as Prentice Hall, 2013.	

2.	K. Aswathappa, Organizational Behavior, Himalaya Publishing House, 10th Edition, 2012.		
3.	Luthans, F. Organizational Behavior, 12th Edition, Tata McGraw Hill, Education, 2011.		
4.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
5.	Blanchard, K.H., Hersey, P. and Johnson, D.E., Management of Organizational Behavior; Leading Human Resources, 9th Edition, PHI Learning, 2008.		
6.	Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.		
E-Sources			
1.	https://www.ebsglobal.net.documents/couse-toasters/english.pdf/h17.ob-bk-toasters.pdf		
2.	https://iedunote.com.organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	www.oxfordbilibographies.com		
5.	www.himpub.com		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Videos
3.	Model Exams	8.	Simulation
4.	Seminars	9.	Brainstorming
5.	Case studies	10.	Quiz
Content Beyond Syllabus			
1.	Job Design and employee reactions to work		
2.	Job design ,Job satisfaction and employee reactions and employee reactions to work		
3.	Emotions and moods in the workplace		
4.	Work force diversity		
5.	Career Management		
Additional Reference Books			
1.	K. Aswathappa, Organizational Behavior, Himalaya Publishing House, 10 th Edition, 2012.		
2.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behavior, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
3.	Newstrom, J.W., Organizational Behavior, 12th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010		
Course Outcomes (CO)			
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C103.1	Be able to learn the importance and the foundations of organizational behavior.	PO4	
C103.2	Have knowledge on the individual differences like personality, perception, learning, attitude, value and motivation.	PO3, PO6	
C103.3	Understand the group dynamics and factors affecting group and team performance with decision making and interpersonal communication	PO2, PO4, PO5	

C103.4	Be aware of leadership, power, politics and conflict negotiation.	PO5
C103.5	Be aware of implication of work stress, organizational culture, climate, emotional intelligence and work life integration.	PO6, PO8

CORE COURSE - IV

Subject Code	Subject Name	L	T	P	S	C
PMF1D	ACCOUNTING FOR MANAGERS	3	1	-	1	4
Course Objectives						
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting					
C2	To enable the students to prepare, analyses and interpret financial statements					
C3	To acquaint the students with the tools and techniques of financial analysis					
C4	To enable the students to take decisions using management accounting tools.					
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting; Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts; Trading, Profit and Loss Account and Balance Sheet (problems)			12		
Unit II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis; Accounting Ratios- Classification of Ratios; Profitability, Liquidity, Financial and Turnover Ratio - problems. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement - problems			14		
Unit III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems.			12		
Unit IV	Budget, Budgeting and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting. Standard costing and variance analysis.			10		
Unit V	Cost Accounting: meaning– Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making.			12		
	Total Hours			60		

Reference Books			
1.	Gupta, A., Financial Accounting for Management; An Analytical Perspective, 4 th Edition, Pearson, 2012.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting; Text, Problems and Cases, 5 th Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		
4.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 14 th Edition, Pearson, 2008.		
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.		
6.	Rustagi, R. P., Management Accounting, 2 nd Edition, Taxmann Allied Services Pvt. Ltd, 2011.		
E-Sources			
1.	http://www.sxccal.edu/TwinningProgramme/downloads/MBA-AccountingManagers-1stYear.pdf		
2.	https://www.pdfdrive.com/accounting-for-managers-interpreting-accounting-information-for-decision-making-e13151347.html (Accounting for Managers; Interpreting accounting information for decision-making Paul M. Collier)		
3.	https://www.scribd.com/doc/41713800/Accounting-for-Managers-Notes		
4.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf		
5.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management		
6.	http://14.139.206.50;8080/jspui/bitstream/1/4336/1/Working%20capital%20management.pdf		
7.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf		
8.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group discussion
2.	Internal Assessment Tests	7.	Class room Exercises
3.	Model Exams	8.	Homework
4.	Seminar	9.	Practice problems
5.	Case studies	10.	Quiz
Content Beyond Syllabus			
1.	Working Capital Management		
2.	Capital Budgeting Techniques		
3.	Significance of Computerized Accounting System – Codification and Grouping of Accounts – Maintaining the hierarchy of ledgers – Prepackaged Accounting Software.		
Additional Reference Books			
1.	Capital Budgeting; Theory and Practice (Frank J. Fabozzi Series) by Pamela P. Peterson (Author), Frank J. Fabozzi (Author) Publisher- Wiley		
2.	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13 th edition, Tata McGraw Hill Publishers, 2005.		

3.	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008.	
4.	Stice&Stice, Financial Accounting Reporting and Analysis, 7 th edition, Cengage Learning, 2008.	
5.	SinghviBodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.	
Course Outcomes (CO)		
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C104.1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6, PO8
C104.2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
C104.3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
C104.4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
C104.5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8

CORE COURSE – V

Subject Code	Subject Name	L	T	P	S	C
PMF1E	MANAGERIAL ECONOMICS	4	0	-	1	4
Course Objectives						
C1	To familiarize the students about economics and managerial economics and to know the fundamental concepts affecting business decisions.					
C2	To understand the concept of utility and demand analysis and forecasting					
C3	To know about production function and market structure					
C4	To have an idea about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.					
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalize, Equimarginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.					10
Unit II	Utility Analysis and the Demand Curve:Elasticity of Demand - Demand Analysis; Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators; Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior- Consumer Equilibrium					14

Unit III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale – Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure; Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	
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 Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning	12	
Unit V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers.	12	
	Total Hours	60	
Reference Books			
1.	Damodaran, S., Managerial Economics, 2 nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		
3.	Hirschey, M., Managerial Economics; An Integrative Approach, South Western, 2010.		
4.	Keat, P.G., Young, P. and Banerjee, S., Managerial Economics; Economics Tools for Today's Decision Makers, 6 th Edition, Pearson, 2010.		
5.	Salvatore, D. and Srivastava, R., Managerial Economics; Principles and Worldwide Applications, 7thEdition, Oxford University Press, 2012.		
6.	Thomas, C.R., Maurice, C. and Sarkar, S., Managerial Economics, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.		
E-Sources			
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530		
2.	http://pearsoned.co.in/prc/book/h-craig-petersen-managerial-economics-4e-4/9788177583861		
3.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207		
4.	http://ocw.mit.edu/courses/economics/		
5.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Class room Exercises
3.	Model Exams	8.	Quiz
4.	Seminars	9.	Practical problems
5.	Case studies	10.	Synetics

Content Beyond Syllabus		
1.	Relationship of Managerial Economics with other disciplines	
2.	Difference between Micro and Macroeconomics	
3.	Discussions about current changes and developments in the Indian Economy like Demonetization and GST, Digital economic transactions in digital India	
Additional Reference Books		
1.	Managerial Economics ; Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Pearson Education, 5th Ed., 2008.	
2.	Managerial Economics – Foundations of Business Analysis and Strategy ; Christopher R. Thomas and S. Charles Maurice, McGraw Hills, 10th Ed., 2011.	
3.	Managerial Economics - Economic Tool for Today’s Decision Makers ; Paul G. Keat, Philip K. Y. Young and Sreejata Banerjee, Pearson Education, 6th Ed., 2013.	
Course Outcomes		
CO No.	On completion of this course successfully the students will;	Program Outcomes
C105.1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4
C105.2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants.	PO4, PO6, PO7
C105.3	Have better idea and understanding about production function and market structure	PO6, PO7
C105.4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
C105.5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7

EXTRA DISCIPLINARY COURSE - I

Subject Code	Subject Name	L	T	P	S	C
PMFAA	INNOVATION AND ENTREPRENEURSHIP	3	0	-	1	3
Course Objectives						
C1	To familiarize the students the basic concepts of entrepreneurship.					
C2	To provide insights on innovation and new venture creation					
C3	To throw light on feasibility analysis – technical and market					
C4	To elucidate business plan preparation					
C5	To create awareness about financing new venture					

SYLLABUS		
Unit. No.	Details	Hours
Unit I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur	9
Unit II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation IN Indian Firms	8
Unit III	New Venture Creation: Identifying for New Venture Creation; Environment Scanning- Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility; Marketing Methods – Pricing Policy and Distribution Channels	12
Unit IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation.	5
Unit V	Financing the New Venture: Capital structure and working capital Management; Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	11
	Total Hours	45
Reference Books		
1.	Barringer, B., Entrepreneurship; Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
2.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
3.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
4.	Reddy, N., Entrepreneurship; Text and Cases, Cengage Learning, 2010.	
5.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
6.	Stokes, D., and Wilson, N., Small Business Management and Entrepreneurship, 6th Edition, Cengage Learning, 2010.	
E-Sources		
1.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum	
2.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	
3.	https://mithunjadhav.files.wordpress.com/2016/11/em.pdf	
4.	https://www.cengage.com/highered	
5.	https://www.docuDesk.com	

Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Class room exercises
3.	Model Exams	8.	Role Play
4.	Seminars	9.	Simulations
5.	Case studies	10.	Management games
Content Beyond Syllabus			
1.	Innovation in Business: Market demand analysis; demand forecasting; technical analysis: materials and inputs; production technology; product mix; plant location and layout; selection of plant and equipment and Role of Family and Society		
2.	New Venture Creation: Central and State Government Industrial Policies and Regulations, Environmental appraisal of projects – stress on environment, Angel investment, Project management.		
3.	Financing the New Venture: Product Launching Incubation, Preventing Sickness and Rehabilitation of Business Units, Project Implementation, Exit Strategies.		
Additional Reference Books			
1.	Martin, Roger and Sally Osberg “Social Entrepreneurship; The Case for Definition.”Stanford Social Innovation Review.5, no 2(Spring2007); 28-39. Martin, Roger and Sally Osberg Getting Beyond Better; How Social Entrepreneurship Works. Boston; Harvard Business Review Press, 2015.		
2.	Austen, Hilary. Artistry Unleashed; A Guide to Pursuing Great Performance in Work and Life. Toronto; University of TorontoPress, 2010. Pages 87-131		
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum		
4.	Boston; Harvard Business Review Press, 2015.		
5.	Austen, Hilary. Artistry Unleashed; A Guide to Pursuing Great Performance in Work and Life.		
Course Outcomes			
CO No.	On successful completion of this course, the students will;	Program Outcomes (PO)	
C106.1	Familiarize the students the basic concepts of entrepreneurship.	PO4, PO7	
C106.2	Provide insights on innovation and new venture creation	PO7, PO8	
C106.3	Throw light on feasibility analysis – technical and market	PO6, PO7	
C106.4	Elucidate business plan preparation	PO7, PO8	
C106.5	Create awareness about financing new venture	PO7, PO8	

SOFT SKILLS - I

Subject Code	Subject Name	L	T	P	S	C
PSSEA	LANGUAGE AND COMMUNICATION SKILLS – ADVANCED LEVEL	0	0	2	1	2
Course Objectives						
C. No.	Objectives					
C1	To enable students to convert the conceptual understanding of communication into everyday practice					
C2	To train students to ground concepts/ideas in their own experience					
C3	To create a learner-language interface enabling students to exercise control over language use					
C4	To sensitize and familiarize the students to the nuances of the four basic communication skills – Listening, Speaking, Reading and Writing					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Twining functions of Listening and Speaking				7	
Unit II	Twining functions of Reading and Writing				7	
Unit III	Individual Communication				8	
Unit IV	Intermediary Communication				8	
	Total Hours				30	
Reference Books						
1.	Windshuttle, Keith and Elizabeth Elliot.1999. Writing, Researching and Communicating; Communication Skills for the Information Age. 3 rd Reprint. Tata Mc Graw-Hill.Australia					
2.	Dignen, Flinders and Sweeney. English 365. Cambridge University Press					
3.	Goleman, Daniel. 1998. Working with Emotional Intelligence. Bantam Books. New York					
4.	Jones, Leo and Richard Alexander. 2003. New International Business English. Cambridge University Press					
E-Sources						
1.	https://www.skillsyouneed.com/ips/communication-skills.html					
2.	https://www.habitsforwellbeing.com/9-effective-communication-skills					
3.	https://www.scribd.com/document/356381544/Communication-Skills-Notes-PDF-Free					
4.	http://skillopedia.com					
5.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers					
Assessment Tools Used						
1.	Activity is conducted for various skills like listening, reading and speaking for each 10 marks.					
2.	Participation of all the students in group discussion for 10 marks					
3.	Students are expected to secure minimum of 20 marks					

Content Beyond Syllabus		
1.	Features for publication (Newspapers, magazines, newsletters, notice-board) - case studies - short stories – travelogues - writing for children – translation - techniques of writing	
Additional Reference Books		
1.	Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar’s Basic Business Communication. 11 th ed. Tata McGraw-Hill, New Delhi.	
2.	Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing; Process and Product. Pearson Education, New Delhi.	
Course Outcomes (CO)		
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)
C107.1	Convent conceptual understanding of communication into everyday practice.	PO4, PO6, PO7
C107.2	Ground ideas & concepts from their own experience.	PO4, PO6, PO7
C107.3	Enable to exercise control over language use.	PO4, PO6, PO7
C107.4	Sensitize & familiarize the nuances of the four basic communication skills - Listening, Speaking, Reading and Writing.	PO4, PO6, PO7

CORE COURSE – VI

Subject Code	Subject Name	L	T	P	S	C
PMF2G	LEGAL SYSTEMS IN BUSINESS	4	0	0	1	4
Course Objectives						
C1	To create knowledge and understanding on law of contracts					
C2	To describe about sale of goods and Negotiable instrument act					
C3	To have an overall understanding about partnership act and company law.					
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.					
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract; Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignments of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts; By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.					12

Unit II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General;Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	13
Unit III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organization – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	13
Unit IV	Labor Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Workmen’s Compensation Act, Payment of Bonus Act. Payment of Gratuity Act 1972.ESI Act, CPF ACT 1952, Employees Family Pension Scheme, 1971. Maternity Benefits Act, Contract Labor Act.	12
Unit V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, ITS Act 2002. Intellectual Property Rights; Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000.	10
	Total Hours	60
Reference Books		
1.	Intellectual Property Laws, Universal Law Publishing, 2012.	
2.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
3.	Majumdar, A. K. and Kapoor,G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Mishra, S., Banking Law and Practice, S.Chand Publishers, 2012.	
5.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
6.	Wadehra, Laws Relating to Intellectual Property, 5 th Edition, Universal Law Publishing, 2012.	
E-Sources		
1.	http://www.legalserviceindia.com/article/	
2.	http://search.ebscohost.com	
3.	http://www.freebookcentre.net/Law/Law-Books.html 2	
4.	http://197.14.51.10;81/pmb/DROIT/1405899646.pdf	
5.	https://www.mooc-list.com/course/business-law-wma	

Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Quiz
3.	Model Exam	8.	Simulations
4.	Seminars	9.	Videos
5.	Case studies	10.	Management games
Content Beyond Syllabus			
1.	Company Act, 2013 and other updated amendments of the act, Discussions about the recent case studies relating to consumer protection, cybercrimes etc.		
2.	Shop Establishment Act, Contract of Guarantee, FEMA		
3.	Law of Insurance, Right To Information Act,2005		
Additional Reference Books			
1.	N.D.Kapoor, Elements of Mercantile Law, S.Chand& Sons, 2013		
2.	P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.		
3.	Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.		
4.	Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012		
5.	Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012		
Course Outcomes			
CO No.	Have knowledge on understandings on law of contuation.	Program Outcomes (PO)	
C201.1	Know the sale of Goods & Negotiable instrument act.	PO4, PO6, PO7	
C201.2	Apply basic legal knowledge to business transactions.	PO6	
C201.3	Have understandings on partnership and company law.	PO6, PO7	
C201.4	Have familiarize with various labour laws.	PO5, PO6, PO7	
C201.5	Possess insights & awareness about consumer protection Act Cyber-Crimes, Intellectual Property Rights.	PO8	

CORE COURSE – VII

Subject Code	Subject Name	L	T	P	S	C
PMF2H	APPLIED OPERATIONS RESEARCH	3	1	0	1	4
Course Objectives						
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.					
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization					
C3	To learn about various methods adopted in transportation and Assignments models.					
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model					
C5	To throw light on game models and the application of pure and mixed strategies in competitive environment.					

SYLLABUS			
Unit. No.	Details		Hours
Unit I	Overview of operations research – Origin – Nature, Scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management.		08
Unit II	Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable – Primal & Dual.		12
Unit III	Transportation problem: North / West corner Solution - Stepping stone method - Vogel’s approximation method - MODI method – Degeneracy - Imbalance matrix. Assignments model; Hungarian method - Traveling salesmen problem.		12
Unit IV	Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models - Replacement model – Sequencing - Brief Introduction to Queuing models. Networking - Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling.		20
Unit V	Game Theory and Strategies –Mixed Strategies for games without saddle points - Two person zero sum games – Graphical and L.P Solutions.		08
	Total Hours		60
Reference Books			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science; Quantitative Approach to Decision Making, 13th Edition, South Western, 2012.		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2012		
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 9th Edition, Tata McGraw-Hill Publishing Co. Ltd., 2011.		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 2nd Edition, PHI Learning Pvt. Ltd., 2012.		
5.	Taha, H.A., Operations Research; An Introduction, 8th Edition, Pearson, 2011.		
E-Sources			
1.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf		
2.	https://faculty.psau.edu.sa/filedownload/doc-6-pdf14b14198b6e26157b7eba06b390ab763-original.pdf		
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf		
4.	https://hvtc.edu.vn/Portals/0/files/636076312329739612Businessapplicationsofoperationsresearch.pdf		
5.	https://santini.in/files/slides/aua-slides.pdf		
6.	www.cbom.atozmath.com		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Simulation
3.	Model Exam	8.	Videos

4.	Seminars	9.	Synetics
5.	Case studies	10.	Quiz
Content Beyond Syllabus			
1.	Crew Assignments model – Dynamic programming		
2.	Simulation – Group Replacement		
3.	Sensitivity analysis –Integer programming		
Additional Reference Books			
1.	Vohra, N.D., Quantitative Techniques in Management, 4th Edition, Tata McGraw Hill Education Pvt. Ltd., 2010.		
2.	G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.		
3.	Kalavathy S, Operations Research, Fourth Edition, Vikas Publishing House, 2012		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;		Program Outcomes (PO)
C202.1	Obtain insight onthe origin and nature of OR and also the application of various models of OR.		PO4, PO6
C202.2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.		PO1, PO2, PO6, PO7
C202.3	Will be well versed with the concept of transportation and Assignments models		PO1, PO2, PO6, PO7
C202.4	Have better understanding on inventory models, replacement models, job sequencing, networkingmodel and Queuing model		PO1, PO2, PO6, PO7
C202.5	Be imparted knowledge on the various methods of game model.		PO2, PO7

CORE COURSE – VIII

CORE COURSE - VII						
Subject Code	Subject Name	L	T	P	S	C
PMF2H	HUMAN RESOURCES MANAGEMENT	4	0	0	1	4
Course Objectives						
C1	To familiarize the students to the basic concepts of human resource management in order to aid in understanding how an organization functions.					
C2	To provide insights on human resource planning and development process followed in the organization.					
C3	To throw light on training and development and career management.					
C4	To elucidate on Performance Management system.					
C5	To create awareness and understanding on the compensation system followed in the organizations.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction of Human Resources Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource					10

	Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies; Need, type and scope, Human Resource Accounting and Audit.	
Unit II	Human Resource Planning and Development (HRP & D): Human Resources Planning; Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate.	16
Unit III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management.	12
Unit IV	Performance Management: Importance, process and Methods; Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS.	10
Unit V	Compensation Management: Wage and Salary Administration; Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12
	Total Hours	60
Reference Books		
1.	Ashwathappa, K., Human Resource Management, 6 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.	
2.	DeCenzo, D.A. and Robbins, S.P., Human Resource Management, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
3.	Dessler, G., Human Resource Management, 12 th Edition, Pearson, 2011.	
4.	Ivaneceovich, J.M., Human Resource Management, 10 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2010.	
5.	Mamoria, C.B. and Gankar, S.V., Personnel Management, Himalaya Publishing House, 2011.	
6.	Noe, R.A., Hollenbeck, Gerhart and Wright, Fundamentals of Human Resource Management, 3 rd Edition, McGraw-Hill Education Ltd., 2012.	
E-Sources		
1.	https://www.inc.com/encyclopedia/human-resource-management.html	
2.	http://www.yourarticlelibrary.com/essay/hrp-human-resource-planning-meaning-definition-and-features/25935	
3.	https://businessjargons.com/performance-management.html	
4.	https://www.hr-guide.com/data/G400.htm	
5.	https://www.managementstudyguide.com/training-development-hr-function.htm	
Assessment Tools Used		

1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Role Play
3.	Model Exam	8.	Management games
4.	Seminars	9.	Quiz
5.	Case studies	10.	Observation
Content Beyond Syllabus			
1.	Change Management		
2.	Talent Management		
3.	Knowledge Management		
Additional Reference Books			
1.	Effective Talent Management Strategies for Organizational Success – Mambo Mupepi		
2.	Developing HR Talent; Building a Strategic Partnership with the Business - Kirsty Saddler		
3.	Leadership and change Management – Annabel Beeral		
4.	Knowledge Management in Practice – Anthony J Rhem		
Course Outcomes			
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C203.1	Be aware of the basic concepts of human resource management and understand how an organization functions.	PO4, PO6	
C203.2	Possess knowledge on human resource planning and development process.	PO6	
C203.3	Have insights on training, development and career management.	PO5, PO6, PO7	
C203.4	Know performance management system.	PO6, PO7	
C203.5	Be aware of compensation system followed in the organizations.	PO4, PO6, PO7	

CORE COURSE – IX

Subject Code	Subject Name	L	T	P	S	C
PMD2K	MARKETING MANAGEMENT	4	0	0	1	4
Course Objectives						
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied	PO4, PO6, PO7				
C2	To provide with opportunities to analyze marketing activities within the firm	PO4, PO6				
C3	To analyze and explore the buyer behavior pattern in marketing situations	PO4, PO6, PO7				
C4	To understand the branding, pricing and strategies in marketing a product	PO3, PO4, PO6, PO7				
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market	PO6, PO8				

