APPENDIX - 11(S)
UNIVERSITY OF MADRAS
MASTER OF BUSINESS ADMINISTRATION (FULLTIME)
Choice Based Credit System

REVISED SYLLABUS
(w.e.f. 2022-2023)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core	Y	-	-	-	4	4	25	75	100

Course Objectives			
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.		
C2	To provide insights on Planning & Decision Making		
C3	To throw light on Organizing, Managing Change and Innovation		
C4	To elucidate on Leadership, Communication and Controlling.		
C5	To create awareness and importance of Business Ethics and Social Responsibility.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction:**NatureofManagement– Concepts and Foundations of Management- Managerial Functions-ManagementSkills-TheEvolutionofManagementThought–TasksofaProfessionalManager–OrganizationalCulture-Environment– Systems Approach to Management – Levels in Management – Disaster Management	12	C1
II	**Planning & Decision Making:** Steps in Planning Process – Scope and Limitations –Short Term and Long Term Planning – Flexibility in Planning – Characteristics of aSound Plan – Management By Objectives (MBO). Strategic Management ProcessDecision MakingProcessandTechniques. Business Models	12	C2
III	**Nature of Organizing:** Organization Structure and Design - Authority Relationships – DelegationofAuthorityandDecentralization–InterdepartmentalCoordinator–emerging Trends in corporate Structure, Strategy and Culture – Impact of TechnologyonOrganizationaldesign–Mechanisticvs.AdoptiveStructures–FormalandInformalOrganization.Spanofcontrol–	12	C3

	ProsandConsofNarrowandWideSpansofControl– OptimumSpan -ManagingChangeandInnovation.		
IV	**Leadership and Control:**Leadership: Approaches to Leadership andCommunication. Control:ConceptofControl– ApplicationoftheProcessofControlatDifferentLevelsofManagement(top,middleandfirstline).PerformanceStandards–MeasurementsofPerformance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas inBusiness - Ethical Decision Making and Ethical Leadership – Ethics Audit - BusinessEthicsand-CSRModels.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8

Reading List	
1.	https://deb.ugc.ac.In
2.	http://wwww.managementconcepts.Com
3.	International journal of Management Concepts and Philosophy
4.	Journal of Management, Sage Publications

References Books	
1.	Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.
2.	Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
4.	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
5.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
6.	Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Quantitative Techniques and Research Methods in Business	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis										
	techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
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	C2

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	C3
IV	**Multivariate Statistical Analysis:** Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	**Report Writing and Ethics in Business Research:** Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	Total	60	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6

Reading List	
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making

References Books	
1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017
2.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.

4.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.	
5.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.	
6.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
(K2)		
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Organizational Behaviour	Core	Y	-	-	-	4	4	25	75	100

Course Objectives			
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.		
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation		
C3	To throw light on Group Dynamics and Interpersonal Communication		
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.		
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to Organizational Behaviour:** Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
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 – inforcement theory, Equity theory, Expectancy theory.	12	C2

III	**Group Dynamics –** Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making **Interpersonal Communication –** Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	**Leadership –** Trait, Behavioural and Contingency theories, Leaders vs Managers Power and **Politics:** Sources of Power – Political Behaviour in Organizations – Managing Politics. **Conflict and Negotiation:** Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4
V	**Work Stress:** Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. **Emotional Intelligence,** Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	Total	**60**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the basic concepts of managing Organisational Behaviour in order to aid in understanding how an men behave in an organization	PO4
CO2	Possess knowledge on Individual Differences,	PO3, PO6
	perception, learning, Attitudes values and motivation	
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organisation.	PO6, PO8

Reading List

1.	www.himpub.com
2.	https://iedunote.com.organisational-behaviour
3.	www.yourarticlelibrary.com/organisation/
4.	Journal of Organizational Behaviour – wiley Online Library

References Books

1.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017
2.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGrew Hill,12th Edition, 2012.
3.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods,11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.