SYLLABUS		
Unit. No.	Details	Hours
Unit I	Introduction: Marketing Management Philosophies – What is marketing – The Concepts of marketing – E-Marketing – Social Media Marketing	12
Unit II	Strategic Planning – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target consumers, Developing Marketing Mix. Analysis of Macro and Micro environment-Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques	12
Unit III	Buyer behavior: Factors Influencing Consumer Behavior – Buying Situation – Buying Decision Process – Industrial Buyer Behavior. Market Segmentation; Targeting and Positioning – Competitive Marketing Strategies.	12
Unit IV	Product Policies – Consumer and Industrial Product Decisions, Branding, Packaging and Labeling – New Product Development and Product life Cycle Strategies. Pricing – Pricing strategies and approaches.	12
Unit V	Promotion Decisions: Promotion Mix – Advertising – Sales Promotion – Sales Force decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Channel Management; Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems. Consumer Protection – Awareness of Consumer Rights in the Market Place.	12
	Total Hours	60
Reference Books		
1.	Balakrishna, S., Case Studies in Marketing, Person, 2011.	
2.	Kotler.P., and Keller, K.L., Marketing Management, 14 th Edition, Pearson Education, 2011.	
3.	Kolter.P,Agnihotri, P.S and Haque, E.U., Principle of Marketing; A south Asian Perspective, 123th Edition, Pearson, 20110.	
4.	Mullins, Marketing Management; A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.	
5.	Pillai, R.S.N. and Bhagavathy, Marketing Management, S.Chand Publishing, 2010.	
6.	Ramaswamy, V.R., Marketing Management; Global Perspective Indian Context, 4 th Edition, Macmillan India Pvt. Ltd., 2009	
7.	Kumar, R.S., Case Studies in Marketing Management, Pearson, 2012.	
8.	Saxena, R., Marketing Management, 4 th Edition, Tata McGraw-Hill Education Pvt. Ltd, 2010.	
9.	Srinivasan.R., Case Studies in Marketing, Indian Context, 5 th Edition, PHI Learning, 2012.	
10.	Winer.R.S., Marketing Management,3 rd Edition, Pearson, 2007	
E-Sources		

1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.guillaumenicaise.com/wp-content/uploads/2013/10/Syllabus-Branding-and-Brand-management.pdf		
4.	http://www.sasurieengg.com/e-course-material/MBA/II-Year-Sem-3		
5.	http://nouedu.net/sites/default/files/2017-03/ENT_407...		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Synetics
3.	Model Exam	8.	Management games
4.	Seminars	9.	Role Play
5.	Case Studies	10.	Simulation
Content Beyond Syllabus			
1.	Green Marketing, Guerrilla Marketing, Social Marketing		
2.	Presentation on the Marketing ways in the new Economy		
3.	Use of novel concepts of Buzz Marketing and Viral Marketing		
4.	Application of these concepts in modern day organizations		
5.	International branding		
Additional Reference Books			
1.	D.Evans&B.Berman. Marketing; Moscow, Economics, 1993		
2.	F.Kotler Basics of Marketing;Moscow, Progress, 1990		
3.	E.Dichtle&H.Hershgen Practical Marketing.; Moscow, 1995		
4.	Academy of Market/ Marketing .;Moscow, Finance and Statistics, 1991		
5.	H. Boyd &O.Walker Marketing Management; A Strategic Approach.; Irwin, 1996		
Course Outcomes			
CO No.	On successful completion of this course, the student will;	Program Outcomes (PO)	
C204.1	Understand the fundamental principles of marketing, marketing concepts and ideas	PO4, PO6, PO7	
C204.2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques	PO4, PO6	
C204.3	Understand the buyer behavior and market segmentation and competitive marketing strategies	PO4, PO6, PO7	
C204.4	Think strategically about branding, pricing and marketing issues	PO3, PO4, PO6, PO7	
C204.5	Familiar with Promotion decisionsalong with awareness on Consumer Rights in the Market Place.	PO6, PO8	

CORE COURSE – X

Subject Code	Subject Name	L	T	P	S	C
PMF2L	OPERATIONS MANAGEMENT	3	1	0	1	4
Course Objectives						
C1	To understand the challenges involved in production design &capacity planning and provide insights on make or buy decisions					
C2	To determine multiple plant location decisions and effective utilization of plant layout.					
C3	To explain the models, concepts and techniques adopted in the areas of inventory control and maintenance					
C4	To elucidate the importance of work study and quality control tools					
C5	To provide insights on service operations management and waiting line analysis.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning-Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.				12	
Unit II	FACILITY DESIGN: Plant Location; Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities; Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment’s- Role of Ergonomics in Job Design.				12	
Unit III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP) - JIT-Implications of Supply Chain Management. Maintenance; Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.				12	
Unit IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control; Purpose of Inspection and Quality Control-Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes.				12	
Unit V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-				12	

	Designing Service Organizations- Service Facility Location and Layout-Service Blueprinting-Waiting Line Analysis for Service Improvement-Service Processes and Service Delivery.	
	Total Hours	60
Reference Books		
1.	Chary, S.N., Production and Operations Management, 5th Edition, Tata McGraw-Hill, 2012.	
2.	Gore, A. and Panizzolo, R., Operations Management, Cengage Learning India, 2012.	
3.	Heizer, J., Render, B. and Rajashekhar, J., Operations Management, 9th Edition, Pearson, 2009.	
4.	Krajewski, L., Operations Management; Processes and Supply Chains, 9th Edition, Pearson, 2011.	
5.	Metters, R., .King-Metters, K.H., Pullman, M. and Walton, S., Successful Service Operations Management, Cengage Learning, 2nd Edition 2012.	
6.	Panneerselvam. R, Production and Operations Management, 3rd Edition, PHI Learning, 2012.	
E-Sources		
1.	lib.mdp.ac.id/ebook/.../Karya%20Uumum-Operations%20Management.pdf	
2.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt	
3.	dl4a.org/uploads/pdf/Ebook%20for%20production%20and%20operations%20managem ent.pdf	
4.	https://www.mheducation.co.uk/he/chapters/9780077133016.pdf	
5.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf	
Assessment Tools Used		
1.	Assignments	6. Group Discussion
2.	Internal Assessment Tests	7. Quiz
3.	Model Exam	8. Videos
4.	Seminars	9. Synetics
5.	Case studies	10. Management games
Content Beyond Syllabus		
1.	Operations strategy	
2.	Total Quality Management	
3.	Statistical Quality Control	
4.	Lean Management	
5.	Supply Chain Management	
Additional Reference Books		
1.	William J Stevenson, Operations Management, Tata McGraw Hill, 12th Edition, 2015.	
2.	Russel and Taylor, Operations Management, Wiley, 9th Edition, 2016.	
3.	Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.	
4.	Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.	

Course Outcomes		
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)
C205.1	Be aware on the concepts of production design, capacity planning and make or buy decisions	PO2, PO4
C205.2	Possess knowledge on plant location decisions and utilization of plant layout	PO2, PO7
C205.3	Have better understanding on Inventory models and maintenance techniques.	PO6, PO7
C205.4	Be aware about work study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
C205.5	Have insight on service operations, service delivery and waiting line analysis	PO6, PO7

CORE COURSE – XI

Subject Code	Subject Name	L	T	P	S	C
PMF2K	FINANCIAL MANAGEMENT	3	1	0	1	4
Course Objectives						
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.					
C2	To create awareness on the various investment techniques on the investment decision making.					
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.					
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.					
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	INTRODUCTION: Financial management; Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt; Hire purchase, Leasing, Venture Capital – Private equity.				12	
Unit II	INVESTING DECISION - Capital Budgeting Process – Techniques of Investment Appraisal; Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting.				12	

Unit III	COST OF CAPITAL - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage - problems.	12	
Unit IV	CAPITAL STRUCTURE - Factors influencing capital structure – optimal capital structure -capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani-Miller (MM) Approach – Traditional Approach – Practical Problems. DIVIDEND AND DIVIDEND POLICY ; Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	
Unit V	WORKING CAPITAL MANAGEMENT - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports.	12	
Total Hours		60	
Reference Books			
1.	S.N.Maheswari, Financial Management		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.		
3.	Van Horne, J.C., Financial Management and Policy, 12 th Edition, Pearson, 2012.		
4.	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.		
5.	Periasamy, P., Financial Management, 3 rd Edition, Tata McGraw-Hill Education Pvt. Ltd., 2012.		
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management; Theory and Practice, 12 th Edition, Cengage Learning India, 2011.		
E-Sources			
1.	http://www.finance4nonfinancemanagers.com/finance-management/introduction-to-financial-management/		
2.	https://www.docsity.com/en/financial-management-risk-analysis-in-capital-budgeting-notes-finance-1/51428/		
3.	https://accountingexplained.com/managerial/capital-budgeting/		
4.	https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/		
5.	http://www.yourarticlelibrary.com/theories/theories-of-dividend-walters-model-gordons-model-and-modigliani-and-millers-hypothesis/29462		
6.	http://www.studyfinance.com/lessons/workcap/		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Videos
3.	Model Exam	8.	Role Play
4.	Seminars	9.	Synetics
5.	Case studies	10.	Quiz

Content Beyond Syllabus		
1.	Point of Indifference– Meaning –process	
2.	Major financial decisions – Time value of money.	
3.	Valuation of shares and Bonds	
Additional Reference Books		
1.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.	
2.	AswatDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.	
3.	G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010 7	
4.	Srivatsava, Mishra, Financial Management, Oxford University Press, 2011	
5.	Parasuraman.N.R, Financial Management, Cengage, 2014.	
Course Outcomes		
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)
C206.1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7
C206.2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
C206.3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
C206.4	Have learnt the concept of capital structure and dividend.	PO6, PO7
C206.5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1, PO2, PO4, PO7

EXTRA DISCIPLINARY COURSE – II

Subject Code	Subject Name	L	T	P	S	C
PMFAB	INTERNATIONAL BUSINESS	3	0	0	1	3
Course Objectives						
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.					
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.					
C3	To throw light on international trade theories and the management of business functional operations in an international context.					
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.					
C5	To know about regional economic integration and contemporary issues in international business.					

SYLLABUS		
Unit. No.	Details	Hours
Unit I	INTRODUCTION: Introduction to International Business; Importance, nature and scope of International business-Modes of entry into International Business- Internationalization process and managerial implications-Multinational Corporations and their involvement in International Business-Issues in foreign investments, technology transfer, pricing and regulations-International collaborative arrangements and strategic alliances- Counter Trade.	9
Unit II	INTERNATIONAL BUSINESS ENVIRONMENT AND CULTURAL DIFFERENCES: International Business Environment; Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing international business environment. Differences in Culture; Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.	9
Unit III	INTERNATIONAL TRADE THEORY: Introduction — Mercantilism — Absolute Advantage — Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — WTO & Development of World Trade — Regional Grouping of Countries and its Impact.	9
Unit IV	GLOBAL TRADING AND INVESTMENT ENVIRONMENT: World trade in goods and services — Major trends and developments- World trade and protectionism — Tariff and non-tariff barriers- Foreign investments- Pattern, Structure and effects- Movements in foreign exchange and interest rates and their impact on trade and investment flows-Functions of Foreign Exchange Market- Foreign Direct Investments — FDI in the World Economy — Horizontal and Vertical Foreign Direct Investment — Advantages of Host and Home Countries.	9
Unit V	CONTEMPORARY ISSUES: Regional Economic Groupings in Practice- Levels of Regional Economic Integration- Regionalism vs. Multilateralism- Important Regional Economic Groupings in the World- Contemporary Issues in International Business- Role of International financial institutions like IMF and World Bank-Labour and Environmental Issues.	9
Total Hours		45
Reference Books		
1.	Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.	
2.	Bhattacharya, B., Going International; Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.	
3.	Hill, C.W.L. and Jain, A.K., International Business; Competing in the Global Marketplace, 6th Edition, Tata McGraw-Hill Education, 2008.	
4.	Cherunilam, F., International Business; Text and Cases, 5th Edition, PHI Learning, 2010.	
5.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.	

E-Sources			
1.	www.international-business-center.com		
2.	www.ibba.org		
3.	www.trade.gov		
4.	www.gapinternational.com		
5.	www.zonta.org		
6.	www.internationalbusinesscorporation.com		
7.	www.ainonline.com		
8.	www.i-b-t.net		
9.	www.business-ethics.org		
10.	www.slideserve.com/internationalbusiness		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Synetics
3.	Model Exam	8.	Quiz
4.	Seminars	9.	Role Play
5.	Case studies	10.	Management Games
Content Beyond Syllabus			
1.	INTERNATIONAL STRATEGIC MANAGEMENT - Strategic compulsions Standardization Vs Differentiation – Strategic options – Global portfolio management global Entry strategy – different forms of international business – advantages organizational Issues of international business – organizational structures – controlling Of international business – approaches to control – performance of global business performance Evaluation system.		
2.	MANAGEMENT OF GLOBAL BUSINESS - Global production –Location –scale of Operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in Product development, pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.		
Additional Reference Books			
1.	P.Subba Rao., International Business, 4 th Edition, Himalaya Publishing House, 2017.		
2.	Deresky, H., And International Management; Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.		
3.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.		
Course Outcomes			
CO No.	On completion of this course successfully, the student will;	Program Outcomes (PO)	
C207.1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
C207.2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	

C207.3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
C207.4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
C207.5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8

SOFT SKILLS – II

Subject Code	Subject Name	L	T	P	S	C
PSSEB	SPOKEN AND PRESENTATION SKILLS – ADVANCED LEVEL	0	0	2	1	2
Course Objectives						
C1	To impart students general language knowledge and presentation.					
C2	To show light on special language knowledge and presentation.					
C3	To teach them the general communication skills for presentation.					
C4	To enable students to develop professional communication skills for presentation.					
C5	To Enable the students to develop social communication and presentation skills					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	General Language Knowledge and Presentation			6		
Unit II	Special Language Knowledge and Presentation			6		
Unit III	General Communication Skills for Presentation			6		
Unit IV	Professional Communication Skills for Presentation			6		
Unit V	Social Communication Skills for Presentation			6		
	Total Hours			30		
Reference Books						
1.	Cathcart, Robert. S. and Larry A. Samovar. 1970. Small Group Communication; A Reader 5 th Edition. Wm C. Brown Publisher.Lowa					
2.	Tamblyn, Doni and Sharyn Weises, 2000. The Big Book of Humorous Training Games, 2004 Edition. Tata McGraw-Hill. New Delhi					
3.	Andrew, Sudhir. 1988 How to succeed at Interview. 21 st Reprint. Tata Mc Graw-Hill. New Delhi.					
4.	Monipally, Mattukutty. M.2001. Bussiness Communication Strategies.11 th Reprint. Tata Mc Graw-Hill. New Delhi.					
E-Sources						
1.	https://www.examenglish.com/IELTS/IELTS_Speaking.htm					
2.	http://letstalk.co.in/					
3.	https://communicationdevelopment.com/					
4.	https://www.businessballs.com/communication-skills/presentation-skills-and-techniques/					

Assessment Tools Used		
1.	Assignments	
2.	Role Play	
3.	Group Discussion	
Content Beyond Syllabus		
1.	Time management and effective planning – identifying barriers to effective time management - prudent time management techniques -relationship between time management and stress management.	
2.	Stress management – causes and effect, coping strategies – simple physical exercises - simple Yoga and Meditation techniques - Relaxation techniques - stress and faith healing - positive forces of nature - relaxation by silence and music.	
Additional Reference Books		
1.	Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.	
2.	“Value Education”, VISION for Wisdom, Vethathiri Publications, Erode, 2009	
Course Outcomes		
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)
C208.1	Possess general language knowledge & presentation.	PO4, PO6, PO7
C208.2	Acquire special language knowledge and presentation	PO4, PO6, PO7
C208.3	Understand the general communication skills for presentation.	PO4, PO6, PO7
C208.4	Know professional communication skills for presentation.	PO4, PO6, PO7
C208.5	Possess social communication skills for presentation	PO4, PO6, PO7

CORE COURSE – XII

Subject Code	Subject Name	L	T	P	S	C
PMF3R	STRATEGIC MANAGEMENT	4	0	0	1	4
Course Objectives						
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.					
C2	To provide insights on how business is responsible socially and ethically.					
C3	To highlight on the environmental analysis framework.					
C4	To throw light on strategic formulation and strategic choice.					
C5	To understand strategic implementation and strategic control.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction:Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance – Board of Directors; Role and Functions – Board Functioning – Top Management; Role and Skills.					12

Unit II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies. Society and Business; Social Responsibility of Business – Corporate Governance and Ethical Responsibility	12	
Unit III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	12	
Unit IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies	12	
Unit V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organization Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control; Measurement in Performance- Problems in Measurement of Performance: Strategy Audit-Strategic Control Process – Du Pont’s Control Model– Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	
	Total Hours	60	
Reference Books			
1.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 3 rd Edition, Tata McGraw-Hill, 2009.		
2.	Hill, C.W.L. and Jones, G.R., Strategic Management; An Integrated Approach, 9 th Edition, Cengage Learning, 2012.		
3.	Hitt, Ireland, Hoskisson and Manikutty, Strategic Management, 9 th Edition, Cengage Learning, 2012.		
4.	Kazmi, A., Strategic Management and Business Policy, 3 rd Edition, Tata McGraw-Hill Education, 2008.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management; Formulation, Implementation and Control, 12 th Edition, McGraw-Hill, 2012.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy.		
E-Sources			
1.	https://files.eric.ed.gov/fulltext/EJ1068421.pdf		
2.	http://universityofcalicut.info/syl/ManagementConceptsBusiness Ethics.pdf		
3.	http://www.etcases.com/case-categories/strategic-management-case-studies .		
4.	ile:///Users/hemamalini/Downloads/Ba7032%20strategic_Management%20rejinpaul%20notes.Pdf		
5.	https://businessjargons.com/strategic-management.htm		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Background Knowledge probe

3.	Model Exam	8.	Focused listing
4.	Seminars	9.	Empty Outlines
5.	Case studies	10.	Minute Paper
Content Beyond Syllabus			
1.	Managing technology and innovation		
2.	Strategic issues for non- profit organizations		
3.	News business models.		
Additional Reference Books			
1.	AdriaHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press,2008.		
2.	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2005.		
3.	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India, 2005.		
4.	Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc,wiley,2012		
5.	John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition,2012		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)	
C301.1	Be able to frame vision and mission statements.	PO3, PO4, PO7	
C301.2	Be social and ethically responsible.	PO3, PO8	
C301.3	Possess insights on making environmental analysis.	PO3, PO8	
C301.4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
C301.5	Understand on strategic implementation and control.	PO4, PO5, PO7	

CORE COURSE - XIII

Subject Code	Subject Name	L	T	P	S	C
PMF3S	MANAGEMENT INFORMATION SYSTEMS	4	0	0	1	4
Course Objectives						
C1	To enable the students to understand the fundamental of information system and its role of information in managerial decision making					
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.					
C3	To manage system applications and data to best support functional areas of business					
C4	To provide insights in securely managing database and information using the process of SDLC					
C5	To elucidate the need and importance of ERP, its selection and implementation in work Place.					
SYLLABUS						
Unit.	Details			Hours		

No.			
Unit I	Introduction to information system: The management, structure and activities-Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.	12	
Unit II	Transaction Processing information system: Information system for managers, Intelligence information system –Decision support system-Executive information systems.	12	
Unit III	Functional Management Information System: Production Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	12	
Unit IV	System Analysis and Design: The work of a system analyst-SDLC-System design –Requirement analysis-Data flow diagram, relationship diagram, design-Implementation-Evaluation and maintenance of MIS, Database System; Overview of Database- Components-advantages and disadvantages of database	12	
Unit V	Enterprise Resource Planning (ERP) System: Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organization& Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS.	12	
	Total Hours	60	
Reference Books			
1.	Azam, M., Management Information System, McGrawHill Education, 2012.		
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.		
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.		
4.	O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.		
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.		
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012.		
E-Sources			
1.	http://ebooks.lpude.in/management/mba/term_4/DMGT505_management_information_system.pdf		
2.	https://www.sigc.edu/departement/mba/studymet/ManagmentInformationSystem.pdf		
3.	http://164.100.133.129;81/econtent/Uploads/Management_Information_System.pdf		
4.	http://www.himpub.com/documents/Chapter963.pdf		
5.	http://dlc.ui.edu.ng/oer.dlc.ui.edu.ng/app/upload/CIS%20302_1507198171.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Role Play

3.	Model Exam	8.	Simulation
4.	Seminars	9.	Synetics
5.	Case studies	10.	Business Quiz
Content Beyond Syllabus			
1.	Telecommunication network – LAN & WAN– Intranet & Extranet– Strategic uses of IT		
2.	Challenges of Information Security – Data warehouse - Data mining		
3.	Artificial Intelligence -Fuzzy Logic – Genetic Algorithm – Virtual Reality – E-Commerce		
Additional Reference Books			
1.	Post, Gerald V., Management Information Systems; Solving Business Problems with Information Technology, Third edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2003.		
2.	D P Goya, Management Information Systems – Managerial perspectives, Fourth edition, Vikas publishing house, 2014		
3.	Scott, George M., Principles of Management Information Systems, McGraw-Hill Book Company, Singapore, 2003.		
4.	Shrivastava - Fundamental of Computer& Information Systems (Wiley Dreamtech)		
5.	Leon - Fundamentals of Information Technology, (Vikas)		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;		Program Outcomes (PO)
C302.1	Learn the importance of data and information in managerial decision making.		PO2, PO4
C302.2	Possess knowledge on the various IS,TPS, DIS & EIS and the its relevance to organizational environment		PO4, PO6
C302.3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR		PO6
C303.4	Identify opportunities in implementing a new database system with the help of SDLC process.		PO6
C303.5	Be exposed to the importance of selecting the appropriate ERP and its implementation.		PO6, PO7

ELECTIVE COURSE – I

EXECUTIVE COURSE - I						
Subject Code	Subject Name	L	T	P	S	C
PMFO1	MARKETING RESEARCH AND CONSUMER BEHAVIOUR	3	0	0	1	3
Course Objectives						
C1	To create an understanding about market research concepts.					
C2	To create awareness on sampling techniques and its implications on market research.					
C3	To throw light on models of consumer behavior.					
C4	To foster knowledge on determinants of consumer behavior.					
C5	To create awareness on consumer decision making process.					
SYLLABUS						

Unit. No.	Details	Hours
Unit I	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.	9
Unit II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research; Motivation Research – Advertising Research – Product Research	9
Unit III	Models of Consumer Behavior: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model Environment Influences on Consumer; Culture – Social Class – Social Groups – Family – Personal Influence and Opinion Leadership	9
Unit IV	Individual Determinants of Consumer Behavior: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change.	9
Unit V	Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behavior.	9
	TOTAL HOURS	45
Reference Books		
1.	Aaker, D., Kumar, V., Day, G.S. and Leone, R.P., Marketing Research, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
2.	Majumdar, R., Consumer Behaviour; Insights from Indian Market, PHI Learning, 2010.	
3.	Malhotra, N.K. and Das, S., Marketing Research; An Applied Orientation, 6 th Edition, Pearson, 2010.	
4.	McDaniel Jr., C. and Gates, R., Marketing Research, 8 th Edition, Wiley India Pvt. Ltd., 2011.	
5.	Schiffman, L.G, Kanuk, L.L. and Kumar, R., Consumer Behavior, 10 th Edition, Pearson, 2010.	
6.	Solomon, M.R., Consumer Behavior; Buying, Having and Being, 8 th Edition, PHI Learning, 2010.	
E-Sources		
1.	https://nptel.ac.in/courses/110105054/M2L3%20Question.pdf	
2.	http://gurukpo.com/consumer-behavior-and-marketing-research-2/	
3.	https://www.slideshare.net/BabasabPatil/consumer-behaviour-notes-full-mab-marketing	
4.	https://study.com/academy/lesson/what-is-consumer-behavior-in-marketing-factors-model-definition.html	
5.	https://www.slideshare.net/nagababungr/consumer-behavior-marketing-research	
Assessment Tools Used		
1.	Assignments	6. Group Discussion
2.	Internal Assessment Tests	7. Role Play
3.	Model Exam	8. Management games

4.	Seminars	9.	Quiz
5.	Case studies	10.	Observation
Content Beyond Syllabus			
1.	E-Marketing		
2.	Online Marketing research		
3.	Recent Trends in consumer behavior		
Additional Reference Books			
1.	E-marketing – Raymond Forst		
2.	Fundamentals of Digital Marketing – Puneet Singh Bhatia		
3.	Consumer Behaviour; emerging trends and issues –G.Radhakrishanan		
4.	E-Marketing –Jude Strauss		
5.	Games and Gamification in marketing research – Betty Adamou		
Course Outcomes			
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C301.1	Be aware of the basic concepts of marketing research concepts.	PO4, PO6	
C301.2	Be Aware on sampling techniques and its implications on market research	PO6	
C301.3	Have insights on models of consumer behavior.	PO6, PO7	
C301.4	Possess knowledge on determinants of consumer behavior.	PO6, PO7	
C301.5	Have insights on consumer decision process.	PO2, PO6, PO7	

ELECTIVE COURSE – II

Subject Code	Subject Name	L	T	P	S	C
PMFO2	CORPORATE FINANCE	2	1	0	1	3
Course Objectives						
C1	To familiarize the students with the fundamental understanding of corporate finance.					
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.					
C3	To throw light on the investment techniques on the investment decision making.					
C4	To educate the students on the various sources of international finance available to the Indian companies.					
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.					

SYLLABUS			
Unit. No.	Details		Hours
Unit I	Introduction: Corporate Finance – Nature and Scope - Role of Financial Institution - Valuation of the Firm – Time value of money concepts		9
Unit II	Indian Capital Market: Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance		9
Unit III	Investment Decision: Investment Analysis – Risk Analysis Probability Approach. Business Failures, Mergers, Consolidations and liquidation.		9
Unit IV	Finance from international sources: financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units. Inflation and Financial Decisions.		9
Unit V	Foreign Collaboration : FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations		9
	TOTAL HOURS		45
Reference Books			
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 10 th Edition, Tata McGraw-Hill Publishers, 2012.		
2.	Damodaran, A., Applied Corporate Finance, 3 rd Edition, Wiley, 2012.		
3.	Damodaran, A., Corporate Finance; Theory and Practice, 2 nd Edition, Wiley India Pvt Ltd., 2007.		
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.		
5.	Madura, J., International Corporate Finance, 10 th Edition, Cengage Learning, 2012.		
6.	Viswanath, S., Cases in Corporate Finance, Tata McGraw-Hill Education, 2009.		
E-Sources			
1.	https://www.coursera.org/learn/wharton-finance		
2.	http://www.academia.edu/4648251/role_of_SEBI_in_Indian_Capital_Market		
3.	http://www.yourarticlelibrary.com/economics/market/indian-capital-market-classification-and-growth-of-indian-capital-market/2347		
4.	https://www.docsity.com/en/financial-management-risk-analysis-in-capital-budgeting-notes-finance-1/51428/		
5.	http://www.shsu.edu/klett/MERGER%20ch%2036%20new.html		
6.	https://commerceease.com/international-financing/		
7.	http://wps.pearsoncustom.com/wps/media/objects/4112/4210950/inter_exer/Keown_ch11_6.html		
8.	https://en.wikipedia.org/wiki/International_financial_institutions		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Simulation

3.	Model Exam	8.	Synetics
4.	Seminars	9.	Business Quiz
5.	Case studies	10.	Management games
Content Beyond Syllabus			
1.	Cash inadequacy and cash insolvency – determining the probability of cash insolvency		
2.	Corporate governance – Ethics and Social Responsibility.		
3.	Public Deposits – needs – importance		
Additional Reference Books			
1.	Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011		
2.	M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011		
3.	Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.		
4.	Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.		
5.	Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2015		
6.	Michael C.Ehrhardt, Eugene F.Brigham, Corporate Finance – A focusedapproach, Cengage Learning, 2011.		
7.	Madura, International Corporate Finance, 10th edition, Cengage Learning, 2014.		
8.	I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)	
C302.1	Be familiar with the fundamentals of corporate finance.	PO4, PO6	
C302.2	Be aware of the role of SEBI and the structure of Indian capital market.	PO4, PO6, PO7	
C302.3	Have insights on various investment techniques and on the investment decision making.	PO2. PO7	
C302.4	Learn about the various sources of finance that are available to the Indian companies.	PO6, PO7	
C302.5	Have knowledge on the various modes through which corporate can go international and multinational.	PO6, PO7	

ELECTIVE COURSE – III

Subject Code	Subject Name	L	T	P	S	C
PMF03	ADVERTISING MANAGEMENT AND SALES PROMOTION	3	0	0	1	3
Course Objectives						
C1	To apply advertising concepts and integrated marketing communication.					
C2	To provide insights on appropriate selection of media and budget planning.					
C3	To elucidate on implementing the program coordination and control and operations of advertising agencies.					
C4	To throw light on sales promotion activities to deal with these problems and					

	opportunities.		
C5	To measure the effectiveness of sales promotion and importance of ethics and social relevance towards contemporary issues in business.		
SYLLABUS			
Unit. No.	Details		Hours
Unit I	Advertising:Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.		9
Unit II	Media: Mass Media - Selection, Planning and Scheduling – Web Advertising – Integrated programme and budget planning.		9
Unit III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.		9
Unit IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.		9
Unit V	Control : Measurement of effectiveness – Ethics, Economics and Social Relevance.		9
	TOTAL HOURS		45
Reference Books			
1.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7thEdition, Tata McGraw-Hill Education, 2009.		
2.	Hackley, C., Advertising and Promotion; An integrated communications approach, 2ndEdition, Sage Publications, 2010.		
3.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.		
4.	Mullins, R., Sales Promotions; How to create, implement and integrate campaigns that really work, 5thEdition, Kogan Page, 2011.		
5.	Percy, L. and Rosenbaum-Elliot, R., Strategic Advertising Management, 4thEdition, Oxford University Press, 2012.		
6.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8thEdition, Cengage Learning India, 2012.		
E-Sources			
1.	https://www.pondiuni.edu.in/storage/dde/downloads/markiv_asp.pdf		
2.	http://www.ebookphp.com/advertising-and-sales-promotion-epub-pdf		
3.	http://www.abahe.co.uk/business-administration/advertising-and-promotion.pdf		
4.	http://bookboon.com/en/marketing-and-sales-ebooks		
5.	https://www.matrixmarketinggroup.com/sales-promotion-strategy .		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Simulation
3.	Model Exam	8.	Role Play
4.	Seminars	9.	Synetics
5.	Case studies	10.	Business Quiz

Content Beyond Syllabus		
1.	Strategic advertising decisions – Advertising clutter	
2.	Sales promotion and Product life cycle - Cross promotion - Surrogate selling - Bait and switch advertising.	
3.	Brand Equity - Measuring brand loyalty - Leveraging brand values for business.	
Additional Reference Books		
1.	Advertising Management – concepts and cases Mahendra Mohan.	
2.	Marketing Management – Philip Kotler	
3.	Branding – Geoffrey Randoll	
4.	Strategic Brand Management – Kapferer	
5.	Advertising and Sales Promotion Management – S.L.Gupta, V.V.Ratra	
Course Outcomes		
CO No.	On completion of this course successfully, students will	Program Outcomes (PO)
C303.1	Be aware of the basic advertising concepts and integrated marketing communication.	PO4, PO6, PO7
C303.2	Possess knowledge on appropriate selection of media and budget planning.	PO1, PO2, PO6, PO7
C303.3	Have insights on implementing the program coordination and control and operations of advertising agencies.	PO5, PO6
C303.4	Learn sales promotion activities to deal with these problems and opportunities.	PO1, PO2, PO5, PO6, PO7
C303.5	Have better understanding of sales promotion measure and importance of ethics and social relevance towards contemporary issues in business.	PO3, PO5, PO8

ELECTIVE COURSE – IV

Subject Code	Subject Name	L	T	P	S	C
PMFO4	SALES AND DISTRIBUTION MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To impart students the fundamentals of sales force management.					
C2	To enable the students to understand the sales planning, and the information needed for planning.					
C3	To impart the knowledge relating to sales forecasting, and subsequent setting of sales quotas.					
C4	To enable the students to prepare a sales compensation plan, understand selling theories, conduct sales audit and analysis.					
C5	To make the students understand the Role of Distribution in the Marketing Mix.					

SYLLABUS		
Unit. No.	Details	Hours
Unit I	Organizational Framework of The Field Sales Force: Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager –His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management.	9
Unit II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards – Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Check On Training and Staffing Programmes.	9
Unit III	Sales Forecasting: Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.	9
Unit IV	Staffing: Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior. Sales Audit and Analysis – Control of Sales Efforts and Costs.	9
Unit V	Distribution: Role of Distribution in the Marketing Mix Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport – Organization, Machines, Procedures and Documentation. Dealer Network; Role of Middlemen/Dealer in Marketing and Distribution. Channel Information System; Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.	9
	TOTAL HOURS	45
Reference Books		
1.	Cron, W.L. and DeCarlo, T.E., Sales Management; Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
2.	Hair, J.F., Anderson, R.E., Mehta, R. and Babin, B, Sales Management, South western, 2009.	
3.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2 nd Edition, Tata McGraw-Hill Education, 2011.	
4.	Kapoor, S. and Kansal, P., Basics of Distribution Management; A Logistical Approach,	

	PHI Learning, 2009.		
5.	Mallik, P.K., Sales Management, Oxford University Press, 2011.		
6.	Still, R.R., Sales Management; Decision Strategy and Cases, 5 th Edition, Pearson, 2011.		
E-Sources			
1.	https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_introduction.htm		
2.	https://www.slideshare.net/RahulKaurav/sales-and-distribution-management-an-introduction		
3.	https://www.slideshare.net/sameer9189/introduction-to-sales-and-distribution-management		
4.	http://us.sagepub.com/en-us/nam/sales-and-distribution-management/book233271		
5.	https://www.iimcal.ac.in/sites/all/files/pdfs/cems_17-18_term-I/sales_and_distribution_management.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Synetics
3.	Model Exam	8.	Business Quiz
4.	Seminars	9.	Power Point Presentations
5.	Case Studies	10.	Management games
Content Beyond Syllabus			
1.	Introduction to Salesforce.com.		
2.	Hotels & hospitals Distribution channels.		
3.	Online distribution Management.		
Additional Reference Books			
1.	Hospital Information System - A Concise Study (Kelkar) Publisher; Phi Learning Pvt. Ltd-New Delhi		
2.	Sales and Distribution Management by Sunil Sahadev and Tapan K. Panda, Oxford Publications.		
3.	Sales and Distribution Management Paperback by Krishna K. Havaldar (Author), Vasant M. Cavale (Author), Mc Graw hill publications		
4.	https://www.siteminder.com/r/hotel-distribution/hotel-revenue-management/strategies-increase-hotel-room-sales/		
5.	https://www.xotels.com/en/glossary/distribution-strategy		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)	
C304.1	Know the fundamentals of Sales and Distribution Management	PO6	
C304.2	Understand the sales planning, and the information needed for planning.	PO6, PO7	
C304.3	Know sales forecasting, and how to set sales quotas.	PO2, PO6, PO7	
C304.4	Prepare a sales compensation plan, understand selling theories, conduct sales audit and analyses the sales results.	PO4, PO5, PO6, PO7	
C304.5	Understand the role of Distribution in the Marketing Mix.	PO1, PO6, PO7	

ELECTIVE COURSE – V

Subject Code	Subject Name	L	T	P	S	C
PMFO5	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	2	1	0	1	3
Course Objectives						
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.					
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.					
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.					
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.					
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	INVESTMENT- Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate-Gold and Silver.Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.				9	
Unit II	SECURITIES MARKET - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.				9	
Unit III	FUNDAMENTAL ANALYSIS - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.				9	
Unit IV	TECHNICAL ANALYSIS - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.				9	

Unit V	PORTFOLIO MANAGEMENT - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation		9
	TOTAL HOURS		45
Reference Books			
1.	Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, 4th Edition Tata McGraw-Hill Education, 2012.		
3.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, 2009.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, 2010.		
5.	Ranganathan, M. and Madhumathi,R., Security Analysis and Portfolio Management, 2 nd Edition, Pearson, 2012.		
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, 10 th Edition, Cengage Learning, 2012.		
E-Sources			
1.	http://www.iactglobal.in/courses/security-analysis.aspx		
2.	https://www.vutube.edu.pk/vu-lectures/viewcategory/132/investment-analysis-portfolio-management-fin630		
3.	http://www.nptelvideos.in/2012/12/security-analysis-and-portfolio.html		
4.	https://swayam.gov.in/course/280-security-analysis-and-portfolio-management		
5.	https://freevideolectures.com/course/3012/security-analysis-and-portfolio-management		
6.	http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf		
7.	https://www.buytestseries.com/OnlineCourses/Security-Analysis-and-Portfolio-Management-MBA-Video-Lecture-Online		
8.	http://164.100.133.129;81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf		
9.	https://ocw.mit.edu/courses/sloan-school-of-management/15-433-investments-spring-2003/lecture-notes/		
10	https://www.paulasset.com/articles/wp-content/uploads/2012/09/Benjamin-Graham_-David-Dodd-Security-Analysis-Sixth-Edition_-Foreword-by-Warren-Buffett.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Gamification Methods
3.	Model exams	8.	Practical exercise on stock market
4.	Seminar	9.	Online discussions based on NPTEL, VTU e-Learning, edX and SWAYAM videos
5.	Case Studies	10.	Brainstorming Discussion
Content Beyond Syllabus			
1.	FINANCIAL DERIVATIVES- Meaning, nature and scope of financial derivative market, History and growth of financial derivative markets, Exchange-traded Vs OTC derivative market, Advantages and disadvantages of financial derivatives		
2.	Types of financial derivative contracts, Credit, Weather, Energy, and Insurance derivatives. Specification of a futures contract, Daily settlement, margins and delivery		

	procedure in futures contract,	
3.	Hedging strategies using futures, Interest rate futures, Currencies futures; NSE-futures and options; Determination of futures Price; The cost of carry, Futures prices on stock indices; Various trading strategies.	
Additional Reference Books		
1.	Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India 7th edition2008.	
2.	S. L.Guptha, Financial Derivatives-Theory concepts and problems,PHI, 2009.	
3.	Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs,– Prentice Hall India Pvt., Ltd.	
4.	Robert W. Kolb, James A. Overdahl, Financial Derivatives-John Wiley & Sons,2003.	
5.	International Journal of Financial Research	
Course Outcomes		
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)
C305.1	Be able to understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO1, PO6
C305.2	Be able to apprehend role, functions and key players in the securities market and understand the trading system of the stock market	PO2, PO6
C305.3	Be able to execute better investment decisions by analyzing Economic, Industry and Company factors with the help of fundamental analysis techniques.	PO2, PO6
C305.4	Be able to identify the stock price movements and its behavior with the help of technical analysis techniques.	PO6
C305.5	Be able to understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6

ELECTIVE COURSE – VI

Subject Code	Subject Name	L	T	P	S	C
PMFO6	TAX MANAGEMENT	2	1	0	1	3
Course Objectives						
C1	To make an understanding on the tax system					
C2	To enrich on taxation procedure under different heads of income.					
C3	To create awareness on deductions, set off and carry forwards in tax management.					
C4	To enable computation of taxable income.					
C5	To provide insight knowledge on direct tax system.					
SYLLABUS						

Unit. No.	Details	Hours
Unit I	Introduction: Income Tax Law – important concepts -Scheme of Taxation – types of Taxes, concept, objectives and factors to be considered for Tax Planning-Residential status – Tax free incomes. Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.	8
Unit II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.	23
Unit III	Deductions to be made in computing total income –Resales and Reliefs of Income tax – Taxation of Non-Residents. Income –tax Payment and Assessment -Tax deduction at source; advance tax; self-assessment tax; assessment procedure regular and best judgment assess revision, rectification and appeal, provision relating to interest and refund of tax.	6
Unit IV	Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital; equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds.	4
Unit V	Wealth Tax and Other Direct Taxes - Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company / Venture Capital Funds.	4
	TOTAL HOURS	45
Reference Books		
1.	Students Guide to Income Tax by Dr. Vinod K. Singhania and Monica Singhania.	
2.	Indirect Tax by Vinod K. Singania	
3.	Iyengar, A C.,Sampat Law of Income Tax. Allahabad, Bharat Law House.	
4.	Kanga, J. B. and Palkhivala, N.A., Income Tax. Bombay, Vol.1-3, N.M. Tripathi.	
5.	Lal, B.B., Direct Taxes Practice and Planning Konark Publishers Private Ltd, Delhi, Latest Edition.	
6.	Prasad, B., Income Tax Law and Practice ViswaPrakashan, New Delhi, Latest Edition.	
E-Sources		
1.	https://www.taxmanagementindia.com/	

2.	https://taxguru.in/income-tax/tax-management-income-tax-act-1961.html		
3.	http://incometaxmanagement.com/		
4.	https://cleartax.in/s/direct-indirect-taxation-india-explained		
5.	https://www.scribd.com/doc/87432546/TAX-mgt-PPT-1-1		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminars	9.	Quiz
5.	Case studies	10.	Observation
Content Beyond Syllabus			
1.	GST		
2.	Central and sales tax		
3.	Wealth tax		
Additional Reference Books			
1.	Goods and service tax – P.Jaganathan		
2.	GST Input Tax Credit – V.S.Datey		
3.	Central and Sales Tax Law and Practice – P.L.Subramaniam		
4.	An Annual Wealth Tax – D.J,Ironside		
Course Outcomes			
CO No.	On completion of this course successfully the students will;		Program Outcomes (PO)
C306.1	Be able to understand basic concepts of tax management system in India.		PO2, PO6, PO7
C306.2	Possess knowledge on taxation procedure involved under different heads of income.		PO6
C306.3	Have insight knowledge on the deduction procedures, set off and carry forward procedures.		PO6, PO7
C306.4	Learn the ways to compute total taxable income.		PO6, PO7
C306.5	Have knowledge on direct tax system.		PO6, PO7

ELECTIVE COURSE – VII

Subject Code	Subject Name	L	T	P	S	C
PMFO7	BRAND MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	Provide an understanding of the key principles of branding, evaluation of brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.					
C2	Learn and apply key elements of crafting and driving brand strategy, practically develop a brand, including positioning and communication.					
C3	To throw light on brand image dimensions, brand loyalty, brand audits and cult brands.					
C4	Provide exposure to and project participation in brand positioning; prepare a professional, logical and coherent report in the form of a brand audit.					

C5	To provide a forum for students to apply these principles at the consumer level that will improve managerial decision-making with respect to brands and global branding strategies.	
SYLLABUS		
Unit. No.	Details	Hours
Unit I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models — Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase	9
Unit II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building; Designing Marketing Programs to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	9
Unit III	Brand Image: Image Dimensions, Brand Associations & Image, And Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	9
Unit IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands; Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	9
Unit V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalization and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.	9
	TOTAL HOURS	45
Reference Books		
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.	
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management; A World of Privilege, 2 nd Edition, John Wiley and Sons, 2012.	
3.	Dutta, K., Brand Management; Principles and Practices, Oxford University Press, 2012.	
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.	
5.	Kapferer, J.N., The New Strategic Brand Management; Advanced Insights and Strategic Thinking, 5 th Edition, Kogan Page, 2012.	
6.	Keller, K.L., Strategic Brand Management, 3 rd Edition, Pearson, 2011.	