4.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
5.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
6.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Accounting For Managers	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										

UNIT	Details	No. of Hours	Course Objectives
I	FinancialAccounting–Meaning-Objectives-functions.BranchesofAccounting:Financial,CostandManagementAccounting-AccountingConcepts and conventions. Journal – Ledger – Trial Balance – Preparation ofFinalAccounts:Trading,ProfitandLossAccountandBalanceSheet(problems); International Accounting Standards - IFRS	12	C1
II	FinancialStatementAnalysis-Objectives-TechniquesofFinancialStatement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. FundFlowStatement-StatementofChangesinWorkingCapital-PreparationofFundFlowStatement-CashFlowStatementAnalysis-DistinctionbetweenFundFlowandCashFlowStatement–problem.	12	C2
III	MarginalCosting-Definition-distinctionbetweenmarginalcostingandabsorptio	12	C3

	n costing - Break even point Analysis - Contribution, p/v Ratio,margin of safety - Decision making under marginal costing system-key factoranalysis,makeorbuydecisions,exportdecision,salesmixdecision-Problems.		
IV	Budget, Budgeting,and Budgeting Control - Types of Budgets - Preparationof Flexible and fixed Budgets, master budget and Cash Budget - Problems -ZeroBaseBudgeting.	12	C4
V	CostAccounting:meaning–Objectives-ElementsofCost–CostSheet(Problems) – classification of cost– CostUnitand Cost Centre – Methodsof Costing– Techniques of Costing.Standard costing and variance analysisReportingtoManagement– UsesofAccountinginformationinManagerialdecision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8

Reading List	
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20 for%20 managers.pdf
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management
References Books	
1.	Gupta, A., Financial Accounting for Management: An AnalyticalPerspective,5thEdition,Pearson,2016.
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text,Problems and Cases, 8thEdition, Tata McGraw Hill Education

	Pvt.Ltd.,2021.	
3.	NalayiramSubramanian,ContemporaryFinancial Accountingand reporting for Management – a holistic perspective- Edn. 1,2014publishedbyS.N.CorporateManagementConsultantsPrivateLimited	
4.	Horngren,C.T.,Sundem,G.L.,Stratton,W.O.,Burgstahler,D.andSchatzberg, J.,16th Edition,Pearson,2013	
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accountingfor Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd.,2009.	
6.	Rustagi,R.P.,ManagementAccounting,2nd Edition,TaxmannAlliedServicesPvt.Ltd,2011	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managerial Economics	Core	4	-	-	-	4	4	25	75	100

Course Objectives	
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.
C2	To understand the concept of utility and demand analysis and demand forecasting
C3	To know about production function and market structure
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Definition of Managerial Economics. Decision Making and theFundamentalConceptsAffectingBusinessDecisions– theIncrementalConcept,Marginalism,EquimarginalConcept,theTimePerspective,DiscountingPrinciple,OpportunityCostPrinciple-MicroandMacroEconomics.	12	C1
II	**UtilityAnalysisandtheDemandCurve:**Elasticity ofDemand-DemandAnalysis: Basic Concepts, and tools of analysis for demand forecasting. UseofBusinessIndicators:Demandforecastingforconsumer,ConsumerDurableand Capital Goods. Input-Output Analysis – Consumer Behavior-ConsumerEquilibrium	12	C2
III	**TheProductionFunction**:ProductionwithOneVariableInput – Law ofVariableProportions– ProductionwithTwoVariableInputs– ProductionIsoquants– IsocostLinesEstimatingProductionFunctions-ReturnstoScale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Shortandlongruncosts. **MarketStructure:**Perfect andImperfect Competition –Monopoly, Duopoly, MonopolisticCompetition–PricingMethods.	12	C3
IV	**Macro Economic Variables** – National Income-Concepts – Gross DomesticProduct, Gross	12	C4

	National Product, Net National Product – Measurement ofNational Income, Savings, Investment - Business Cycles and ContracyclicalPolicies–RoleofEconomicPolicy– IndianEconomicPlanning		
V	**CommodityandMoneyMarket:**DemandandSupplyofMoney–MoneyMarket Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of FiscalPolicies- Indian Fiscal Policies - Government Policy towards Foreign Capitaland Foreign Collaborations – Globalization and its Impact. Cashless economyanddigitalizedcashtransfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7

Reading List	
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial economics/?courseid=4207
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857
4.	The Indian Economic Journal - SAGE Journals
References Books	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand &

	Sons, 2014.	
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)	
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.	
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurship Development	Extra Disciplinary	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To introduce students to entrepreneurship and its growth in India.
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.
C3	To orient the students on new venture creation
C4	To enable students to prepare a feasible business plan
C5	To give inputs on various types of financing available for new ventures.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
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; Start-ups and e-commerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	9	C5

	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7	
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8	
CO3	Obtain knowledge on new venture creation	PO6, PO7	
CO4	Be able to prepare a business plan	PO7, PO8	
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8	
Reading List			
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf		
2.	https://www.cengage.com/highered		
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum		
4.	The International Journal of Entrepreneurship and Innovation		
References Books			
1.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane Ireland, ©2018 |Pearson		
2.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.		
3.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.		
4.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.		
5.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.		
6.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain		
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge		
Evaluate	Longer essay/ Evaluation essay, Critique or justify with pros and cons		

(K5)	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills I - Executive Communication	Soft Skills	-	-	Y	-	2	2	40	60	100
Course Objectives											
C1	To acquire communication awareness they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To develop aplan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
UNIT	**Details**							**No. of Hours**		**Course Objectives**	
I	**UNIT 1- Communication:** Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6		C1	
II	**UNIT 11- Business Correspondence:** Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries,							6		C2	

	Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.		
III	**UNIT III- Business Reports and Proposals:** Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	**UNIT IV- Conducting Meetings and Interviews:**Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	**UNIT V- Non-verbal Communication:** Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	Total	**30**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills onpreparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6

Reading List	
1.	https://www.skillsyouneed.com/ips/communication-skills.html
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers
3.	http://skillopedia.com
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills
References Books	
1.	American Management Association, The AMA Handbook of Business Writing:

	The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
2.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
3.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
4.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Legal Systems in Business	Core	Y	-	-	-	4	4	25	75	100

Course Objectives	
C1	To create knowledge and understanding on law of contracts
C2	To describe about sale of goods and Negotiable instrument act
C3	To have an overall understanding about partnership act and company law.
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.

UNIT	Details	No. of Hours	Course Objectives
I	**The Law ofContracts:** Definition ofContact Offer and Acceptance – Essential Elementsof a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – LegalityofObject.Void,Voidable,UnenforceableandIllegalContracts–Performanceof Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contractmust be Performed – Time and Place of Performance – Performance of ReciprocalPromises – Contracts which need not be performed, Discharge of Contracts : ByPerformance, By Agreement, ByImpossibility, By Lapse of Time, By Operation ofLawandByBreachofContracts– RemediesforBreachofContracts.	12	C1
II	**SaleofGoodsAct:**DefinitionofaSaleandaContractofSale –Differencebetween(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 –Passingof PropertyofGoods–RightsofanUnpaidSeller. **NegotiableInstrumentsAct:**NegotiableInstrumentsinGeneral:Cheques,Billsof ExchangeandPromissoryNotes– Definition andCharacteristics	12	C2
III	**PartnershipAct:**Evolution–DefinitionofPartnership– DifferencebetweenPartnership and Joint Family Business – Kinds of Partnerships – Registration – RightsandLiabilities ofPartners –Dissolution. **Company Law:** Evolution of Company Form of Organisation – Companies SeparateLegal Entity –	12	C3

	Comparison of Company with Partnership and Joint Hindu FamilyBusiness – Kinds of Companies – Comparison of Private and Public Companies – FormationofCompanies– GeneralIdeaAboutMemorandumandArticlesofAssociation,Prospectus,StatementinlieuofProspectus– ManagementofCompanies – General Idea of Management of Companies – Officers, Meetings – Resolutions –AccountandAudit– WindingupofCompanies–GeneralIdeaof theDifferentModesofWindingUp.		
IV	**LabourLaw:**FactoriesAct,MinimumWagesAct,IndustrialDisputesAct, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act,1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition)Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.	12	C4
V	ConsumerProtectionAct,CompetitionAct2002,CyberCrimes,ITAct 2008-Intellectual Property Rights: Types of Intellectual Property – TrademarksAct 1999 – TheCopyrightAct 1957 – InternationalCopyrightOrder,1999 –DesignAct,2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7
CO2	Know the sale of Goods & Negotiable instrument act.	PO6
CO3	Have understandings on partnership and company law	PO6, PO7
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8