E-Sources			
1.	https://managementstudyguide.com/brand-management.htm		
2.	http://www.lalogg.northwestern.edu/i/branding-brand-mgt.aspx		
3.	http://www.canto.com/blog/brand-mgt		
4.	http://www.workfront.com/resources/brand-management		
5.	www.marketingprofs.com/topic/all/brand-management		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	Strategies Brand Management and Building strong brands		
2.	Integrated marketing communication – effective brand communication and brand management careers		
3.	Strategic brand management- in practices		
Additional Reference Books			
1.	Keller, K. (2006) Strategic Brand Management (3Ed). Prentice Hall. Singapore, Melbourne.		
2.	Sharp, B. (2010) How Brands Grow. Oxford University Press. Melbourne.		
3.	Riezebos, R. (2003) Brand Management. Prentice Hall. Singapore, Melbourne		
4.	Aaker, D.A., 1992. The Value of Brand Equity. Journal of Business Strategy 13 (4), 27-32.		
5.	Ehrenberg, A.S.C., Goodhardt, G. and Barwise, T.P., 1990. Double Jeopardy Revisited. Journal of Marketing 54 (July), 82-91.		
Course Outcomes			
CO No.	On completion of this course successfully, the students will;	Program Outcomes (PO)	
C307.1	Be aware of the basic concepts of branding, evaluation of brands and their relationships with consumers, how to create brand equity and the tools required over time.	PO4, PO7	
C307.2	Possess knowledge on practically develop a brand, including positioning and communication.	PO4, PO7	
C307.3	Have insights on brand image dimensions, brand loyalty, brand audits and cult brands	PO7	
C307.4	Learn project participation in brand positioning; prepare a professional, logical and coherent report in the form of a brand audit.	PO6	
C307.5	Have better understanding on branding practices and global branding strategies.	PO2, PO4, PO8	

ELECTIVE COURSE – VIII

Subject Code	Subject Name	L	T	P	S	C
PMF08	INDUSTRIAL MARKETING	3	0	0	1	3
Course Objectives						
C1	To understand the environment of Industrial Marketing					
C2	To create awareness and understanding about Organizational buying process.					
C3	To provide insights about industrial marketing opportunities.					
C4	To have an idea and awareness about Business marketing strategy					
C5	To get familiar about customer relationship management practices and strategies.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market; Perspective on the organization buyer.					9
Unit II	Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behavior.					9
Unit III	Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis; Measuring Market Potential and Sales Forecasting.					9
Unit IV	Business Marketing Strategy: Business Marketing Planning; Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy.					9
Unit V	Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.					9
	TOTAL HOURS					45
Reference Books						
1.	Biemans, W.G., Business to Business Marketing; A Value driven approach, McGraw-Hill Education, 2010.					
2.	Dwyer, Business Marketing, 4thEdition McGraw-Hill, 2008.					
3.	Ghosh, P.K., Industrial Marketing, Oxford University Press, 2005.					
4.	Hutt, M. and Speh, T.W., Business Marketing Management; A Strategic View of Industrial and Organizational Markets, 8thEdition, South-Western, 2003.					
5.	Reeder, R., Briety, E. and Reeder, B., Industrial Marketing Management; Analysis, Planning and Control, 2ndEdition, PHI Learning, 2009					
6.	Vitale, R., Business to Business Marketing, Pearson, 2011.					
E-Sources						
1.	Harvard Business Review					
2.	MIT Sloan Management Review					
3.	Knowledge @ Wharton					
4.	Journal of Business-to-Business Marketing					
5.	http://www.journals.elsevier.com/industrialmarketing-management/					

Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Role play
3.	Model Exam	8.	Simulation
4.	Seminar	9.	Management Games
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	New products development Practices of industrial markets		
2.	Development challenges for smart industrial marketing		
3.	Innovative technologies in Industrial marketing		
Additional Reference Books			
1.	Business Marketing; Text and Cases, Krishna K. Havalдар, McGraw Hill, ISBN; 978-1-25-909796-6		
2.	Industrial Marketing, HoreySankar, Mukerjee, Excel Books, ISBN; 978-81-7446-700-3		
3.	Industrial Marketing, Reeder Robert, PHI, ISBN; 978-812031245-6		
4.	Business Marketing, Dwyer R, Tanner J, McGraw-Hill, 0071244387		
5.	Business-to-Business Marketing, Vitale Giglierano, Thomson, ISBN; 981-2406077		
Course Outcomes			
CO No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C308.1	Be aware of the environment of industrial marketing.	PO4	
C308.2	Possess knowledge on organizational buying process.	PO4, PO6, PO7	
C308.3	Have insights on industrial marketing opportunities.	PO6	
C308.4	Learn business marketing strategy.	PO6, PO7	
C308.5	Have better understanding on customer relationship management.	PO6	

ELECTIVE COURSE – IX

Subject Code	Subject Name	L	T	P	S	C
PMFO9	DATABASE MANAGEMENT SYSTEMS	3	0	0	1	3
Course Objectives						
C1	To familiarize the students to the basic concepts of Data models and Database languages.					
C2	To provide insights on Relational data model and algebra.					
C3	To throw light on constraints and normalization.					
C4	To elucidate on Object Oriented Data Model.					
C5	To create awareness of database system architecture.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts –Mapping				9	

	constraints – keys – E - R Diagram – Weak Entity Sets –reduction of E- R Diagram to tables.		
Unit II	Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations – aggregate functions – Nested Sub queries – derived relations, views.	9	
Unit III	Integrity constraints – Domain constraints – referential integrity – assertions – triggers – functional dependencies – relational database design – decomposition – normalization using functional, multivalued, Join dependencies– Domain – Key Normal form – alternative approaches.	9	
Unit IV	Object Oriented data Model – Languages – Object Relational databases; Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.	9	
Unit V	Database System Architectures: Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction –inter query –intra query, intraoperation –interoperation parallelism –distributed databases –distributed data storage– network transparency –Query processing –Transaction model–Commit protocols – coordinator selection –concurrency control –deadlock handling –multi database systems.	9	
	TOTAL HOURS	45	
Reference Books			
1.	C. J. Date, A. Kannan and S. Swamynathan, An Introduction to Database Systems, Pearson Education, Eighth Edition, 2009.		
2.	Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database System Concepts, McGraw-Hill Education (Asia), Fifth Edition, 2006.		
3.	Shio Kumar Singh, Database Systems Concepts, Designs and Application, Pearson Education, Second Edition, 2011.		
4.	Peter Rob and Carlos Coronel, Database Systems Design, Implementation and Management, Thomson Learning-Course Technology, Seventh Edition, 2007.		
5.	Patrick O’Neil and Elizabeth O’Neil, Database Principles, Programming and Performance, Harcourt Asia Pte. Ltd., First Edition, 2001.		
6.	AtulKahate, Introduction to Database Management Systems, Pearson ...		
E-Sources			
1.	http://www.computer.org/portal/web/		
2.	http://www.openspace-online.com/		
3.	http://hdl.handle.net/1721.1/47172		
4.	http://www.forestdss.org/ .		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics

Content Beyond Syllabus		
1.	Logging Subsystem Performance – Lock Performance Indicators.	
2.	Investigating intermediate resources – Investigating primary resource.	
3.		
Additional Reference Books		
1.	Time-Constrained Transaction Management; Real-Time Constraints in Database Transaction Systems (Advances in Database Systems)” by Nandit R Soparkar and Henry F Korth.	
2.	“Advances in Databases; Concepts, Systems and Applications; 12th International Conference on Database Systems for Advanced Applications” by RamamohanaraoKotagiri and P Radha Krishna.	
3.	“Multilevel Secure Transaction Processing (Advances in Database Systems)” by Vijay Atluri and SushilJajodia.	
4.	“Managing and Mining Graph Data (Advances in Database Systems)” by Charu C Aggarwal and Haixun Wang.	
5.	“Sequence Data Mining (Advances in Database Systems)” by Guozhu Dong and Jian Pei.	
Course Outcomes		
CO. No.	On completion of this course successfully, the students will;	Program Outcomes(PO)
C309.1	Be aware of data models and Database languages.	PO6
C309.2	Possess knowledge on Relational model and algebra.	PO6
C309.3	Have insights on Normalization and integrity constraints.	PO6
C309.4	Learn Object oriented Data model.	PO1, PO6
C309.5	Have better knowledge of database system architecture.	PO6

ELECTIVE COURSE – X

Subject Code	Subject Name	L	T	P	S	C
PMF10	SERVICES MARKETING	3	0	0	1	3
Course Objectives						
C1	To make the students understand the concept of services marketing and its growth.					
C2	To provide insights on the services marketing mix.					
C3	To highlight on effective management of services marketing.					
C4	To throw light on delivering quality service and services gap.					
C5	To understand different services and marketing of those services.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Marketing Services:Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using				9	

	Technology, Developing Human Resources, and Building Service Aspirations.	
Unit II	Marketing Mix In Service Marketing: The Seven Ps;Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.	9
Unit III	Effective Management of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.	9
Unit IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality.	9
Unit V	Marketing Of Service With Special Reference: Financial Services – Health Service -Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.	9
	TOTAL HOURS	45
Reference Books		
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4 th Edition, Cengage Learning, 2011.	
2.	Gronoos, C., Service Management and Marketing; Customer Management in Service Competition, 3 rd Edition, Wiley India, 2011.	
3.	Jauhari, V. and Dutta, K., Services; Marketing, Operations and Management, Oxford University press, 2009.	
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7 th Edition, Pearson, 2011.	
5.	Srinivasan, R., Services Marketing; Indian Context, PHI Learning, 2012.	
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5 th Edition, Tata McGraw-Hill Education, 2010.	
E-Sources		
1.	https://examupdates.in/mba-service-marketing/	
2.	https://www.ebsglobal.net/documents/course-tasters/english/pdf/h17se-bk-taster.pdf .	
3.	https://globaljournals.org/GJMBR_Volume11/10-The-Role-Of-Service-Marketing-Mix-And-Its.pdf	
4.	http://store.ectap.ro/articole/237.pdf	
5.	https://www.marketingteacher.com/introduction-to-services-marketing	
Assessment Tools Used		

1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Background Knowledge Probe
3.	Model Exam	8.	Focused listing
4.	Seminar	9.	Empty Outlines
5.	Case Studies	10.	Minute Paper
Content Beyond Syllabus			
1.	Services Quality function development.		
2.	Services marketing trends—service marketing trends in new services.		
3.	Services Marketing trends in new services.		
Additional Reference Books			
1.	ChiristropherH.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi, 7 th edition, 2011.		
2.	Hoffman, Marketing of Services, Cengage, 4th Edition, 2010.		
3.	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2 nd Edition, New Delhi, 2004.		
4.	Gronroos, Service Management and Marketing –Wiley India, 3rd Edition, 2009.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C310.1	Be able to understand service marketing and its growth.	PO4, PO6	
C310.2	Be able to understand services marketing mix.	PO4, PO6	
C313.3	Have insights on effective management of services marketing.	PO6, PO7	
C313.4	Learn delivery of quality service and service gaps.	PO6, PO7	
C313.5	Have better understanding on different types of services marketing.	PO6, PO7	

ELECTIVE COURSE – XI

Subject Code	Subject Name	L	T	P	S	C
PMF11	SYSTEM ANALYSIS AND DESIGN	3	0	0	1	3
Course Objectives						
C1	To familiarize and create an understanding amongst the students to the basic concepts of system analysis and design.					
C2	To provide insights on Case tools and components.					
C3	To throw light on review and selection of fact finding techniques.					
C4	To impart knowledge on designing the output screens.					
C5	To create awareness for Quality in Software Engineering.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	System Analysis Fundamentals:Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies; SDLC, Structured Analysis					9

	Development Method, System Prototype Method.		
Unit II	Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System; Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project.	9	
Unit III	Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, And Observation Data Flow Diagram; Advantages, Notations, Rules, Leveling, Logical and Physical DFD. Data Dictionary; Importance, Data Elements, Describing Process Specification Structured Decisions; Decision Tree, Decision Tables, Structured English.	9	
Unit IV	The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input; Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface; Objectives, Types of user interface, Designing Accurate Data – Entry Procedures; Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation	9	
Unit V	Quality Assurance through Software Engineering - Design of Software, Software design and documentation; Structured Flowcharts, HIPO, Warnier/Orr Diagrams Managing Quality Assurance; Level of Assurance, Level of Test Implementation of Information System; Training Strategies, Conversion, Post Implementation Review - Case Studies - Financial Accounting System - Payroll System - Library System - Inventory System - Online Banking System - Railway Reservation system(Input, Output, DFD)	9	
	TOTAL HOURS		45
Reference Books			
1.	Goyal, Systems Analysis and Design, PHI Learning, 2011.		
2.	Hoffner, J., Modern System Analysis and Design, 6thEdition, Pearson, 2009.		
3.	Kendall and Kendall, System Analysis and Design, 4th Edition,PHI Private Learning Ltd., 2011.		
4.	Langer, Analysis and Design of Information Systems, 3rdEdition, Springer India, 2008.		
5.	Satzinger, J.W., System Analysis and Design, Cengage Learning India, 2007.		
6.	Senn, J.A., Analysis and Design of Information Systems, 2ndEdition, Tata McGraw-Hill, 2008.		
E-Sources			
1.	https://www.tutorialpoint.com/sdl/sdl_waterfall_model.html		
2.	https://en.wikipedia.org/wiki/systems_development_life_cycle		
3.	https://academia.edu/syatemns_design use interface design output		
4.	https://www.igeseict.info/atecng/8/design/indoc.html		
5.	https://www.oshvlc.cu.edu.ly		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics

Content Beyond Syllabus		
1.	Modelling	
2.	Object Oriented Development	
3.	Web designing	
Additional Reference Books		
1.	Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.	
2.	Samuel c. Certo and Tervis Certo, Modern Management; Concepts and skills, Pearson education, 12 th edition, 2012.	
3.	Andrew J. Dubrin, Essentials of Management, Thomson southwestern, 9 th edition, 2012.	
4.	VSP Roa, Strategic management Text and Cases, Excel Books publications 2 nd edition 2016.	
5.	Satzinger, J. W., Jackson, R. B., &Burd, S. (2007). Systems Analysis & Design In A Changing World, Fourth Edition. Boston; Thomson Course Technology.	
Course Outcomes		
CO. No.	On completion of this course successfully, the students will;	Program Outcomes(P O)
C311.1	Understand the basic concepts of system analysis & design.	PO4, PO6
C311.2	Have insights on case tools & components.	PO6
C311.3	Review and selection of fact finding techniques.	PO2, PO6
C311.4	Possess knowledge on designing the output screens.	PO6
C311.5	Have awareness for quality in software engineering.	PO6

ELECTIVE COURSE – XII

Subject Code	Subject Name	L	T	P	S	C
PMF12	DECISION SUPPORT SYSTEM	3	0	0	1	3
Course Objectives						
C1	To familiarize the students to the basic understanding of the concepts of Decision concepts.					
C2	To provide insights on Model Management and Packages.					
C3	To throw light on DBMS and Its Concepts.					
C4	To elucidate on dialog management.					
C5	To create awareness and importance development of DSS.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.					9
Unit II	Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic; Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base					9

	Management System – Model Execution, Integration and Command Processing – Model Packages		
Unit III	Data Management System: Data Base – Sources of Data – Data Directory – Data Structure and Data Base Languages – Query Facility – Data Management System – DBMS as DSS Development Tool.	9	
Unit IV	Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.	9	
Unit V	Development of Decision Support System: Development Process – Software and Hardware; Data Acquisition – Model Acquisition – Dialog development – Integration – Testing and Validation – Training and Implementation.	9	
	TOTAL HOURS	45	
Reference Books			
1.	Janakiraman, V.S. and Sarukesi, Decision Support Systems, 2ndEdition, PHI Learning, 2009.		
2.	Marakas, G.M., Decision Support Systems in the 21st century, 2ndEdition, PHI Learning, 2009.		
3.	Sauter, V., Decision Support Systems for Business Intelligence, 2ndEdition,John Wiley & Sons, 2011.		
4.	Taylor, J., Decision Management Systems; A Practical Guide to Using Business Rules and Predictive Analytics, IBM Press, 2011.		
5.	Turban, E., Delen, E. and Sharda, R., Decision Support and Business Intelligence Systems, 9thEdition, Pearson, 2011.		
E-Sources			
1.	http://digital.library.unt.edu/ark:/675 .		
2.	http://www.science.direct.com/science/art .		
3.	https://www.scribd.com/document/17738942		
4.	http://www.indiamart.com/polycab-wires .		
5.	https://www.smartsheet.com/ .		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	DSS Impact on Human Resource.		
2.	Strategic warehousing.		
3.	Aviation Maintenance.		
Additional Reference Books			
1.	Ashwin Kumar, M.; Goundan, P. R.; Srinathan, K. &PanduRangan, C. (2002), On perfectly secure communication over arbitrary networks, in ‘PODC ’02; Proceedings of the twenty-first annual symposium on Principles of distributed computing’, ACM, New York, NY, USA, pp. 193–202.		

2.	Bennett, C. & Brassard, G. (1984), Public key distribution and coin tossing, in ‘IEEE International Conference on Computers, Systems, and Signal Processing.’, IEEE Press, Los Alamitos. BSI (2008), IT-Grundschutz-Kataloge – 10. Ergänzungslieferung, Bundesamt für Sicherheit in der Informationstechnik. http://www.bsi.bund.de/gshb/ , English version (from 2005) available at http://www.bsi.de/gshb/intl/index.htm . Chartrand, G. & Zhang, P. (2005), Introduction to Graph Theory, Higher education, McGrawHill, Boston.	
3.	Fitzi, M., Franklin, M. K., Garay, J. & Vardhan, S. H. (2007), Towards optimal and efficient perfectly secure message transmission, in S. Vadhnan, ed., ‘Theory of Cryptography, 4th Theory of Cryptography Conference, TCC 2007’, Lecture Notes in Computer Science LNCS 4392, Springer, pp. 311–322. Hammer, V. (1999), Die 2.	
4.	Dimension der IT-Sicherheit; Verletzlichkeitsreduzierte Technikgestaltung am Beispiel von Public Key Infrastrukturen, DuD-Fachbeiträge, Vieweg. Houmb, S. H. & Franqueira, V. N. L. (2009), Estimating ToE risk level using CVSS, in ‘Proceedings of the International Conference on Availability, Reliability and Security’, IEEE Computer Society Press, pp. 718–725.	
5.	Innerhofer-Oberperfler, F. & Breu, R. (2009), An empirically derived loss taxonomy based on publicly known security incidents, in ‘Proceedings of the International Conference on Availability, Reliability and Security’, IEEE Computer Society Press, pp. 66–73. Jajodia, S., Noel, S. & O’Berry, B. (2005), Massive Computing, Springer US, chapt	
Course Outcomes		
CO. No.	On completion of this course successfully, the students will;	Program Outcomes(PO)
C312.1	Be aware of decision concepts and support systems.	PO2, PO6
C312.2	Possess knowledge on Model Management& packages.	PO6
C312.3	Have insights on Data management system.	PO2, PO6
C312.4	Learn Dialog management and Interface.	PO6
C312.5	Have better Knowledge of developing DSS.	PO6

ELECTIVE COURSE – XIII

Subject Code	Subject Name	L	T	P	S	C
PMF13	E-BUSINESS	3	0	0	1	3
Course Objectives						
C1	To make the students understand world wide web designing.					
C2	To provide insights on the application of e-commerce in different sectors.					
C3	To highlight on ERP tools and business models.					
C4	To throw light on payment and e-security.					
C5	To understand different e-commerce industries.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction : Introduction to World Wide Web – Intelligent Web					9

	Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OALP and Data Mining		
Unit II	Principles – Potential – Knowledge Management – Data Warehousing – Application of E-Commerce in Different Sector – Service, Industry, Domestic – Multidisciplinary Approach to E-Commerce, Customer Relation Management.	9	
Unit III	Business Model – E-Marketing – Intelligent Agents – Economics in E-Commerce – Equilibrium Price – Supply Chain Management – ERP Tools and Modules – Opportunities and Challenges – Mobile Commerce	9	
Unit IV	Online Payment – E-Security – Security Protocols – How sites are hacked – Internet Governance – Firewall - Legal Issues; Software Intellectual Property Law – Contract Law for E-Business – Cyber Law Issues – Interpol	9	
Unit V	E-Commerce Industries: Online Retail Sector – Online Financial Services – Online Travel Services – Online Career Services – Online Publishing – Online Entertainment Consumer Protection; Privacy and Information Rights – Warranties and New Products.	9	
	TOTAL HOURS	45	
Reference Books			
1.	Chaffey, D., E-Business and E-Commerce Management, 3rd Edition, Pearson, 2009.		
2.	Joseph, P.T., E-Commerce; An Indian Perspective, 4thEdition, PHI, 2012.		
3.	Kalakota, R. and Whinston, A., Frontiers of Electronic Commerce, Pearson, 2011.		
4.	Schneider, G.P., Electronic Commerce, Cengage Learning, 10thEdition, 2012.		
5.	Turban, E., King, D. and Lee, J., Electronic Commerce; A Managerial and Social Networks Perspective 2012, Prentice Hall, 2011.		
6.	Turban, E., Lee, J., King, D.,Liang, T.P. and Turban, D., Electronic Commerce 2010, 6 th Edition, Pearson, 2012.		
E-Sources			
1.	https://www.kartrocket.com/blog/ecommerce-business-models-types-pros-cons/		
2.	https://smallbusiness.chron.com/definition-business-business-e-business-model-3877.html		
3.	https://en.wikipedia.org/wiki/Enterprise_resource_planning .		
4.	https://zodml.org/sites/default/files/Introduction_to_e-usiness_Management_and_Strategy.pdf		
5.	https://www.deasra.in/msme-checklist/digital-marketing-checklist		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Background Knowledge Probe
3.	Model Exam	8.	Memory Matrix
4.	Seminar	9.	Empty Outlines
5.	Case Studies	10.	Minute Paper
Content Beyond Syllabus			
1.	Limitation of agent, Security, Web based marketing		
2.	Search engines and Directory registration		
3.	Online advertisements, Portables and info mechanics & website design issues.		