Reading List	
1.	http://www.legalserviceindia.com/article/
2.	http://www.freebookcentre.net/Law/Law-Books.html 2
3.	https://www.mooc-list.com/course/business-law-wma
4.	https://ilj.law.indiana.edu/

References Books

1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.	
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.	
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.	
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.	
5.	Intellectual Property Laws, Universal Law Publishing, 2012.	
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Applied Operations Research	Core	Y	-	-	-	4	4	25	75	100

Course Objectives	
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization
C3	To learn about various methods adopted in transportation and Assignments models.
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Overviewofoperationsresearch– Origin–Nature,scope&characteristicsofOR– ModelsinOR– Applicationofoperationsresearchinfunctionalare asof management	08	C1
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem - Graphical method – Simplex method – Artificial variable –- Primal & Dual.	12	C2
III	Transportation problem: Basic Solution - North/WestcornerSolution, LCM, VAM, Matrices method – Optimal Solution - Steppingstonemethod- Vogel'sapproximationmethod-Modimethod– Degeneracy- Imbalancematrix.Assignmentmodel:Hungarian method-Travelingsalesmenproblem.	12	C3
IV	Project Scheduling and Resource Management: 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- Crashing – Resource allocation and Resource	18	C4

	Scheduling.		
V	**Game Theory and Strategies:** Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddlepoints– Dominance method - GraphicalandL.PSolutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
	Total	**60**	

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

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

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

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Management	Core	Y	-	-	-	4	4	25	75	100
Course Objectives											
C1	To embark importance of HRM role, functions and need										
C2	To assimilate theoretical and practical implications of HRP										
C3	To critically use appropriate training tools										
C4	To analyze and implement an effective performance management										
C5	To extrapolate and design compensation management techniques										

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:**Introduction of Human Resource Management:Importance of Human Resources,Definition and Objectives of Human Resources Management, Qualities of a good HRmanager – Evolution and growth of Human Resource Management in India. FunctionsofHuman Resource Management.Strategic HumanResource Management(SHRM).HumanResourcePolicies:Need,ty	12	C1
	peandscope,HumanResourceAccountingandAudit- Gig Economy.		
II	**HumanResourcePlanning (HRP):** Human Resources Planning:Long and Short term planning, Job Analysis, Skillsinventory,JobDescription,JobSpecificationandSuccessionPlanning,StrategicHumanResourcePlanning. Recruitment and selection: Purposes, types and methods of recruitment and selection,Relative meritsanddemeritsofthedifferentmethods, Recruitment andSocialMedia. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews,Reduction ofattritionrate- Attrition and retention management	12	C2
III	**Training,Development &CareerManagement:** ImportanceandbenefitsofTrainingandDevelopment,TypesofTrainingMethods,ExecutiveDevelopmentPrograms,ConceptandprocessofCareerManagement; Competency mapping, Knowledge Management & Talent Management.	12	C3

IV	**PerformanceManagement:** Importance, process and Methods: Ranking, rating scales, critical incident method,Removing subjectivity from evaluation, MBO as a method of appraisal, PerformanceFeedback,OnlinePMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.	12	C4
V	**CompensationManagement:** WageandSalaryAdministration:JobEvaluation,Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of LivingIndex and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial andnon-financialincentives,Productivity–linkedBonus,CompensationCriteria,RewardsandRecognition.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6
CO2	Implement appropriate HRP in workplace.	PO6
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
CO4	Demonstrate managing performance of human resources.	PO6, PO7
CO5	Design and justify compensation framework.	PO4, PO6, PO7

Reading List	
1.	https://businessjargons.com/performance-management.html
2.	https://www.hr-guide.com/data/G400.htm
3.	https://www.managementstudyguide.com/training-development-hr-function.htm
4.	https://www.tandfonline.com/toc/rijh20/current

References Books	
1.	Gary Dessler & Biju Varrkey,HumanResourceManagement,16th Edition, PearsonIndiaPvt.Ltd.,2020.
2.	Ashwathappa,K.,HumanResourceManagement,9th Edition,TataMcGraw-HillEducation Pvt.Ltd.,2021.
3.	DeCenzo,D.A., Robbins S.P., Susan L Verhulst,HumanResourceManagement,11th Edition,WileyIndiaPvt.Ltd.,2015.
4.	Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-HillEducation Pvt.Ltd.,2020.
5.	Leigh Thompson,Making the team, A guide for Managers, Pearson, 6th Edition 2019.
6.	Gary Dessler,Fundamentals of Human Resource Management,Pearson, 4th Edition 2017.

Methods of Evaluation		
	Continuous Internal Assessment Test	
	Assignments	

Internal Evaluation	Seminars	25 Marks
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Management	Core	Y	-	-	-	4	4	25	75	100

Course Objectives	
C1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
C2	To provide with opportunities to analyze marketing activities within the firm.
C3	To analyze and explore the buyer behavior pattern in marketing situations.
C4	To understand the branding, pricing and strategies in marketing a product.
C5	To upgrade the knowledge and awareness of Consumer Rights in the Market.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Marketing Management Philosophies – What is marketing- Theconcepts of marketing- Marketing and Services - Digital Marketing – Social Media Marketing – Currentmarketingchallenges; Rural Marketing - E-Rural Marketing - International Marketing - Industrial Marketing.	12	C1
II	**Strategic Marketing**– Marketing Management Process – Analysis of Marketingopportunities,SelectingTargetConsumers,developingMarketingMixAnalysis of Macro and Micro environment Marketing Research as an Aid toMarketing,MarketingResearchProcess– SalesForecasting– Techniques.MarketingTactics,TheMixServiceandRetailMarketing.	12	C2
III	**MIS:** Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics	12	C3

IV	**BuyerBehaviour:**FactorsInfluencingConsumer Behaviour–Buyingsituation– BuyingDecisionProcess– IndustrialBuyerBehaviour.MarketSegmentation: TargetingandPositioning– CompetitiveMarketingStrategies.CustomerLife Cycle -CustomerLifetimeValue, Product PortfolioManagement.	12	C4
V	**ProductPolicies**:ConsumerandIndustrialProductDecisions,Branding,Packaging and Labelling – New Product Development and Product Life CycleStrategies,Pricing– PricingStrategiesandapproaches.Promotion Decisions: Promotion Mix – Integrated Marketing Communication - Advertising and Sales Promotion - SalesForce Decisions, Selection, Training, Compensation and Control – Publicityand Personal Selling – Distribution Management – Channel Management: Selection, Co-operation andConflictManagement– Vertical,HorizontalandMulti-channelSystemsConsumerProtection– AwarenessofConsumerRightsintheMarketPlace.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8

Reading List	
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html
3.	https://www.ama.org/ama-academic-journals/
4.	https://www.emerald.com/insight/publication/issn/0736-3761
References Books	
1.	Philip Kotler and Keven Lane Keller, Marketing Management, 15th Edition,

	Pearson, 2015	
2.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022	
3.	Warren J. Keegan, Global Marketing Management, 8thEdition, Pearson, 2017.	
4.	Mullins,MarketingManagement:AStrategicDecisionMakingApproach, 7thEdition,McGraw-Hill,2010.	
5.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.	
6.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1st Edition, 2017	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Management	Core	4	-	-	-	4	4	25	75	100
Course Objectives											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										

UNIT	Details	No. of Hours	Course Objectives
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective-Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	12	C1
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 - Role of Ergonomics in Job Design.	12	C2
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	12	C3

	Maintenance.		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List	
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom

References Books	
1.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
2.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
3.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
4.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition,

	McGraw Hill, 2022.	
6.	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Management	Core	Y	-	-	-	4	4	25	75	100

Course Objectives	
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.
C2	To create awareness on the various investment techniques on the investment decision making.
C3	To throw light on the concept of cost of capital and familiarize on the technique
	of identifying the right source of capital.
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Financial management:Definition and scope – objectives ofFinancialManagement– ProfitMaximization-wealthmaximization-functionsandroleoffinancemanager.Sourcesoffinance–shortterm–BankSources – Long term – Shares – Debentures – Preferred stock – Debt: Hirepurchase,Leasing,VentureCapital– Privateequity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.	12	C1
II	InvestingDecision-CapitalBudgetingProcess– TechniquesofInvestmentAppraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money-DCF Techniques –Net Present Value, Profitability Index and Internal Rate ofReturn-Problems-RiskanalysisinCapitalBudgeting-Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.	12	C2
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 averagecostofcapital.EBIT-EPSAnalysis-OperatingLeverage-FinancialLeverage-problems.	12	C3