Additional Reference Books		
1.	Ravi Kalakota, “ Electronic Commerce”, Pearson Education,	
2.	Gary P Schneider “Electronic commerce”, Thomson learning & James T Peny Cambridge USA, 2001.	
3.	Manlyn Greenstein and Miklos “Electronic commerce” McGraw-Hill, 2002.	
4.	EfraimTurvanJ.Lee, David kug and chung, “Electronic commerce” Pearson Education Asia 2001.	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C313.1	Be able to understand world wide web designing.	PO4, PO6, PO7
C313.2	Be able to understand application of e-commerce in different sectors.	PO4, PO6, PO7
C313.3	Have insights on ERP tools and business models.	PO6
C313.4	Learn payment and e-security.	PO6, PO8
C313.5	Have better understanding on different e-commerce industries.	PO4, PO6, PO7

ELECTIVE COURSE – XIV

Subject Code	Subject Name	L	T	P	S	C
PMF14	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	1	3
Course Objectives						
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.					
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.					
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.					
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.					
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	MERCHANT BANKING Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA-SEBIGuidelines - FEMA, etc. - Relation with Stock Exchanges and OTCEL.					9

Unit II	ISSUE MANAGEMENT Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities.	9
Unit III	OTHER FEE BASED SERVICES Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.	9
Unit IV	FUND BASED FINANCIAL SERVICES Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.	9
Unit V	OTHER FUND BASED FINANCIAL SERVICES Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.	9
	TOTAL HOURS	45
Reference Books		
1.	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012	
	NaliniPravaTripathy, Financial Services, PHI Learning, 2011.	
2.	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.	
3.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,	
4.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.	
5.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi,	
E-Sources		
1.	https://businessjargons.com	
2.	https://www.wallstreetmojo.com	
3.	http://indianmoney.com	
4.	www.businessmanagementideas.com	
5.	www.shodhganga.inflibnet.ac.in	
Assessment Tools Used		
1.	Assignments	6. Group Discussions
2.	Internal Assessment Tests	7. Role play
3.	Model Exam	8. Quiz
4.	Seminar	9. Management games
5.	Case Studies	10. Simulation
Content Beyond Syllabus		
1.	Wealth management services-components-financial planning	
2.	Risk management services-techniques-area-action plan	
3.	E-commerce-credit card mechanism-credit card frauds	
Additional Reference Books		
1.	World Wealth Report by Capgemini and Merrill Lynch, 2007	
2.	Dun & Bradstreet, Wealth Management, Tata McGraw-Hill education 2009	

3.	Robert D Manning, Credit card Nation, Basic Books,2000	
4.	SEBI Regulations and guidelines	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C314.1	Possess better understanding of the financial structure in India and various regulations in the Merchant Banking Domain. Understand the rules and regulations governing the Indian securities market.	PO4, PO6
C314.2	Possess knowledge on public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
C314.3	Possess insights on recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
C314.4	Have exposure on fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
C314.5	Have better understanding on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6

ELECTIVE COURSE – XV

Subject Code	Subject Name	L	T	P	S	C
PMF15	HUMAN RESOURCES DEVELOPMENT	3	0	0	1	3
Course Objectives						
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.					
C2	To analyse and explore the models and factors influencing employee behavior and Learning.					
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.					
C4	To analyse the training need & explore the technique for development.					
C5	To explore the recent trends in career planning & development.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels; Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM			9		

	and HRD Organization of HRD Function	
Unit II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behavior – Model of Employee Behavior – External and Internal Factors Influencing Employee Behavior. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.	9
Unit III	Developing Human Capacity: Aptitude - Knowledge- Values-Skills of Human Relations - Responsiveness- Loyalty and Commitment - Transparency- Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.	9
Unit IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.	9
Unit V	Career Planning and Development: Definition - objectives – importance – career development – principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals - Promoting Research in HRD.	9
	TOTAL HOURS	45
Reference Books		
1.	Gibb, S., Human Resource Development; Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.	
E-Sources		
1.	http://harvardcoopbooks.bncollege.com/ (Links to an external site.)Links to an external site.	
2.	https://cb.hbsp.harvard.edu/cbmp/access/43021439	
3.	http://lenny.uvm.edu/research/inProgress/IResources/HRMGuide/Employee/Dev/Emp/Deve/.htm	

4.	http://www.tvrls.com/StructureOfHRDDept.html		
5.	https://www.ebsglobal.net/EBS/media/EBS/PDFs/Human-Resource-Development-Course-Taster.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Ethics, Employee Rights, and Fair Treatment at Work		
2.	Managing HR Globally		
3.	HR in Entrepreneurship Firms		
4.	Equal Employment Opportunity		
5.	Occupational Health, Safety, and Security		
Additional Reference Books			
1.	Becker, E., &Jahn, T. (1998). Growth or development; Twenty years after “The Limits of Growth”. In D. Bell, R. Keil, L. Fawcett, & P. Penz, (Eds.), Political Ecology. New York; Routledge.		
2.	Becker, E., Jahn, T., Stiess, I., &Wehling, P. (1997). Sustainability; A cross-disciplinary concept for social transformation. Paris; United Nations Educational, Scientific and Cultural Organization.		
3.	Burgoyne, J., & Jackson, B. (1997). The arena thesis; Management development as a pluralistic meeting point. In J. Burgoyne & M. Reynolds (Eds.), Management Learning; Integrating Perspectives in Theory and Practice (pp. 54-70).		
4.	London; Sage. Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology.In M. D. Dunnette& L. M. Hough (Eds.), Performance measurement and theory (2nd ed., Vol. 1, pp. 687-732). Skokie, IL; Rand McNally.		
5.	Drucker, P. F. (1994). The age of social transformation. The Atlantic Monthly, 274(5), 53-80.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;	Program Outcomes(PO)	
C315.1	Understand the need of the HRD professionals.	PO6	
C315.2	Integrate the concept and practical implication of learning & behavior.	PO4, PO5	
C315.3	Understand the developing need of Human capacity.	PO5, PO6, PO7	
C315.4	Understand Training need & its development.	PO1, PO4, PO6	
C315.5	Have a better understanding of career planning & development.	PO4, PO6,PO1,PO4, PO5	

ELECTIVE COURSE – XVI

Subject Code	Subject Name	L	T	P	S	C
PMF16	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To enable the students to understand the fundamentals of Customer Relationship Management.					
C2	To enable the students to understand the concepts of CRM					
C3	To acquaint the students with the process of CRM strategy development.					
C4	To enable the students to know CRM practices in different sectors like manufacturing, Services, Call Centers, etc.					
C5	To enable the students to understand the issues and challenges in CRM implementation, tools of CRM and CRM Metrics					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRMprocess, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, CustomerProfitability, Features Trends in CRM, CRM and CostBenefit Analysis, CRM andRelationship Marketing.				9	
Unit II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity,CustomerAcquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value.CustomerExperience Management, Customer Profitability, Enterprise Marketing Management,Customer Satisfaction Measurements, Web based Customer Support.				9	
Unit III	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives,Defining DataRequirements, Planning Desired Outputs, Relevant issues while planning the Outputs,Elements of CRM plan, CRM Strategy; The Strategy Development Process, CustomerStrategy Grid.				9	
Unit IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers.Practiceof CRM; CRM in Consumer Markets, CRM in Services Sector, CRM in MassMarkets, CRM inManufacturing Sector.				9	
Unit V	CRM Planning and Implementation: Issues and Problems in implementingCRM, Information Technology tools in CRM,Challenges ofCRM Implementation. CRM				9	

	Implementation Roadmap, Road Map (RM)Performance; MeasuringCRM performance, CRM Metrics.		
	TOTAL HOURS	45	
Reference Books			
1.	Kincaid, J., Customer Relationship Management; Getting it right, Pearson, 2005.		
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management; A Databased Approach, Wiley India Pvt. Ltd., 2006.		
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.		
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.		
5.	Peppers, D. and Rogers, M., Managing Customer Relationships, 2 nd Edition, John Wiley and Sons, 2011.		
6.	Shanmughasundaram, S., Customer Relationship Management; Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.		
E-Sources			
1.	https://www.slideshare.net/sandy.0485/crm-in-retail		
2.	https://getvoip.com/blog/2018/01/12/retail-crm-strategy/		
3.	https://www.elinext.com/crm/retail/		
4.	http://4dinternationaljournal.com/wp-content/uploads/2015/11/A-STUDY-OF-CRM-PRACTICES-IN-INDIA-TBA.pdf		
5.	http://www.allresearchjournal.com/archives/2016/vol2issue11/PartA/2-10-110-534.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	Introduction to Salesforce.com.		
2.	Use of Oracle for CRM		
3.	Introduction to SAP CRM		
4.	Use of Gofrugal CRM software.		
Additional Reference Books			
1.	CRM at the Speed of Light by Paul Greenberg		
2.	CRM; The Foundation of Contemporary Marketing Strategy By; Roger J. Barab and Robert J. Galka		
3.	S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limted, New Delhi, 2008 India Private Limted, New Delhi, 2008		
4.	Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT		
5.	Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes(PO)
C316.1	Know the fundamentals of Customer Relationship Management.		PO4, PO6

C316.2	Understand the various concepts of CRM	PO4, PO6
C316.3	Understand the process of CRM strategy development.	PO5, PO6, PO7
C317.4	Know CRM practices in different sectors like manufacturing, Services, Call centers, etc.	PO6, PO7
C317.5	Understand the issues and challenges in CRM implementation, tools of CRM and CRM Metrics.	PO1, PO4, PO5, PO6

ELECTIVE COURSE – XVII

Subject Code	Subject Name	L	T	P	S	C
PMF17	PERFORMANCE MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To foster knowledge on the basic concepts of performance management.					
C2	To create awareness on performance management process followed in organizations.					
C3	To throw light on performance analysis techniques.					
C4	To elucidate role of performance review in Performance Management system.					
C5	To create awareness on team management system followed in the organizations.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.			9		
Unit II	Performance Management Process:Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.			9		
Unit III	Performance Planning: ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.			9		
Unit IV	Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings; Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions; Objectives – Process – Role of Mentoring and Coaching in Performance Review.			9		
Unit V	Managing Team Performance:Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System; Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices			9		

	in the Industry.		
	TOTAL HOURS		45
Reference Books			
1.	Aguinis, H., Performance Management, 2 nd Edition, Pearson, 2008.		
2.	Armstrong, M., Armstrong’s Handbook of Performance Management, 4 th Edition, Kogan Page, 2012.		
3.	Bacal, R., Performance Management, 2 nd Edition, Tata McGraw-Hill, 2012.		
4.	Cokins, G., Performance Management; Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009		
5.	Daniels, A. and Daniels, J.E., Performance Management; Changing Behavior that Drives Organizational Effectiveness, 4 th Edition, Performance Management Publications, 2004.		
6.	Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008.		
E-Sources			
1.	https://managementhelp.org/performancemanagement/index.htm		
2.	https://managementhelp.org/performancemanagement/index.htm		
3.	http://www.yourarticlelibrary.com/essay/performance-appraisal-its-meaning-and-definition-employee-management/25989		
4.	https://7geese.com/performance-review-guide/		
5.	https://www.slideteam.net/business-performance-analysis-and-planning-powerpoint-presentation-slides.html		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	Change Management		
2.	Talent Management		
3.	Competency Mapping		
Additional Reference Books			
1.	Leadership and change Management – Annabel Beeral		
2.	Employees Training and Development – Raymond.A.Noel		
3.	Designing and Developing Training Programs – Janis Chan		
4.	Growth and Development of executives – Myles.L.Mace		
5.	Competency Mapping –R.K.Sadhu		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes (PO)
C317.1	Learn the basic concepts of performance management system in an organization.		PO5,PO6
C317.2	Be aware about performance management process followed in the organization.		PO4, PO6, PO7

C317.3	Have insights on performance analysis techniques.	PO4,PO6, PO7
C317.4	Learn the role of performance review in Performance Management system.	PO3, PO4, PO6, PO7
C317.5	Be aware of team management system followed in the organizations.	PO4, PO5, PO6, PO7

ELECTIVE COURSE – XVIII

Subject Code	Subject Name	L	T	P	S	C
PMF18	ORGANISATIONAL DEVELOPMENT	3	0	0	1	3
Course Objectives						
C1	To familiarize on the concept of Organizational design, structure and the major determinants that reshape the organizational structure.					
C2	To understand the need of managers and leaders in for reinforcing a global organization culture					
C3	To elucidate the importance of work group behavior and Quality of work life					
C4	To provide insights on stress management and stress coping strategies					
C5	To emphasize and understand the OD interventions and need for change.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Approaches to Understanding Organizations;Key OrganizationalDesigns - Procedures - Differentiation & Integration - Basic Design – Dimensions Determination of Structure - Forces Reshaping Organization – Life Cycles in Organization				9	
Unit II	Organizational culture – Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture				9	
Unit III	Work Groups & Teams - Preparing for the world of work Group Behavior Emerging issues of Work Organization and Quality of Working life – Career stage model – Moving up the career ladder				9	
Unit IV	Stress and Well Being at Work;Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications				9	
Unit V	Organizational Development and Change;Organizational Development Alternative Interventions - Change Agents ; Skills - Resistance to change- Managerial the resistance - Levin’s change model - Organizational reality				9	
	TOTAL HOURS				45	
Reference Books						
1.	Anderson, D., Organization Development; The Process of Leading Organizational Change, Sage Publication 2009.					
2.	Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7 th Edition, Pearson, 2006.					

3.	Cheung-Judge, M. and Holbeche, L., Organization Development; A Practioner’s Guide for OD and HR, Kogan Page, 2011.		
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.		
5.	French, W., Bell, C. and Vohra, Organization Development; Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2006.		
6.	Ramanarayan, S. and Rao, T.V., Organization Development; Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.		
E-Sources			
1.	http://www.pondiuni.edu.in/sites/default/files/organizatinal-development-260214.pdf www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt		
2.	http://ssmengg.edu.in/weos/weos/upload/EStudyMaterial/MBA-MDU/MBA-MDU3/MBA3rd%20Sem%20MDU%20(OCD).pdf https://www.mheducation.co.uk/he/chapters/9780077133016.pdf		
3.	http://ebooks.lpude.in/management/mba/term_4/dmgt520_organization_change_and_development.pdf		
4.	http://otgo.tehran.ir/Portals/0/pdf/organization%20development%20and%20change.pdf		
5.	https://www.bkconnection.com/static/mcleanexcerpt.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Synetics
Content Beyond Syllabus			
1.	Human Resource Management Interventions – Techno structural interventions – Professional OD practitioner		
2.	Business model and value propositions – Professional ethics - Developing cross function linkages		
3.	Parallel organization – Mental models - Competitive and Collaborative strategies – Trans organizational change.		
Additional Reference Books			
1.	Kondalkar, Organization Effectiveness And Change Management, PHI Learning, New Delhi, 2009		
2.	Dipak Bhattacharyya, Organizational Change And Development, Oxford University Press, New Delhi, 2011		
3.	Thomson G. Cummings and Christopher G. Worley, Organizational development and change, Cengage learning, 9th edition 2011		
4.	Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2009.		
5.	Bhupen Srivastava, Organizational Design and Development; Concepts application, Biztantra, 2010.		
Course Outcomes			
CO. No.	On completion of this course successfully, students will		Program

		Outcomes(PO)
C318.1	Possess knowledge on the organizational design, structure and factors reshaping organization.	PO6
C318.2	Be aware on the role of managers and leaders in creating an effective organizational culture	PO4, PO5, PO6
C318.3	Obtain insight on work group behavior, Quality of work life.	PO5
C318.4	Understood the causes of stress and strategies to manage stress in an organization	PO6
C318.5	Learn the concept of OD intervention and impact of change in an organization.	PO5

ELECTIVE COURSE – XIX

Subject Code	Subject Name	L	T	P	S	C
PMF19	RETAIL MARKETING	3	0	0	1	3
Course Objectives						
C1	To educate students and enable to understand and analyze current retailing trends and strategies.					
C2	To develop the students towards managing the retail stores and organizations.					
C3	To identify the nuances of visual merchandising and its elements.					
C4	To know the consumer purchase decision process in the context of organized retailing.					
C5	To emphasis on global retailing strategies.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations – corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.				9	
Unit II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.				9	
Unit III	Visual merchandizing components – merchandize as focal point,				9	

	choice of colors, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture. Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP’s / Planogram.		
Unit IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.	9	
Unit V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	
	TOTAL HOURS	45	
Reference Books			
1.	Berman, B., Evans, J. and Mathur, M., Retail Management; A Strategic Approach, 11 th Edition, Pearson, 2011.		
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.		
3.	Gilbert, D., Retail Marketing Management, 2 nd Edition, Pearson, 2006.		
4.	Goldrick, P., Retail Marketing, 2 nd Edition, McGraw-Hill Education, 2002.		
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.		
E-Sources			
1.	https://www.thebalancesmb.com		
2.	http://www.dmnews.com		
3.	http://cultbranding.com/ceo/what-is-retail-marketing/		
4.	https://www.repsly.com/blog/consumer-goods/what-is-retail-marketing		
5.	http://www.businessmanagementideas.com/retail-marketing/retail-marketing-introduction-importance-functions-and-benefits/17528		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case studies	10.	Synetics
Content Beyond Syllabus			

1.	Brand management in retailing	
2.	E-tailing strategies	
3.	FDI in retail	
Additional Reference Books		
1.	Goldrick, P., Retail Marketing, 2 nd Edition, McGraw-Hill Education, 2002	
2.	Gibson G.Vedamani, Retail Management, Pearson, 2017.	
3.	David Gilbert, Retail Marketing Management, 2 nd Edition, Pearson Education.	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C319.1	Be able to enhance knowledge about current retailing trends and strategies.	PO4, PO6
C319.2	The students would be able to develop insights towards managing the retail stores and organizations.	PO5, PO6, PO7
C319.3	Know the significance of visual merchandising strategies.	PO4, PO6
C319.4	Develop knowledge on consumer buying behavior.	PO4, PO6
C319.5	Be able to understand the importance of global retailing strategies.	PO4

ELECTIVE COURSE – XX

Subject Code	Subject Name	L	T	P	S	C
PMF20	RURAL MARKETING	3	0	0	1	3
Course Objectives						
C1	To help students understand various aspects of Rural Development in India.					
C2	To make students know the challenges in rural development and the importance of monitoring and people’s participation in rural projects.					
C3	To enable the students to analyze the challenges involved in rural marketing.					
C4	To provide insights to students about rural consumer buying behavior.					
C5	To develop the students in identifying the corporate initiatives in the rural sector.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non-durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its			9		

	influence on rural marketing.	
Unit II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice. Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.	9
Unit III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colors to choose rural choice (bright and colorful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.	9
Unit IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non-conventional delivery mechanisms such as sales through computer based kiosks, self-help groups, and retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands / Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.	9
Unit V	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM HariyaliKisan Bazar / ITC ChoupalSagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's RasoiGhars or community kitchens to popularize and sell LPG cylinders (cooking gas)	9
	TOTAL HOURS	45
Reference Books		

1.	Bhatia, T., Advertising and Marketing in Rural India, 2 nd Edition, Macmillan Publishers India Ltd., 2007.		
2.	Dogra, B. and Ghuman, K., Rural Marketing; Concepts and Practices, Tata McGraw-Hill Education, 2007.		
3.	Kashyap, P., Rural Marketing, 2 nd Edition, Pearson, 2012.		
4.	Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing; An Integrated Approach, Pearson, 2008.		
5.	Krishnamacharyulu and Ramakrishnan, L., Rural Marketing; Text and Cases, 2 nd Edition, Pearson, 2011.		
6.	Velayudhan, S.K., Rural Marketing; Targeting the Non-Urban Consumer, 2 nd Edition, Response Books, 2007.		
E-Sources			
1.	https://www.yourarticlelibrary.com/rural-marketing		
2.	org">http://www.ibef>org		
3.	http://www.iosrjournals.org/iosr-jbm/papers/AETM'15_MBA/2/21-MBA-163.pdf		
4.	https://www.researchgate.net/publication/233902364_Rural_Marketing_Its_Definition_and_Development_Perspective		
5.	https://www.ijrbsm.org/pdf/v1-i2/1.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Focus groups
3.	Model Exam	8.	Classroom Assessment quality circles
4.	Seminar	9.	Observations
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Technology initiatives in the context of rural markets.		
2.	Recent trends in rural sector.		
3.	Role of branding in rural markets.		
Additional Reference Books			
1.	Awadhesh Kumar singh, Rural marketing, New Age International Publishers, 2005.		
2.	Dr.Y.Ramkishen, New perspectives in rural and agricultural marketing, Jaico Publishing, 2005.		
3.	SenapatiParthasarthy, Rural and agricultural marketing, Educreation publishing.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes(P O)
C320.1	Be able to understand various aspects of Rural Development in India		PO4
C320.2	Know the challenges in rural development and the importance of monitoring and people’s participation in rural projects		PO5
C320.3	Be able to analyze the challenges involved in rural marketing		PO4
C320.4	Be aware about rural consumer buying behavior		PO6
C320.5	Be able to identify the corporate initiatives in the rural sector		PO6

ELECTIVE COURSE – XXI

Subject Code	Subject Name	L	T	P	S	C
PMF21	DERIVATIVES MANAGEMENT	2	1	0	1	3
Course Objectives						
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.					
C2	To throw light on forward and futures contract.					
C3	To educate the students on Options.					
C4	To elucidate the various Option Pricing models.					
C5	To educate the students on the indices of various derivative instruments.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.				9	
Unit II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.				9	
Unit III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.				9	
Unit IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.				9	
Unit V	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.				9	
	TOTAL HOURS				45	
Reference Books						
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 2008.					
2.	Chugh, A. and Maheshwari, D., Financial Derivatives; The Currency and Rates Factor, Pearson, 2012.					

3.	Gupta, S.L., Financial Derivatives; Theory, Concepts and Problems, PHI Learning, 2009.		
4.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, 7 th Edition, Pearson, 2009.		
5.	Parasuraman, Fundamentals of Financial Derivatives, 2 nd Edition, Wiley India Pvt. Ltd., 2011.		
E-Sources			
1.	https://rmoneyindia.com/research-blog-beginners/introduction-derivative-market/		
2.	http://www.agiboo.com/commodity-knowledge-center/commodity-trade-riskmanagement/derivatives/		
3.	https://zerodha.com/varsity/chapter/call-option-basics/		
4.	https://www.nseindia.com/live_market/dynaContent/live_watch/derivative_stock_watch.htm		
5.	https://corporatefinanceinstitute.com/resources/knowledge/valuation/option-pricing-models/		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Currency SWAP		
2.	Interest rate SWAP		
3.	FRNs – meaning –Valuation of FRNs		
Additional Reference Books			
1.	David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.		
2.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.		
3.	Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2011.		
4.	Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011.		
5.	Varma, Derivatives and Risk Management, 2nd Edition, 2011.		
Course Outcomes			
CO. No.	On completion of this course successfully students will	Program Outcomes (PO)	
C321.1	Be familiar with the fundamentals of Derivatives and its types.	PO4, PO6	
C321.2	Be aware of the Forward and Future Contracts.	PO6	
C321.3	Have knowledge on Options.	PO6	
C321.4	Learn the various Option Pricing models.	PO6	
C321.5	Have knowledge on the indices of various Derivative Instruments.	PO6	

ELECTIVE COURSE – XXII

Subject Code	Subject Name	L	T	P	S	C
PMF22	BANKING AND INSURANCE	3	0	0	1	3
Course Objectives						
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.					
C2	To provide a overview of Indian insurance industry.					
C3	To understand the basics of Banking and the emergence of Banking in India.					
C4	To get acquainted with the functionality of the Banks.					
C5	To know the meaning and use of commonly used technologies in Banking.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System -Aadhaar Seeding- -Self Help Groups, Financial Inclusion-Jan DhanYojana Accounts- NBFCs- Micro Finance Institutions, Small finance banks and payment banks.				9	
Unit II	Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering - Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.				9	
Unit III	Electronic Banking: Current Trends and Role of information& Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – NACHGlobal Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services;Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of				9	

	Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
Unit IV	Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.	9	
Unit V	General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Mediclaime- Jewellery Insurance, Social Security Insurance Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	9	
	TOTAL HOURS	45	
Reference Books			
1.	Bhattacharya, H., Banking Strategy, Credit Appraisal and Lending Decisions, 2 nd Edition, Oxford University Press, 2011.		
2.	Indian Institute of Banking and Finance, Principles and Practices of Banking, 2 nd Edition, Macmillan India Ltd., 2012.		
3.	Maheshwari, S. N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, 2005.		
4.	Muraleedharan, Modern Banking; Theory and Practice, PHI Learning, 2009.		
5.	Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, 2009.		
6.	M.N.GOPINATH - Banking Principles & Operations - SNOW WHITE Publications, 2009		
E-Sources			
1.	https://www.globalhunt.in/banking-and-insurance		
2.	http://www.swayam.gov.in		
3.	https://www.totalprofessions.com		
4.	www.internationalbanker.com		
5.	https://www.careers360.com/banking-and-insurance-course		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Business Quiz
Content Beyond Syllabus			
1.	Customer service in Insurance sector		
2.	Stock trading through banking portals		
3.	Functions of SIPs		
Additional Reference Books			

1.	Mohammed Sadaullah Khan, Reinsurance for Beginners, 2011.	
2.	Muraleedharan. D, Modern Banking Theory and Practice, PHI, 2015.	
3.	Principles and Systems of Banking, Popli. G.S., Jain, Anuradha, PHI, 2013.	
Course Outcomes		
CO. No.	On completion of this course successfully students will	Program Outcomes (PO)
C322.1	Be able to have a basic understanding of the insurance mechanism and principle of insurance.	PO4, PO6
C322.2	Have an overview of Indian insurance industry.	PO6
C322.3	Understand the basics of Banking and the emergence of Banking in India.	PO6, PO7
C322.4	Acquainted with the functionality of the Banks.	PO6
C322.5	Tend to know the meaning and use of commonly used technologies in Banking.	PO6

ELECTIVE COURSE – XXIII

Subject Code	Subject Name	L	T	P	S	C
PMF23	INDUSTRIAL AND LABOUR RELATIONS	3	0	0	1	3
Course Objectives						
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.					
C2	To provide insights on Industrial Harmony and Conflicts.					
C3	To throw light on LabourRelations, Joint consultation.					
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.					
C5	To elucidate on Collective Bargaining, Tripartite Machinery.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.				9	
Unit II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Layout and Retrenchment codes of discipline- Grievance procedure-Labour management co-operation; Worker’s participation in management.				9	
Unit III	Labour Relations: Changing concept of management labourrelations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation; Principal types- Attitude of trade unions and				9	

	management- Joint consultation in India.	
Unit IV	Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions; Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.	9
Unit V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Fair and unfair labor practice. Tripartite Machinery; At the center and in the states- I.L.O. – Its functions and role in labor movement – Industrial health and safety- Industrial legislations.	9
	TOTAL HOURS	45
Reference Books		
1.	Bray, M. and Walsh, J., Industrial Relations; A Contemporary Approach, Tata McGraw Hill Education, 2011.	
2.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.	
3.	Sen, R., Industrial Relations; Text and Cases, 2 nd Edition, Macmillan Publishers India, 2009.	
4.	Sinha, S.I. and Sankar, P., Industrial Relations, Trade Unions and Labor Legislation, Pearson, 2003.	
5.	Sivarethinamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010.	
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2006.	
E-Sources		
1.	http://www.bvimsr.com/documents/publication/2009V1N1/16.pdf	
2.	https://www.researchgate.net/publication/260473548_Emerging_Trends_in_Employment_Relations_in_India	
3.	http://www.icmrindia.org/Short%20Case%20Studies/Human%20Resource%20Management/CLHR048.htm	
4.	https://www.scribd.com/document/284767698/Lecture-Notes-of-Industrial-Relations	
5.	http://mbaexamnotes.com/industrial-relations-and-labour-laws.html	
Assessment Tools Used		
1.	Assignments	6. Group Discussions
2.	Internal Assessment Tests	7. Management games
3.	Model Exam	8. Role play
4.	Seminar	9. Simulation
5.	Case studies	10. Synetics
Content Beyond Syllabus		
1.	Impact of Globalization & Information Technology on IR.	

2.	Role of Human Resource Development in Developing Industrial Relation- Industrial Relation Democracy, Industrial peace.	
3.	Disciplinary Action Communication – Suspension Orders, show cause, Notices, memo, charge sheet, warning, letter of termination & dismissal	
4.	Challenges of modern Industrial relations manager.	
Additional Reference Books		
1.	Industrial &Labor Laws – S P Jain	
2.	Labor Laws for managers – B D Singh	
3.	Industrial &Labor Law- S.P. JainDhanpatrai& Co.	
4.	Industrial Relations – ArunMonappa	
5.	Collective Bargaining and Industrial -Kochan, T.A. & Katz Henry, Homewood, Illinois, Richard D Irish, 2nd edition, 1988.	
Course Outcomes		
CO. No.	On completion of this course successfully students will	Program Outcomes (PO)
C323.1	Familiarize the students to the basic concepts of Industrial Relations.	PO4, PO6
C323.2	Possess knowledge on Industrial Harmony and Conflicts.	PO1, PO2, PO3, PO5, PO6
C323.3	Have insights on Labor Relations, Joint Consultation.	PO5, PO6
C323.4	Learn about Trade Union, Problems and role of Indian Trade Unions.	PO6
C323.5	Have better understanding on Collective Bargaining, Tripartite Machinery.	PO4, PO6

ELECTIVE COURSE – XXIV

Subject Code	Subject Name	L	T	P	S	C
PMF24	INTERNATIONAL MARKETING	3	0	0	1	3
Course Objectives						
C1	To understand the framework of IM and International Marketing.					
C2	To create awareness on product policy and International Marketing Research.					
C3	To provide insights on International sales conduct and International trade Liberalisation.					
C4	To have knowledge on India’s Foreign trade and its export regulations.					
C5	To get familiar concepts of World Trade and India’s role in world trade.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Framework of International Marketing: Scope of International Marketing – International Marketing vs Domestic Marketing – Trade Barriers such as Tariff and Non-Tariff Barriers – Transition from Domestic to International Business – Pre-export behavior – Motivation to export – Special difficulties in International Marketing – Advantages					9

	<p>or importance of International Marketing – Balance of Trade and Balance of Payments.</p> <p>International Marketing Environment: Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.</p>	
Unit II	<p>Product Policy – International Product Life Cycle – Export Pricing. International Marketing Decision; Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision.</p> <p>International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.</p>	9
Unit III	<p>International Sales Contract: Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes.</p> <p>International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks; Customs Union – EU – Intra – African Trade; Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.</p>	9
Unit IV	<p>India's Foreign Trade: Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.</p> <p>Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents.</p> <p>Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerization – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.</p>	9

Unit V	World Trade and India - Globalization and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.		9
	TOTAL HOURS		45
Reference Books			
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.		
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 th Edition, Tata McGraw-Hill Education, 2008.		
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 th Edition, South-Western, 2007.		
4.	Onkvisit, S. and Shaw, J., International Marketing; Analysis and Strategy, 3 rd Edition, PHI Learning, 2009.		
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.		
6.	Salvatore, D., International Economics; Trade and Finance, 10 th Edition, Wiley, 2012.		
E-Sources			
1.	http://www.marketing-schools.org/types-of-marketing/international-marketing.htmls		
2.	https://www.tutorialspoint.com/international_marketing/		
3.	https://go.smartling.com/international-marketing/		
4.	https://www.ebsglobal.net/EBS/media/EBS/PDFs/International-Marketing-Course-Taster.pdf		
5.	https://artnet.unescap.org/tid/artnet/mtg/competitiveness_s7.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Videos
4.	Seminar	9.	Role play
5.	Case Studies	10.	Quiz
Content Beyond Syllabus			
1.	Ethics in international marketing		
2.	Import, Export in various Countries		
3.	Economic Survey of India issued from time to time.		
Additional Reference Books			
1.	R.L. Varshney and B. Bhattacharya – International Marketing Management.		
2.	Francis Cherunilam – International Marketing.		
3.	M. Sampangi – a) ABC of Export Marketing and b) International Trade		
4.	Paul V. Horn – International Trade Principles and Practices.		
5.	John D. Daniels and Lee H. Radebaugh – International Business		
Course Outcomes			
CO. No.	On completion of this course successfully the students will		Program Outcomes (PO)
C324.1	Understand the fundamentals of international marketing.		PO4
C324.2	Learn about the concepts like international marketing policies, decisions and marketing research.		PO4, PO6
C324.3	Have knowledge on International sales contract and international		PO6, PO7

	trade liberalization have been enhanced.	
C324.4	Derive insights of India's foreign trade and export regulation was created.	PO5, PO6, PO7
C325.5	Understand the need and importance and role of Multinational Enterprises, Exim policy and Export promotion councils were explained.	PO6, PO7

ELECTIVE COURSE – XXV

Subject Code	Subject Name	L	T	P	S	C
PMF25	SUPPLY CHAIN MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To familiarize the students to the basic concepts of Supply Chain management					
C2	To provide insights on Supply chain synergies.					
C3	To throw light on Sales & Operation Planning					
C4	To elucidate on Customer value and supply chain management					
C5	To create awareness on supply chain analytics.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Introduction to Supply Chain Historical perspective Understanding Supply Chain;key issues in supply chain management Objectives, importance, Decision phases - Examples of supply chains Supply chain strategies, The supply chain becomes value chain Supply chain as a competitive weapon.			9		
Unit II	Supply chain synergies Collaborate with supply chain partners Supply Chain Drivers and Design Drivers of supply chain performance; Framework for structuring Facilities, including warehouse,Inventory, Transportation, Information, Sourcing and Pricing – Yield management /Revenue management.			9		
Unit III	Sales and Operations Planning Demand management Demand forecasting, Aggregate Planning and Managing Supply, Demand and Inventory Aggregate Planning in a Supply Chain; role, aggregate planning problems, strategies, role of IT, Implementation Responding to predictable variability in supply chain – Types of supply chains-creating responsive supply chains lean and agile supply chain their characteristics.			9		
Unit IV	Customer value and supply chain management Dimensions of customer value-value added services –customer value measures Push-pull boundary –mass customization and supply chain management outsource - Third and Fourth - Party Logistics providers –managing risk in supply chains Creating a sustainable supply chain.			9		

Unit V	Supply chain analytics Use of computer software in supply chain problems -Electronic commerce –emerging mega trends supply chain of the future – seeking structural flexibility –The multi-channel revolution 2020 vision.	9	
	TOTAL HOURS	45	
Reference Books			
1.	Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2009.		
2.	Handfield, R. and Monczka, R., Sourcing and Supply Chain Management, 5 th Edition, Cengage Learning, 2012.		
3.	Hugos, M., Essentials of Supply Chain Management, 3 rd Edition, John Wiley and Sons, 2011.		
4.	Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.		
5.	Sinha, A. and Kotzab, H., Supply Chain Management; A Managerial Approach, Tata McGraw-Hill Education, 2011.		
6.	Sople, V.V., Supply Chain Management; Text and Cases, Pearson, 2011.		
E-Sources			
1.	http://www.scmr.com/article/global_supply_chains_prepare_for_uncertain_economy		
2.	http://www.scmr.com/article/supply_chain_crime_can_be_addressed_by_blockchain_strategy_says_deloitte_st		
3.	https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/lecture-notes/MITESD_273JF09_lec01.pdf		
4.	https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/lecture-notes/MITESD_273JF09_lec03.pdf		
5.	https://ocw.mit.edu/courses/engineering-systems-division/esd-273j-logistics-and-supply-chain-management-fall-2009/lecture-notes/MITESD_273JF09_lec05.pdf		
6.	http://www.nitc.ac.in/app/webroot/img/upload/Supply%20Chain%20Management%20-%20Note.pdf		
7.	https://kenyanexams.com/college-exams/supply-chain-management/warehousing-operations-stock-controlnov-2011/		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Role play
3.	Model Exam	8.	Quiz
4.	Seminar	9.	Simulation
5.	Case Studies	10.	Management games
Content Beyond Syllabus			
1.	Supply Chain Process and Relationships		
2.	Warehousing Operation & Cost Control		
3.	Modern Material Handling		
4.	Recent Developments in Supply Chain Management		
5.	Supply Chain in Global Economics		

Additional Reference Books		
1.	W.J. Hopp and M.L. Spearman. Factory Physics; Foundations of Manufacturing Management. Irwin, McGraw-Hill, 1996.	
2.	N. Viswanadham. Analysis of Manufacturing Enterprises.Kluwer Academic Publishers, 2000.	
3.	Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors).Quantitative Models for Supply Chain Management.Kluwer Academic Publishers, 1999.	
4.	R.B. Handfield and E.L. Nochols, Jr. Introduction to Supply Chain Management.Prentice Hall, 1999.	
5.	N. Viswanathan and Y. Narahari. Performance Modeling of Automated manufacturing Systems. Prentice Hall of India, 1998.	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C325.1	Be able to familiarize the students to the basic concepts of Supply Chain management.	PO6, PO7
C325.2	Possess insights on Supply chain synergies.	PO6
C325.3	Have insights on Sales & Operation Planning	PO6, PO7
C325.4	Learn about Customer value and supply chain management.	PO6, PO7
C325.5	Have better understanding on supply chain analytics.	PO2, PO4, PO6, PO7

ELECTIVE COURSE – XXVI

Subject Code	Subject Name	L	T	P	S	C
PMF26	QUALITY MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To familiarize the students to the basics concept of quality and its dimension and philosophies.					
C2	To provide insights on issue, tools and techniques of quality.					
C3	To throw lights on total quality management and six sigma.					
C4	To explain on quality function deployment and reliability.					
C5	To create awareness and importance of quality standard and HR issues in quality.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Introduction:Concept of Quality – Dimensions of Quality - Philosophies of Deming, Juran and Crosby – Evolution of Total Quality – Frameworks for Quality – Baldrige Award, Deming Award, European Award, ISO 9000 – Comparison of Various Frameworks. Issues of Quality: Quality Cost - Customer Supplier relationships – Designing Organizations for Quality – Process Design – Process			9		

	Improvement – Process Control – Process Management.	
Unit II	Tools and Techniques: Design Tools – Quality Planning Tools – Continuous Improvement Tools - 5S and Kaizen– Lean Concept. Six Sigma; Concepts – Steps and Tools – Define, Measure, Analyze, Improve and Control (DMAIC) Methodology of Six Sigma Implementation – Define, Measure, Analyze, Design and Verify (DMADV) Methodology for High Performance Designs – TQM vs. Six Sigma – Lean Six Sigma – Assessing Readiness for Six Sigma.	9
Unit III	Total Quality Management – Principles and Practices ; Customer Satisfaction – Total Employee Involvement – Total Production Maintenance – Total Quality Control – Zero Defect - Quality Assurance – Quality Circle – Quality Audit. Statistical process control; Quality control measurements – capability and control – SPC methodology – control charts for variables data - control charts for attributes – summary of control chart construction – designing control charts.	9
Unit IV	Quality Function Deployment – Failure Mode and Effect Analysis – Taguchi Loss Function Approach and Robust Design. Reliability; Definition and Concepts – Product Life Characteristic Curve – Bath Tub Curve – Reliability Function – Reliability Engineering.	9
Unit V	Quality Standards: ISO 9000:2000 – Concepts – Certification Requirements – ISO 9000 in Indian Business Environment - ISO 14000; Concepts and Importance – Six Sigma Certification – Service Quality Measurement. HR Issues in Quality; Teamwork – Leadership – Quality Culture – Organizational Change – Sustaining Change.	9
	TOTAL HOURS	45
Reference Books		
1.	Besterfield, D.H., Besterfield-Michna, C., Besterfield-Sacre, Besterfield, G., Urdhwarshie, Total Quality Management, 3 rd Edition, Pearson Education, 2010.	
2.	Charantimath, P., Total Quality Management, 2 nd Edition, Pearson, 2011.	
3.	Evans, J., and Lindsay, W.M., The Management and Control of Quality, 8 th Edition, South Western, 2012.	
4.	Evans, J., Quality Management, Organization and Strategy, 6 th Edition, Cengage International, 2011.	
5.	Imai, M., Gemba Kaizen; A Commonsense, Low-Cost Approach to Management, Tata McGraw-Hill Education, 2011.	
6.	Montgomery, D., Statistical Quality Control – A Modern Introduction, 6 th Edition, Wiley India Pvt. Ltd., 2010.	
E-Sources		
1.	https://www.researchgate.net/publication/318654507_Total_Quality_Management_Notes	
2.	https://www.scribd.com/doc/298667765/QUALITY-MANAGEMENT-MBA-STUDY-NOTES	

3.	http://shodhganga.inflibnet.ac.in/bitstream/10603/108436/10/10_chapter%201.pdf		
4.	https://www.slideshare.net/ThangarajaT/total-quality-management-notes		
5.	https://lecturenotes.in/subject/495/total-quality-management-tqm		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Cost of Quality: Cost of Quality, Categories of Cost of Quality , Models of Cost of Quality, Optimizing Costs, Preventing Cost of Quality.		
2.	Benchmarking: Definition of Benchmarking, Reasons for Benchmarking, Types of Benchmarking, Benchmarking Process, Advantages of Benchmarking, Limitations of Benchmarking.		
3.	Quality Awards: Malcolm Baldrige National Quality Award, Deming Prize-categories-criteria-committee, Rajiv Gandhi National Quality Award- Eligibility requirements- Award categories- Assessment criteria, IMC Ramakrishna Bajaj National Quality Awards, Award categories, Award criteria, Quality Bodies in India, EFQM award.		
Additional Reference Books			
1.	Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011.		
2.	ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.		
3.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4 th Edition, Wiley India Pvt Limited, 2008.		
4.	James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C326.1	Be aware of basic concept of quality and understand its dimension and philosophies.	PO6	
C326.2	Possess knowledge on six sigma and tools and techniques of quality	PO6	
C326.3	Have insights on total quality management and six sigma.	PO6	
C326.4	Learn about quality standards and reliability.	PO6	
C326.5	Have better understanding on quality standards and HR issues in quality.	PO6, PO7	

ELECTIVE COURSE – XXVII

Subject Code	Subject Name	L	T	P	S	C
PMF27	PRINCIPLES AND PRACTICE OF LOGISTICS MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To create an understanding on the concepts & functions of logistics.					
C2	To explore the element of logistics & Inventory					
C3	To explore the functions of transportation warehousing					
C4	To understand the operational need on effective logistic performance.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit I	Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management – Competitive Advantages of Logistics – Functions of Logistics management – principles – Logistics Network – Integrated Logistics system.				11	
Unit II	Elements of Logistics and Inventory carrying – Ware housing – Material handling – Order processing – Transportation – Demand Forecasting – Impact of Forecasts on Logistics and Performance measurements.				10	
Unit III	Transportation – participants in Transportation Decisions – Modes of Transportation – Factors influencing Transport economics – documents in Transport Decision Making Warehousing / Distribution – Functions of Warehouse – benefits of Warehouse – Service – Warehousing Alternatives – Warehouse site selection – Factors while initiating Warehouse Operations – Warehouse Management Systems Packing and Materials Handling – Functions of packaging – Communication – Packaging cost – Types of Packaging Material – Unitization – Containerization – Designing a package factors affecting choice of packaging materials.				12	
Unit IV	Organization for effective logistics performance – centralized and decentralized structures – stages of functional aggregation in organization, financial issues in logistics performance – Measures – Steps in ABC costing – Financial Gap Analysis integrated Logistics – Need for Integration – Activity Centers in Integrated Logistics Role of 3PL and 4PL – Principles of LIS.				12	
	TOTAL HOURS				45	
Reference Books						
1.	KrishnaveniMuthiah Logistics Management and Seaborne Trade Himalaya Publishing House.					
2.	D.K. Agarwal, Textbook of Logistics and Supply chain Management Mac Millian India Ltd.					
3.	Martin Christoper, Logistics and Supply Chain Management Pearson Education.					