IV	Capitalstructure-Factorsinfluencingcapitalstructure–optimalcapitalstructure - capital structure theories – Net Income Approach – Net OperatingIncome(NOI)Approach–Modigliani-Miller(MM)Approach–TraditionalApproach–PracticalProblems. Dividend and Dividend policy: Meaning, classification - sources available fordividends-Dividendpolicygeneral,determinantsofdividendpolicy.	12	C4
V	WorkingCapitalManagement-DefinitionandObjectives-WorkingCapitalPolicies-FactorsaffectingWorkingCapitalrequirements-ForecastingWorking Capital requirements	12	C5
	(problems) - Cash Management - ReceivablesManagement and-Inventory Management- Working Capital Financing-SourcesofWorkingCapitalandImplicationsofvariousCommitteeReports- Financial Analytics.		
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7

Reading List	
1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

References Books	
1.	S.N.Maheswari,FinanacialManagement, Sulthan Chand & Sons, 15thEdition, 2019
2.	I.M.PandeyFinancialManagement,VikasPublishingHousePvt.Ltd.,11th edition,2018.
3.	VanHorne,J.C.,FinancialManagememtandPolicy,13thEdition,Pearson,2015.
4.	PrasannaChandra,FinancialManagement,10thedition,TataMcGrawHill, 2019

5.	Periasamy,P.,FinancialManagement,4thEdition,TataMcGraw-HillEducationPvt.Ltd.,2017.	
6.	Brigham,E.F.andEhrhardt,M.C.,FinancialManagement:TheoryandPractice,14th Edition, 2015.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	International Business	Extra Disciplinary	Y	-	-	-	3	3	25	75	100

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

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction**: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.	9	C1
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	C2

III	**International Trade Theory:** Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA- Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	**Global Trading and Investment Environment:** Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports	9	C4
	by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.		
V	**Contemporary Issues:** Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. **Export Regulations:** Procedure forexport of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7

CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8
Reading List		
1.	www.internationalbusinesscorporation.com	
2.	www.business-ethics.org	
3.	https://www.jstor.org/journal/jintebusistud	
4.	Journal of International Business and Management (JIBM)	
References Books		
1.	International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)	
2.	International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)	
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.	
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.	
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.	
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills II - Business Etiquette	Soft Skills	-	-	Y	-	2	2	40	60	100

Course Objectives	
C1	To analyze the Business etiquette at workplace
C2	To determine the Principles of exceptional work behavior
C3	To explore Tech etiquette in using various telecommunication devices and channels
C4	To successfully handle Multi-cultural challenges
C5	To ascertain sensitivity to new and emerging issues in etiquette

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to business etiquette:** The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words **Greetings and Introductions:** Guideline for receptionists - Making introductions and greeting people-Greeting Components- The protocol of shaking hands-Introductions - Introductory scenarios - Addressing individuals.	6	C1
II	**Meeting and Boardroom Protocol:** Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. **Entertaining Etiquette:** Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.	6	C2
III	**Telephone Etiquette:** Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients **Internet & email etiquette**: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6	C3

IV	**Business Attire & Professionalism:** Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing **Diversity Management**- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users	6	C4
	Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.		
V	**Business Ethics:** Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment **Multi-cultural challenges:** Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
	Total	**30**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7

Reading List	
1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

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

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External	End Semester Examination	75 Marks
Evaluation		
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Management	Core	Y				4	4	25	75	100