4.	Ronald H. Ballou, Business Logistics and Supply chain Management, Pearson Education.		
E-Sources			
1.	https://www.logisticsmgmt.com/		
2.	https://en.wikipedia.org/wiki/Logistics		
3.	https://www.logisticsmgmt.com/		
4.	https://www.edx.org/course/supply-chain-fundamentals-mitx-ctl-sc1x-2		
5.	https://www.mooc-list.com/tags/supply-chain-logistics		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Role play
3.	Model Exam	8.	Simulation
4.	Seminar	9.	Synetics
5.	Case Studies	10.	Quiz
Content Beyond Syllabus			
1.	Information Technology in Logistics Management		
2.	E-Logistics, Green Logistics		
3.	Logistics System Analysis & Design, E-LRM		
Additional Reference Books			
1.	Alan Harisson&Remko van Hoek, “Logistics Management and Strategy; Competing Through the Supply Chain”, FT Press, 2011.		
2.	MartinChristofer. “Logistics & Supply Chain management” , Pearson Education Limited, 2005.		
3.	G. Prastakos. Management Science; operational decisions in the Information Society, Stamoulis,2000 (in Greek).		
4.	Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.		
5.	Ailawadi C Sathish& Rakesh Singh, Logistics Management, PHI, 2011.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes (PO)
C327.1	Have familiar about concepts, evolution and functions of logistics management.		PO4, PO6
C327.2	Be able to understand the elements of logistics, warehousing and material handling.		PO6, PO7
C327.3	Have better understanding about transportation, distribution, packaging etc.		PO6, PO7
C327.4	Possess better understanding and knowledge aboutintegrated logistics and linguistic information system.		PO6

ELECTIVE COURSE – XXVIII

Subject Code	Subject Name	L	T	P	S	C
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PMF28	INVENTORY & WAREHOUSING MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To enable the students to understand the fundamentals of Inventory Management and its impact on Logistics					
C2	To acquaint the students with various models, tools and techniques of Inventory control and inventory management					
C3	To impart the students, knowledge of various inventory ranking methods, and how to use technology in inventory control					
C4	To acquaint the students with basics of warehouse management, its location, layout and principles of warehouse design.					
C5	To impart knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management.					
SYLLABUS						
Unit. No.	Details					Hours
Unit I	Introduction to Inventory – Definition, principles, role, functions and importance of Inventory, Types of Inventory, Inventory Policy, Costs Associated with Inventory, Inventory and Profitability, Impact of Inventory on total logical cost – Inventory management – objectives / importance, symptoms of poor inventory management, Improving effectiveness of inventory management.					9
Unit II	Inventory Control and models – Importance and scope of Inventory control, Selective Inventory control, Inventory Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL – reorder level, P model, Q model, two bin system, fair share allocation model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP.					9
Unit III	Inventory Methods – Inventory ranking methods and Quadrant technique, FIFO. LIFC, Weighted average method, Inventory under certainly and uncertainly, Risk Management, Work in progress inventories, Finished Goods Inventories, Spare parts inventories, Use of Computers in Inventory Management – RFID, EDI, Satellite tracking system.					9
Unit IV	Warehouse Management – Definition, Principles, Roles, Importance of Warehouses, Need for Warehousing, Warehouse selection and planning, functions and operations of a warehouse, Warehouse location, Area of Warehouse, Factors affecting warehousing cost, Warehouse layout, Design principles.					9
Unit V	Planning – codification and standardization of the Materials, Incoming Materials Receipts, Retrieval and Transaction Processing System, Security and Loss Prevention, Consumption Based Planning – MRP and lot sixing procedure, Forecasting parameter and result, planned order planning file consolidation, Breakbulk, Crossdocking, Mixing, Assembly – competitive advantage, production support warehouse – ERP, Role of IT in warehousing					9
	TOTAL HOURS					45

Reference Books			
1.	Tony wild – Best Practice in Inventory Management – John wiley and sons		
2.	Hadley G and Whitin T. M. ; Analysis of Inventory systems, Prentice Hall		
3.	Naddor E, Inventory system, John Wiley		
4.	Buchan, J and Konigsberg E ; Scientific inventory Management, Prentice Hall		
5.	Silver E and Peterson. R ; Decision System for Inventory Management and Production, Wiley		
6.	Inventory Management Explained ; A focus on Forecasting, lot sizing, safety stock, and ordering systems, OPS publishing		
E-Sources			
1.	https://smallbusiness.chron.com/different-types-inventory-methods-20680.html		
2.	https://www.capterra.com/inventory-management-software/		
3.	https://www.vkok.ee/logontrain/wp-content/uploads/2014/03/Riga-3-july-2014.pdf		
4.	https://ocw.mit.edu/courses/engineering-systems-division/esd-260j-logistics-systems-fall-2006/lecture-notes/lect15.pdf		
5.	http://www2.unb.ca/~ddu/4690/Lecture_notes/Lec2.pdf		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Management games
3.	Model Exam	8.	Role play
4.	Seminar	9.	Simulation
5.	Case studies	10.	Synetics
Content Beyond Syllabus			
1.	Risk aversion and supply chain management		
2.	Revenue management – joint pricing and inventory decisions		
3.	Assemble-to-Order system, allocation rules and component commonality		
4.	Supply chain incentive issues and contract – coordination and competition		
5.	Improve Inventory Management and Security Using Bar coding or Radio Frequency Identification to Track Products		
Additional Reference Books			
1.	Supply Chain Management; Design, Coordination and Operation. A.G. de Kok and Stephen C. Graves eds., 2003. Handbooks in Operations Research and Management Science (HORMS), Elsevier.		
2.	Foundations of Inventory Management. By Paul Zipkin. 2000. McGraw Hill. ISBN 0-256-11379-3		
3.	P. Zipkin (2000). Chapters 6 and 8 (optimal policy in serial system, challenge of finding optimal policy in distribution systems, performance evaluation and optimization in serial and distribution systems.		
4.	D. Simchi-Levi and Y. Zhao 2006. A Comparison of Three Generic Methods for Analyzing Stochastic Multi-Echelon Inventory Systems.		
5.	Graves, S.C. and S.P.Willems (2000) Optimizing strategic safety stock placement in supply chains. Manufacturing and Service Operations Management 2; 68-83		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes (PO)

C328.1	Understand the fundamentals of Inventory Management and its impact on Logistics	PO6, PO7
C328.2	Become familiar with various models, tools and techniques of Inventory control and inventory management	PO6, PO1, PO2, PO6
C328.3	Have knowledge of various inventory ranking methods, and how to use technology in inventory control	PO1, PO2, PO6, PO7
C328.4	Will become acquainted with basics of warehouse management, its location, layout and principles of warehouse design.	PO1, PO6, PO7
C328.5	Possess knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management.	PO1, PO2, PO6

ELECTIVE COURSE – XXIX

Subject Code	Subject Name	L	T	P	S	C
PMF29	DOMESTIC AND INTERNATIONAL LOGISTICS	3	0	0	1	3
Course Objectives						
C1	To familiarize students with the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.					
C2	To provide insights on planning & Decision making.To examine the role that logistics plays with the rest of the corporate functions.					
C3	To throw light on legislation such as licensing, drivers working hours and vehicle dimensions.					
C4	To examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.					
C5	To provide a general understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Vehicle Selection – Types of Vehicles – Types of Operations – Load types and characteristics – main types of vehicle body – Implications of vehicle selection – vehicle acquisition.			9		
Unit II	Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data requirements – computer routing and scheduling – information system applications – GPS – RFID.			9		
Unit III	Legislation – Operator licensing – Driver licensing – Driver’s Hours regulations – Road transport directive – tachographs – vehicle dimensions.			9		
Unit IV	Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD –			9		

	International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.	
Unit V	Air freight forwarding; Air Freight Exports and Imports – Special Cargoes – Consolidation – Documentation – Air way Bill (AWB) – Communications – Handling COD Shipments – POD – conditions of contract – Dangerous (DGR) or Hazardous goods.	9
	TOTAL HOURS	45
Reference Books		
1.	Air transport Logistics by Simon Taylor (Hampton)	
2.	Air Cargo distributions; a management analysis of its economic and marketing benefits by Paul Jackson and William Brackenridge (Gower Press)	
3.	Fundamentals of air transport management by P.S. Senguttuvan	
4.	Aviation century ; wings of change – a global survey – Ratandeep Singh – Jain book	
E-Sources		
1.	https://tradestart.ca/domestic-vs-international	
2.	http://www.corporate-traffic.com/ocean-freight-services.html	
3.	http://www.joppa.cz	
4.	http://www.logisticsworldwide.com	
5.	www.ukessays.com	
Assessment Tools Used		
1.	Assignments	6. Group Discussions
2.	Internal Assessment Tests	7. Management games
3.	Model Exam	8. Role play
4.	Seminar	9. Simulation
5.	Case studies	10. Synetics
Content Beyond Syllabus		
1.	Logistical geography and the development of skills to solve logistical transportation problems and issues	
2.	Carrier responsibilities and services	
3.	Freight classification, rates, tariffs and public policy and regulations	
Additional Reference Books		
1.	Supply chain and logistics management made easy; methods and applications for planning, operation, integration (1 st edition); Paul. A. Myerson	
2.	Warehouse management; a complete guide to improving efficiency and minimizing cost (2 nd Edition); Gwynne Richards	
3.	International Logistics; The management of International Trade Operations (4 th edition); Pierre A.David	
4.	Business Logistics; Supply chain management (5 th edition) L Ronald Ballou	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C329.1	Be aware of the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.	PO2, PO6
C329.2	Possess knowledge on planning & decision making. They will	PO2, PO4, PO6,

	examine the role that logistics plays with the rest of the corporate functions.	PO7
C329.3	Have insights on legislation such as licensing, drivers working hours and vehicle dimensions.	PO6, PO7
C329.4	Examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.	PO6, PO7
C329.5	Have better understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.	PO4, PO5, PO6, PO7

ELECTIVE COURSE – XXX

Subject Code	Subject Name	L	T	P	S	C
PMF30	HEALTH POLICY AND HEALTH CARE SYSTEM	3	0	0	1	3
Course Objectives						
C1	To provide an in-depth understanding of various frameworks on social determinants of health and broad concepts of Health Scenario in India.					
C2	To understand the activities of health agencies in India and functions of international health organizations in the health care sector.					
C3	To illuminatethedimensions of public health policy, their structure, funding, governance and their integration into the healthcare system.					
C4	To understand the overview of Health Care Sector in India and assessing the health care delivery system in the Hospitals.					
C5	To provide an overview of the various elements of Medical Tourism and to realize the potential of government policy on medical tourism in India.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Determinants of Health; Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.			9		
Unit II	Organizations for Health; Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI – Rockefeller Foundation – Ford Foundation - CARE - International organizations – WHO – UNICEF – UNDP.			9		
Unit III	Health Policy; Meaning – Need – National health policy – features – National health programmers in India – Health planning – Planning under Five Year Plans – Plan Outlays. – National Population Policy.			9		
Unit IV	Health care; concept of health care – Levels; Primary, Secondary,			9		

	Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private, Government, Corporate Hospitals.		
Unit V	Medical Tourism; Role of Medical Tourism, Methods to attract Foreign Medical; Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.		9
	TOTAL HOURS		45
Reference Books			
1.	Park K, Textbook on Hygiene and Preventive Medicine, Banarsidas, Bhanoy		
2.	Park Textbook of Preventive and Social Medicine 23rd edition (park psm) (English, Hardcover, K. PARK), 2015		
E-Sources			
1.	http://www.medicaltourisminindia.net/index.html		
2.	https://ihlm.org/course/healthcare-marketing-and-medical-tourism/		
3.	https://swayam.gov.in/courses/4803-july-2018-economics-of-health-and-health-care		
4.	http://www.iactglobal.in/courses/security-analysis.aspx		
5.	https://swayam.gov.in/courses/4888-july-2018-health-research-fundamentals		
6.	https://www.who.int/healthacademy/courses/en/		
7.	https://nptel.ac.in/courses/109101007/downloads/LECTURE_NOTES/Module%2021/1ec36.pdf		
8.	https://www.ihs.org.in/PublicHealthlectures.htm		
9.	http://www.ihatepsm.com/blog/health-care-delivery-india		
Assessment Tools Used			
1.	Assignments	6.	Group Discussion
2.	Internal Assessment Tests	7.	Simulations
3.	Model Exam	8.	Synetics
4.	Seminar	9.	Brainstorming Discussions
5.	Case Studies	10.	Online discussions based on NPTEL, VTU e-Learning, edX and SWAYAM videos
Content Beyond Syllabus			
1.	HEALTH ECONOMICS-Definition , Concept and application in Health Systems-Health Economics vs Healthcare Economics-Basic Economic Concepts - Basic Economic Aspects in Healthcare-Externalities (Spillover Effects)		
2.	Circular Flow of Economic Activity – Using Economics to Study Health Issues - Nature and relevance of Economics to Health and Medical care		
3.	Equity and Health-Techniques of Economic Efficiency, Operational Efficiency and Allocative Efficiency - Economic aspects of Public Private Partnership (PPP).		
Additional Reference Books			
1.	Getzen, Thomas E.,”Health Economics and Financing” , Wiley , 3rd Edition, 2006		
2.	Dutta, ShuvenduBikash.”Health Economics for Hospital Management”, JaypeeBrothers Medical Publication Ltd, 2014.		
3.	N K Anand&ShikhaGoel, “Health Economics”, A.I.T.B.S Publishers India, NewDelhi,2nd Edition, 2010		
4.	H S Rout & P.K Panda, “Health Economics in India”, New Century Publications,New		

	Delhi, 2007	
5.	V Raman Kutty, “A Premier of Health Systems Economics”, Allied Publishers, NewDelhi, 1999	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C330.1	Be able to understandbroad concepts of public health and role of healthcare in Human Development, Economic Development and Inclusive Growth.	PO4, PO6, PO8
C330.2	Be able to apprehend basic principles of international health organizations in order to give them a better understanding of the wider context of health systems and public health across various countries.	PO4, PO8
C330.3	Be able to learn the process of public health policy making and plans in healthcare system in India.	PO3, PO4, PO5, PO6
C330.4	Be able to classify the health care system at primary, secondary and national level and government machinery setup in India.	PO4, PO6
C330.5	Have better understanding of medical tourism marketing, regulatory laws & Ethical issues for Medical Tourism.	PO6, PO7, PO8

ELECTIVE COURSE – XXXI

Subject Code	Subject Name	L	T	P	S	C
PMF31	HOSPITAL PLANNING AND ADMINISTRATION	3	0	0	1	3
Course Objectives						
C1	To make the students understand the concept of hospital administration.					
C2	To provide insights on the location layout of hospitals.					
C3	To highlight on effective analysis of hospital utilization.					
C4	To throw light on critical, administration and service zone.					
C5	To understand different standards maintained in hospital.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.			9		
Unit II	Planning: Principles of Planning – Planning process – Size of the hospital – Size selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.			9		
Unit III	Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.			9		

Unit IV	Hospital Design: Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.	9
Unit V	Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others. Standard in Hospital: General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.	9
	TOTAL HOURS	45
Reference Books		
1.	Liewtilyn and Davis Macoulay, Hospital planning and Administration, Jaypee Brothers.	
2.	Kunders, Gopinath A Katakam, Hospital Planning, Management and Design, Tata McGraw – Hill	
E-Sources		
1.	https://collections.nlm.nih.gov/ext/dw/60120540R/PDF/60120540R.pdf	
2.	http://www.jcrinc.com/assets/1/14/PDC09_Sample_Pages.pdf	
3.	https://natboard.edu.in/notice_for_dnb_candidates/hah_DEC%202010.pdf	
4.	https://in.zapmetasearch.com/ws?q=health	
5.	http://www.healthcarebusinessstech.com/hospital-management	
Assessment Tools Used		
1.	Assignments	6. Group Discussions
2.	Internal Assessment Tests	7. Background Knowledge probe
3.	Model Exam	8. Misconception Check
4.	Seminar	9. Memory Matrix
5.	Case Studies	10. Minute Paper
Content Beyond Syllabus		
1.	The Hospital as Teaching Centre; Hospital and Public Health Laboratory Services	
2.	Role of the General Hospital in the Mental Health Programme; The Hospital as Consumer Central Stores;	
3.	Administrative Considerations; The Accumulation of Data, Estimating Requirements, Purchasing, Storage, Distribution.	
Additional Reference Books		
1.	Miller, M. K., 2006. Planning, Design, And Construction of Health Care Facilities, 1st ed., Joint Commission Resources.	
2.	Paradkar, R. A., 2008. Hospital and Clinical Pharmacy, 1st ed., Pragati Books Pvt.Ltd.	
3.	Ruggiero, S. J., 2008. Staffing patterns in hospital pharmacy; four case studies, 2nd ed., Duquesne University Press.	
4.	Schneider, J. M., 2010. Introduction to Public Health, 3rd ed., Jones and Bartlett Publishers, Inc.	
5.	Shi, L. & Singh, A. D., 2009. Delivering Health Care in America, 4th ed., Jones	

	&Bartlett Publishers.	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C331.1	Be able to understand the concept of hospital administration.	PO4, PO6
C331.2	Have insights on the location layout of hospitals.	PO1, PO2, PO6
C331.3	Know the effective analysis of hospital utilization.	PO4, PO6
C331.4	Have knowledge on critical administration & service zone.	PO1, PO4, PO6
C331.5	Understands the different standards maintained in hospitals.	PO6

ELECTIVE COURSE – XXXII

Subject Code	Subject Name	L	T	P	S	C
PMF32	HOSPITAL RECORDS MANAGEMENT	3	0	0	1	3
Course Objectives						
C1	To help the students in using of Information technology in Healthcare industry.					
C2	To acquaint the students with Hospital records maintenance systems.					
C3	To enhance the students with knowledge of latest trends in record maintenance.					
C4	To provide the students with insights on challenges in record maintenance.					
C5	To deliver students about the significance of statutory compliance in record administration.					
SYLLABUS						
Unit. No.	Details		Hours			
Unit I	Hospital Records; Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public Health, Press, LIC, Police – court of Law, Education and Research.		9			
Unit II	Records Management; Registers, Forms; Meaning and importance – Principles of records keeping – Merits and limitations – Principles of records keeping – Merits and limitations – latest trends in record maintenance – Electronic forms of records maintenance		9			
Unit III	Types – Out-patient record, in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.		9			
Unit IV	Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.		9			
Unit V	Medical Registers; Meaning - Types - Purpose – Advantages – Principles of designing records – Registers in various departments – Common issues. Medical Forms and Reports; Meaning – types and significance – Principles of designing – Statutory registers and reports to be maintained – Specimens.		9			

	TOTAL HOURS		45
Reference Books			
1.	Rajendra Pal and Korlahalli J S, Essential of Business Communication, Sultan Chand and Sons, New Delhi		
2.	Prasantha Ghosh K, Office Management, Sultan Chand and Sons, New Delhi.		
3.	Francis CM and Mario C de Souza, Hospital Administration, 3 rd Ed. Jaypee Brothers, New Delhi		
4.	George, M A, The Hospital Administrator, Jaypee Brothers, New Delhi.		
E-Sources			
1.	https://www.medium.com		
2.	http://www.excelanto.com		
3.	https://academic.oup.com/intqhc/article/21/4/253/1802077		
4.	https://www.researchgate.net/publication/236583120_Electronic_Patient_Record_Management_System_EPRMS		
5.	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3238553/		
Assessment Tools Used			
1.	Assignments	6.	Group Discussions
2.	Internal Assessment Tests	7.	Directed Paraphrasing
3.	Model Exam	8.	Invented dialogues
4.	Seminar	9.	Minute Paper
5.	Case studies	10.	Focused listing
Content Beyond Syllabus			
1.	Training the Health care support staff for record maintenance.		
2.	Uses of Application software for record maintenance.		
3.	Roles and responsibilities of staff in record maintenance.		
Additional Reference Books			
1.	GD Mogli, Medical records, Jaypee brothers 2016.		
2.	DC Joshi, Mamta Joshi, Hospital Administration, Jaypee brothers, 1 st edition.		
3.	Ramona Nelson&Nancy staggers, Health Informatics, Elsevier 2 nd edition.		
Course Outcomes			
CO. No.	On completion of this course successfully the students will;		Program Outcomes (PO)
C332.1	Learn using of Information technology in Healthcare industry.		PO5, PO6
C332.2	Be able to acquire knowledge with respect to Hospital records maintenance systems.		PO6, PO7
C332.3	Be able to enhance their knowledge of latest trends in record maintenance.		PO6, PO7
C332.4	Get familiarized with the challenges in record maintenance.		PO1, PO6, PO7
C332.5	Know about the significance of statutory compliance in record administration.		PO6, PO7

SOFT SKILLS - III

Subject Code	Subject Name	L	T	P	S	C
PSSEC	MANAGERIAL SKILLS – ADVANCED LEVEL II	0	0	2	1	2
Course Objectives						
C1	To help students understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.					
C2	To introduce the basic concepts of body language for conflict management.					
C3	To give inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills.					
C4	To make students learn and pro-active the steps involved in time management.					
C5	To impart training for empowerment thereby encouraging the students to become successful entrepreneurs.					
SYLLABUS						
Unit. No.	Details			Hours		
Unit I	Stress Management <ul style="list-style-type: none">• Definitions and manifestations of stress• Stress coping ability and stress inoculation training• Management of various forms of fear(examination fear, stage fear or public speaking anxiety), depression and anger			6		
Unit II	Conflict Management Skills <ul style="list-style-type: none">• Types of conflict (Intrapersonal, intra group and inter group conflicts)• Basic concepts, cues, signals, symbols and secrets of body language• Significance of body language in communication and assertiveness training• Conflict stimulation and conflict resolution techniques for effective conflict management.			6		
Unit III	Interpersonal Skills <ul style="list-style-type: none">• Group decision making (Strength and weaknesses)• Developing characteristics of charismatic and transformational leadership• Emotional intelligence and leadership effectiveness – self-awareness, self-management, self-motivation, empathy and social skills• Negotiation skills- preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation			6		
Unit IV	Time Management <ul style="list-style-type: none">• Time wasters – Procrastination• Time management personality profile			6		

	<ul style="list-style-type: none">• Time management tips and strategies• Advantages of time management	
Unit V	<p>Towards Empowerment</p> <ul style="list-style-type: none">• Stimulating innovation and change-coping with “temporariness”• Network culture• Power tactics and power in groups (coalitions)• Managerial empowerment and entrepreneurship• Prevention of moral dwarfism especially terrorism• Altruism (Prosocialbehavior / helping behavior)• Spirituality (clarifications with regard to spirituality)-strong of purpose-trust and respect-humanistic practices-toleration of fellow human beings expressions.	6
	TOTAL HOURS	30
Reference Books		
1.	Swamination .VD &Kaliappan K V (2001) Psychology for effective living, Chennai. The Madras Psychology for Society.	
2.	Robbins, S B (2005), OrganizationalBehavior,NewDelhi;Prentice Hall of India.	
3.	Smith, B (2004) BodyLanguage ,Delhi; Rohan Book Company.	
4.	Hurlock, E.B (2005), Personality Development 28 th Reprint, NewDelhi; Tata Mc Graw Hill.	
E-Sources		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://www.habitsforwellbeing.com/9-effective-communication-skills/	
3.	https://www.scribd.com/document/356381544/Communication-Skills-Notes-PDF-Free	
4.	http://skillopedia.com	
Assessment Tools Used		
1.	Activity is conducted for various skills like stress management, conflict management skills,interpersonalskills, time management and empowerment for each 10 marks.	
2.	Participation of all the students in group discussion for 10 marks	
3.	Students are expected to secure minimum of 20 marks.	
Content Beyond Syllabus		
1.	Emotional Intelligence could be taught to the students for effective managing of any organization. More Yoga techniques and other exercises could be included	
Additional Reference Books		
1.	Swamination .VD &Kaliappan K V (2001) Psychology for effective living, Chennai. The Madras Psychology for Society.	
2.	Robbins, S B (2005), OrganizationalBehavior, New Delhi; Prentice Hall of India.	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C333.1	Understand the mechanism of stress particularly negative emotions such as anxiety, anger and depression for effective management.	PO4, PO6, PO7
C333.2	Understand the basic concepts of body language for conflict	PO4, PO6, PO7

	management is evaluated.	
C333.3	Have Inputs on some of the important interpersonal skills such as group decision-making, negotiation and leadership skills are learnt.	PO4, PO6, PO7
C333.4	Learn and practice the steps involved in time management.	PO4, PO6, PO7
C333.5	Impart training for empowerment thereby encouraging the students to become successful entrepreneur.	PO3, PO4, PO5, PO6, PO7, PO8

SOFT SKILLS – IV

Subject Code	Subject Name	L	T	P	S	C
PSSD	COMPUTING SKILLS	-	-	2	1	2
Course Objectives						
C1	To educate the students in using Microsoft Office which has different components like MS Word, MS Excel, MS Access, Power Point etc., at two levels based on their knowledge and exposure.					
C2	To familiarize the students to how to work in Spreadsheets. Excel, Google Drive, Pivot tables, comparative analysis, and link to database, sensitivity tables, and vertical lookups.					
C3	To help the students in preparing PowerPoint presentation, slideshow, animation, inserting shapes etc.					
C4	To educate the students in preparing reports.					
C5	To teach students in sending formal individual and group mails.					
SYLLABUS						
Unit. No.	Details				Hours	
Unit-I	Word Processing – Formatting – paragraph and character styles, templates and wizards, table and content and indexes, cross referencing; Tables and columns – creating manipulating and formatting; Mail Merge, Labels and Envelops.				6	
Unit-II	Spreadsheets – Workbook – Building –modifying-navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, financial logical, reference, mathematical and statistical – Databases – creating, sorting filtering and linking.				6	
Unit-III	Presentations – Power Point – exploring, creating and editing slides, inserting tables and charts – Special effects – Clip Art, creating and drawing shapes, inserting multimedia content – Presentations – Planning, animation, handouts, slideshow.				6	
Unit-IV	Databases – Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.				6	
Unit-V	Information management- Outlook – starting, closing contact tool bard file management; email – reading, composing, responding, attachments, signature, junk mail, tasks – screen, sorting, creating, deleting, assigning,				6	

	updating; scheduling – calender.		
	TOTAL HOURS		30
Reference Books			
1.	Working in Microsoft office; Ron Mansfield, Tata McGraw Hill		
2.	Microsoft Excel 2007; Guy Hart Davis, Tata McGraw Hill		
E-Sources			
1.	https://study.com/academy/course/computing-skills-development-training.html		
2.	https://www.careertoolbelt.com/computer-skills-that-will-help-you-get-hired/		
3.	https://www.slideshare.net/THickox/basic-computer-skills-26313903		
Assessment Tools Used			
1.	Preparation of Resume	3.	Preparation of business report
2.	PowerPoint presentation	4.	Creating a workbook in excel
Course Outcomes			
On completion of this course successfully, the students will;			
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)	
C401.1	Be aware of using of MS word, MS excel and it’s various components.	PO4, PO6, PO7	
C401.2	Be aware how to work in spreadsheets, pivot table.	PO4, PO6, PO7	
C401.4	Possess knowledge on writing their resume and high lighting the main points.	PO4, PO6, PO7	
C401.4	Get knowledge on preparation of business report independently and with confidence.	PO4, PO6, PO7	
C401.5	Know how to send mail with attachments, signature.	PO4, PO6, PO7	

SUMMER INTERNSHIP

Subject Code	Subject Name	L	T	P	S	C
PSSEQ	SUMMER INTERNSHIP	-	-	-	-	2
Course Objectives						
C1	To understand and identify problems in the industry and society.					
C2	To educate on the fundamentals of the research.					
C3	To elucidate on the various methods of collecting, segmenting and analyzing data.					
C4	To critically analyze the findings of the research and interpret the same for the benefit of the corporate or society.					
C5	To prepare and present a detailed report of the research work done.					
Reference Books						
1.	Research Methodology; Methods and Techniques – C.R. Kothari.					
2.	Qualitative Inquiry and Research Design: Choosing Among Five Approaches- John W.Creswell.					
3.	Research Methodology: A step by step guide for Beginners- Ranjith Kumar					
4.	The SAGE handbook of Qualitative Research- Norman K.Denzin, YvonnaS.Lincoln					

5.	The essential guide to doing your research project: Zina O’Leary	
E-Sources		
1.	https://www.researchgate.net/profile/Arvind_Singh56/post/What_is_research7/attachment/5aafb841b53d2f0bba58e90e/AS%3A605883994222593%401521465409334/download/000896.pdf	
2.	https://shodhganga.inflibnet.ac.in/bitstream/10603/149915/7/07%20introduction%20and%20research%20methodology.pdf	
3.	http://static1.squarespace.com/static/575fb39762cd94c2d69dc556/5772288ec03026c10f6fcf15/577228e6c03026c10f6fd538/1467099366515/Dang-Tung-Hoa_Methodology.pdf?format=original	
4.	http://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf	
5.	www.search.ebscohost.com	
6.	www.jgateplus.com	
Guidelines		
1.	Guidelines for Project Completion	
2.	Guidelines for Project Report	
Assessment Tools Used		
1.	Presentations	
2.	Project Report	
3.	Mock Viva-Voce	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C334.1	Understand and identify problems in the industry and society	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
C334.2	Learn on the fundamentals of the research	PO6
C334.3	Learn on the various methods of collecting, segmenting and analyzing data.	PO6
C334.4	Learn to critically analyze the findings of the research and interpret the same for the benefit of the corporate or society	PO4, PO5, PO8
C334.5	Learn to prepare and present a detailed report of the research work done.	PO4, PO5

FINAL PROJECT

Subject Code	Subject Name	L	T	P	S	C
PMF4Q	FINAL PROJECT	-	-	-	-	8
Course Objectives						

C1	To understand and identify problems in the industry and society	
C2	To educate on the fundamentals of the research	
C3	To elucidate on the various methods of collecting, segmenting and analyzing data.	
C4	To critically analyze the findings of the research and interpret the same for the benefit of the corporate or society	
C5	To prepare and present a detailed report of the research work done.	
Reference Books		
1.	Research Methodology; Methods and Techniques – C.R. Kothari	
2.	Qualitative Inquiry and Research Design: Choosing Among Five Approaches- John W.Creswell	
3.	Research Methodology: A step by step guide for Beginners- Ranjith Kumar	
4.	The SAGE handbook of Qualitative Research- Norman K.Denzin, YvonnaS.Lincoln	
5.	The essential guide to doing your research project: Zina O’Leary	
E-Sources		
1.	https://www.researchgate.net/profile/Arvind_Singh56/post/What_is_research7/attachm ent/5aafb841b53d2f0bba58e90e/AS%3A605883994222593%401521465409334/download/000896.pdf	
2.	https://shodhganga.inflibnet.ac.in/bitstream/10603/149915/7/07%20introduction%20and%20research%20methodology.pdf	
3.	http://static1.squarespace.com/static/575fb39762cd94c2d69dc556/5772288ec03026c10f6fcf15/577228e6c03026c10f6fd538/1467099366515/Dang-Tung-Hoa_Methodology.pdf?format=original	
4.	http://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf	
5.	www.search.ebscohost.com	
6.	www.jgateplus.com	
Guidelines		
1.	Guidelines for Project Completion	
2.	Guidelines for Project Report	
Assessment Tools Used		
1.	Presentations	
2.	Project Report	
3.	Mock Viva-Voce	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
C402.1	Understand and identify problems in the industry and society	PO1, PO2, PO3, PO4, PO5, PO6, PO7, PO8
C402.2	Learn on the fundamentals of the research	PO6
C402.3	Learn on the various methods of collecting, segmenting and analyzing data.	PO6
C402.4	Learn to critically analyze the findings of the research and	PO4, PO5, PO8

	interpret the same for the benefit of the corporate or society	
C402.5	Learn to prepare and present a detailed report of the research work done.	PO4, PO5

VALUE ADDED COURSE – I

Subject Code	Subject Name	L	T	P	S	C
VLADC01	ADVANCED MS EXCEL	1	-	1	-	0
Course Objectives						
C1	To familiarize on the basic concepts of excel, workbook, work sheet					
C2	To develop hands on expertise to how to build and enhance worksheet, create charts					
C3	To understand the application how to link workbook and worksheets					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Launch Excel and navigate the worksheet. a. Launch Excel. b. Identify the components of the Excel window. 2 c. Locate and open an existing workbook. d. Navigate a worksheet. e. Select cells, columns, and rows. f. Insert, reposition, and delete worksheets. g. Save a workbook. h. Preview and print a worksheet. i. Close a workbook. j. Create a new workbook from a template. k. Exit Excel. Enter and edit data in a worksheet. a. Create new workbooks. b. Enter text and numbers in cells. c. Edit cell contents. d. Use Undo and Redo. e. Change the Zoom setting. f. Rename a sheet tab. g. Change a sheet tab color.					5
Unit-II	Build worksheets a. Create and revise formulas. b. Use cut, copy, and paste. c. Copy formulas with relative, absolute, and mixed cell references. d. Use basic functions. e. Use the Insert Function dialog box. Enhance worksheets a. Create worksheet and column titles. b. Format cells, rows, and columns. c. Use Paste Special. d. Define and apply styles. e. Manipulate rows, columns, and cells. f. Filter lists using AutoFilter. Create charts and share information a. Use the Chart Wizard to create a chart. b. Format and modify a chart. c. Insert, resize, and move a graphic. d. Work with embedded charts. e. Preview and print charts. f. Use workgroup collaboration. g. Use Go To.					5
Unit-III	Link worksheets and workbooks. a. Group worksheets to share data, formatting, and formulas. b. Insert and format a documentation worksheet. c. Use named ranges. d. Consolidate data from multiple worksheets. e. Create 3-D references and links between workbooks. f. Work with multiple workbooks.					5

	Create, sort, and filter lists. a. Identify basic terms and guidelines for creating lists. b. Enter data in a list using data validation. c. Use the data form. d. Create custom filters. e. Perform single and multilevel sorts. f. Use grouping and outlines to create subtotals.	
	TOTAL HOURS	15
Additional Reference Books		
1.	Excel 2016 All in one for dummies	
2.	Excel: Quick Start guide for beginners	
3.	Microsoft Excel 2019 VBA and Macros	
4.	Excel 2019 Bible	
5.	Excel Basic in 30 Minutes (2 nd Edition): The quick guide to excel and google sheets	
6.	Slaying the Excel Dragon: A beginner guide to conquering Excel’s frustration and Making excel fun	
E-Sources		
1.	https://training.it.ufl.edu/media/trainingitufledu/documents/uf-health/excel/Excel2016-Beginners.pdf	
2.	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	
3.	https://www.bgsu.edu/content/dam/BGSU/libraries/documents/collab-lab/ExcelTutorial.pdf	
4.	https://www.cours-gratuit.com/excel-courses/excel-course-from-beginner-to-advanced	
5.	https://www.queensu.ca/artsci/sites/default/files/excel_tipstricks_e-bookv1.1.pdf	
Assessment Tools Used		
1.	Assignments	
2.	Group Discussion	
3.	Model Exams	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
CVA01.1	Learn the basic concepts of excel, workbook, work sheet	PO4, PO6, PO7
CVA01.2	Obtain the hand on expertise on how to build and enhance worksheet, create charts	PO2, PO4, PO6, PO7
CVA01.3	Understand the application of how to link workbook and worksheets	PO4, PO6, PO7

VALUE ADDED COURSE – II

Subject Code	Subject Name	L	T	P	S	C
VLADC02	TABLEAU & R PROGRAMMING	1	-	1	-	0
Course Objectives						
C1	To familiarize students with the basic tableau concepts.					
C2	To help students understand fundamentals of R programming.					

Subject Code	Subject Name	L	T	P	S	C
C3	To develop practical understanding of the data analytical tools and techniques.					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Data visualization fundamentals-Business Intelligence basics-Introduction to Tableau-Data import, export, data cleaning, data blending-Scatter, line, box, bar plots, heat map, tree map, area charts. Filtering, grouping, sorting, value field calculations. Calculated field creation, data drill down, analytics, clustering-Dash boards and Storybook.					5
Unit-II	R Programming-Fundamentals of Analytics-R syntax basics, variable types, data structures- Inbuilt functions and packages, package installation and usage.					5
Unit-III	Data import, data cleaning, Using inbuilt functions for basic purposes-Data manipulation with dplyr-Data visualization with ggplot2-Linear model building					5
	TOTAL HOURS					15
Additional Reference Books						
1.	Ben Jones ,Communicating data with Tableau, O'Reilly.					
2.	Ryan Sleeper ,Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, O'Reilly					
3.	Jen Stirrup ,Tableau dashboard Cookbook , Packt					
4.	Brett Lantz, Machine Learning with R, Second edition,Packt					
5.	Tilman M Davies, The Book of R, No starch Press.					
E-Sources						
1.	https://cran-archive.r-project.org/bin/windows/base/old/2.7.0/CHANGES.R-2.7.0					
2.	manuals.bioinformatics.ucr.edu/home/programming-in-r					
3.	www.guru99.com/what-is-tableau.html					
4.	https://onlinehelp.tableau.com/current/pro/desktop/en-us/maps_custom_territories.html					
5.	https://public.tableau.com/s/blog/2011/02/data-new-policy-advisory-board-tableau-public					
Assessment Tools Used						
1.	Assignments					
2.	Practical sessions					
3.	Model Exams					
Course Outcomes						
CO. No.	On completion of this course successfully the students will;					Program Outcomes (PO)
C402.1	Be familiarized with the basic tableau concepts.					PO1,PO2
C402.2	Understand fundamentals of R programming.					PO1, PO2,PO6
C402.3	Practical understanding of the data analytical tools and techniques.					PO2, PO6,PO7

VALUE ADDED COURSE – III

VLADC03	BUSINESS INTELLIGENCE	1	-	1	-	0
Course Objectives						
C1	To gain an understanding of students about the basics of business intelligence to formulate and solve business problems and to support managerial decision making.					
C2	To help students to become familiar with the business intelligence platform.					
C3	To develop learning of business intelligence tools and its applications.					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain					5
Unit-II	Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Types of Business Intelligence Tools, Modern Business Intelligence					5
Unit-III	BI Strategy, Objectives and Deliverables, Transformation Roadmap, Building a transformation roadmap. Planning to implement a Business Intelligence Solution, Managing the TCO of the Business Intelligence. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors					5
	TOTAL HOURS					15
Additional Reference Books						
1.	Data Science for Business, Provost and Fawcett: O'Reilly					
2.	Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley					
3.	Efraim Turban, Ramesh Sharda, DursunDelen, "Decision Support and Business Intelligence Systems", 9th Edition, Pearson 2013.					
4.	Carlo Vercellis, "Business Intelligence: Data Mining and Optimization for Decision Making", Wiley Publications, 2009.					
5.	David Loshin Morgan, Kaufman, "Business Intelligence: The Savvy Manager"s Guide", Second Edition, 2012.					
E-Sources						
1.	Evelson, Boris (21 November 2008). "Topic Overview: Business Intelligence"					
2.	www.microstrategy.com/us/resources/introductory					
3.	Springer-Verlag Berlin Heidelberg, Springer-Verlag Berlin Heidelberg (21 November 2008). Topic Overview: Business Intelligence.					
4.	Julian, Taylor (10 January 2010). "Business intelligence implementation according to customer's needs". APRO Software.					
5.	http://www.gartner.com/it/page.jsp?id=856714					
Assessment Tools Used						
1.	Assignments					
2.	Practical sessions					
3.	Model Exams					
Course Outcomes						

CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
CVA3.1	Understanding about the basics of business intelligence to formulate and solve business problems and to support managerial decision making.	PO1,PO2
CVA3.2	Familiarize with the business intelligence platform.	PO1, PO2,PO6
CVA3.3	Learn the business intelligence tools and its applications.	PO2, PO6,PO7

VALUE ADDED COURSE – IV

Subject Code	Subject Name	L	T	P	S	C
VLADC04	STATISTICAL PACKAGE FOR SOCIAL SCIENCES	1	-	-	1	0
Course Objectives						
C1	To familiarize on the basic concepts of data entry and computation using SPSS					
C2	To develop hands on expertise on hypothesis testing like ANOVA, Chi square and T-test					
C3	To understand the application of multivariate analytical techniques like Factor Analysis, Discriminant Analysis and Cluster analysis					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Introduction to SPSS - Data analysis with SPSS; general description, functions, menus, commands - SPSS file management-constructing data for SPSS -Defining variables - Manual input of data - Automated input of data and file import- Syntax files and scripts - Output management-Run SPSS program, Insert data, Update and save data-Variable declaration, Data view-Line chart, Pie chart , chart Histogram, Frequencies tables, Bar chart-Calculation of Measures of Central Tendencies; Mean, Median and Mode.					5
Unit-II	Measuring the Simple Relationship between Two Variables- Describing the Linear Relationship between Two Variables- Assessing the Association between Two Categorical Variables- Principles of hypothesis-testing-Testing Research Hypotheses for Two Independent Samples- Testing Research Hypotheses about Two Related Sampled- Comparing Independent Samples with One-way ANOVA.					5
Unit-III	Inferential statistics for the mean and the median- T-test and Mann-Whitney U Test –Paired difference t-test & Wilcoxon Signed-Rank Test-Kruskal-Wallis Test- Two sample Kolmogorov Test- Friedman test-Exploratory factor Analysis – Discriminant Analysis –cluster Analysis.					5
	TOTAL HOURS					15
Additional Reference Books						
1.	Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.					
2.	SPSS for Windows step by step, George & Mallery, Pearson					
3.	Data Analysis with SPSS, Carver and Nash, Cengage					
4.	Vijay Gupta, (1999),SPSS for Beginners, Published by VJBooks Inc.					
5.	Levine’s Guide to SPSS for Analysis of Variance.2nd Edition, Melanie C. Page, Sanford					

6.	L. Braver and David P. MacKinnon, Lawrence Erlbaum Associates, Publishers 2003 Mahwah, New Jersey, London.	
E-Sources		
1.	http://www.cal.org/twi/EvalToolkit/appendix/toolkit13_sec9.pdf	
2.	ftp://public.dhe.ibm.com/software/analytics/spss/documentation/statistics/20.0/en/client/Manuals/IBM_SPSS_Advanced_Statistics.pdf	
3.	https://www.researchgate.net/profile/Siddharth_Singh36/publication/301516298_Multivariate_Analysis_An_Overview/links/57174fee08aeb56278c37ab0/Multivariate-Analysis-An-Overview.pdf?origin=publication_detail	
4.	http://core.ecu.edu/psyc/wuenschk/MV/IntroMV.pdf	
5.	http://www.est.uc3m.es/esp/nueva_docencia/comp_col_get/lade/estadistica_I/doc_generica/Tema2inglesImp.pdf	
Assessment Tools Used		
1.	Assignments	
2.	Group Discussion	
3.	Model Exams	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
CVA04.1	Learn the basic concepts of data entry and computation using SPSS.	PO4, PO6, PO7
CVA04.2	Understand the application of Univariate analysis tools like ANOVA, Chisquare and T-Test.	PO4, PO2, PO6, PO7
CVA04.3	Obtain hands on expertise on multivariate analytical tools like Factor Analysis, Discriminant Analysis and Cluster Analysis.	PO4, PO6, PO7

VALUE ADDED COURSE – V

Subject Code	Subject Name	L	T	P	S	C
VLADC05	SKILL ENHANCEMENT IN SOCIAL RESEARCH	1	-	1	-	0
Course Objectives						
C1	To enhance the skills of students to understand techniques used by social scientists.					
C2	To help students to become familiar with the elementary knowledge on quantitative and qualitative research.					
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good					5

	research study. Nature and Classification of Research Designs.	
Unit-II	Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.	5
Unit-III	Data Preparation and Analysis: Data Processing: Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data. Univariate and Bivariate Analysis Tests and Interpretation of Test Results. Research Reports- Different Types -Report Writing Format.	5
	TOTAL HOURS	15
Additional Reference Books		
1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 12 th Edition, 2012	
2.	Cooper, D.R., Schindler, P. And Business Research Methods, 11 th Edition, Tata-McGraw Hill, 2012.	
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 2012.	
4.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, 6 th Edition, PHI Learning Pvt. Ltd., 2012.	
5.	Kumar, R., Research Methodology; a Step-by-Step guide for Beginners, Sage South Asia, 2011.	
E-Sources		
1.	https://study.com/academy/topic/probability.html	
2.	https://math.stackexchange.com/questions/2465050/best-mathematic-statistic-and-probability-online-resources	
3.	https://ocw.mit.edu/courses/mathematics/18-05-introduction-to-probability-and-statistics-spring-2014/Assignmentss/	
4.	https://hbr.org/1964/07/decision-trees-for-decision-making	
5.	http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf	
Assessment Tools Used		
1.	Assignments	
2.	E-Questionnaire based research work	
3.	Model Exams	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
CVA05.1	Enhancing the skills of students to understand techniques used by social scientists.	PO1,PO2
CVAC5.2	Become familiar with the elementary knowledge on quantitative and qualitative research.	PO1, PO2,PO6
CVAC5.3	Be able to understand the basic statistical tools for analysis	PO2, PO6,PO7

	& interpretation of qualitative and quantitative data.	
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VALUE ADDED COURSE – VI

Subject Code	Subject Name	L	T	P	S	C
VLADC06	UNIVERSAL HUMAN VALUES IN EDUCATION	1	-	1	-	0
Course Objectives						
C1	To give basic insights and inputs to the student to inculcate Human values to grow as responsible human beings with a proper personality.					
C2	To help students in maintaining ethical conduct and discharge their professional duties.					
C3	To highlight students plausible implications of holistic understanding in terms of ethical human conduct					
SYLLABUS						
Unit. No.	Details					Hours
Unit-I	Concept of Human Values, Value Education Towards Personal Development Aim of education and value education; Evolution of value oriented education; Concept of Human values; types of values; Components of value education. Positive attitude; Physical health and related activities; Familiarization with different choices of electives and innovations in education. Personal Development- Respect to - age, experience, maturity, family members, neighbours, co-workers.					5
Unit-II	Value Education Towards National and Global Development National and International Values: Constitutional or national values - Democracy, socialism, secularism, equality, justice, liberty, freedom and fraternity. Social Values - Pity and probity, self control, universal brotherhood. Professional Values - Knowledge thirst, sincerity in profession, regularity, punctuality and faith. Religious Values - Tolerance, wisdom, character. National Integration and international understanding.					5
Unit-III	Morals, Values, and Ethics – Integrity –Trustworthiness – Work Ethics – Service-Learning through Visits to Local areas; Lecture by Eminent persons; Language proficiency-Literary activities; Creative practices; Extra curricular activities					5
	TOTAL HOURS					15
Additional Reference Books						
1.	B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.					
2.	PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Purblishers.					
3.	Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, limits to Growth, Club of Rome’s Report, Universe Books.					
4.	A.N. Tripathy, 2003, Human Values, New Age International Publishers.					
5.	E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain					

E-Sources		
1.	http://uhv.ac.in/	
2.	http://www.uptu.ac.in/	
3.	http://www.storyofstuff.com/	
4.	https://aktu.ac.in/pdf/syllabus/Syllabus1617/B.Tech/universalhumanvaluesandprofessionalethics.pdf	
5.	www.iitk.ac.in/hvhe/images/article/article0.pdf	
Assessment Tools Used		
1.	Assignments	
2.	Group Discussion	
3.	Model Exams	
Course Outcomes		
CO. No.	On completion of this course successfully the students will;	Program Outcomes (PO)
CVA06.1	To give basic insights and inputs to the student to inculcate Understand human values to grow as responsible human beings with a proper personality.	PO2,PO4, PO6
CVA06.2	Know in maintaining ethical conduct and discharge their professional duties.	PO4, PO6
CVA06.3	Identify plausible implications of such a Holistic understanding in terms of ethical human conduct	PO6, PO7