Course Objectives	
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.
C2	To provide insights on how business is responsible socially and ethically.
C3	To highlight on the environmental analysis framework.
C4	To throw light on strategic formulation and strategic choice.
C5	To understand strategic implementation and strategic control.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction:Strategy– StrategicManagementProcess– DevelopingaStrategicVision–Mission-SettingObjectives–StrategiesandTactics– ImportanceofCorporateStrategy–the7-SFramework-CorporateGovernance–	12	C1
	BoardofDirectors:RoleandFunctions– BoardFunctioning– TopManagement:RoleandSkills.		
II	CorporatePolicyandPlanninginIndia:Importance–Characteristics–Objectives-PolicyFormulationandDevelopment– TypesofBusinessPolicies-ImplementationofPolicies. Society and Business: Social Responsibility of Business – CorporateGovernanceandEthicalResponsibility.	12	C2
III	Environmental Analysis: Environmental Scanning – Industry Analysis - TheSynthesis of External Factors -Internal Scanning – Value Chain Analysis –SWOTAudit– Scenarioplanning-CreatinganIndustryMatrix.	12	C3
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic FactorsAnalysisSummaryMatrix(SFAS)Portfolio Analysis – Business Strategy-TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic,CompetitiveStrategies; ETOP, TOWS	12	C4

V	StrategyImplementation:StrategyImplementation-CorporateCulture–Matching Organisation Structure to Strategy – Mergers and Acquisitions andDiversifications– StrategicLeadership Strategic Control: Measurement in Performance- Problems in Measurement ofPerformance- Strategy Audit- Strategic Control Process – Du Pont's ControlModel – Balanced Score Card – Michael Porter's Framework for StrategicManagement– FutureofStrategicManagement– StrategicInformationSystem.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7
CO2	Be social and ethically responsible.	PO3, PO8
CO3	Possess insights on making environmental analysis.	PO3, PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7

Reading List	
1.	Strategic Management Journal – Wiley online Library
2.	Journal of strategy and Management – Emerald Insight
3.	Mastering Strategic Management – WWW.opentextbooks.org.hk
4.	Mastering Strategic Management – WWW.saylor.org.

References Books	
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2.	Dess,G.,Lumpkin,G.T.andEisner,A.,StrategicManagement,8thEdition,TataMcGraw-Hill,2018.
3.	Hill,C.W.L.andJones,G.R.,StrategicManagement:AnIntegratedApproach,9thEdition,CengageLearning,2012.
4.	Kazmi,A.,StrategicManagementandBusinessPolicy,15thEdition,TataMcGraw-HillEducation,2018.
5.	PearceII,J.,Robinson,R.B.andMittal,A.,StrategicManagement:Formulation,ImplementationandControl,12thEdition,McGraw-Hill,2017.
6.	Wheelen,T.L.andHunger,D.,StrategicManagementandBusinessPolicy,13thEdition,Pearson,2012.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Information Systems for Business	Core	Y				4	4	25	75	100

Course Objectives	
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.
C3	To manage system applications and data to best support functional areas of business
C4	To provide insights in securely managing database and information using the process of
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace

UNIT	Details	No. of Hours	Course Objectives
I	Introductiontoinformationsystem-Themanagement,structureandactivities-Informationneedsandsources-Typesofmanagementdecisionsandinformationneed.Systemclassification Elementsofsystem, input,output, processandfeedback.	12	C1
II	Transaction Processing information system, Office Automation System (OAS)- Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.	12	C2
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	12	C3
IV	System Analysis and Design: The work of a system analyst- SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance	12	C4

	of MIS, Database System: Overview of Database-Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.		
V	EnterpriseResourcePlanning(ERP)System,Benefitsofthe ERP,ERPhowdifferentfrom conventional packages , Need for ERP , ERP components , Selection of ERPPackage, ERP implementation,Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.	12	C5
	Total	**60**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8

Reading List	
1.	Information Systems for Business and Beyond – opentextbooks.site.
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com
3.	Information systems Journal – Wiley Online Library.
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

References Books	
1.	Azam,M., ManagementInformationSystem,McGrawHillEducation,2012
2.	Laudon,K.,Laudon,J.andDass,R.,ManagementInformationSystems–ManagingtheDigitalFirm,11thEdition, Pearson,2010.
3.	Murdick,R.G.,Ross,J.E.andClaggett,J.R.,InformationSystemsforModernManagement,3rdEdition,PHI,2011.
4.	O'Brien,J.A.,Morakas,G.M.andBehl,R.,ManagementInformationSystems,9thEdition,TataMcGraw-HillEducation,2009.

5.	Saunders,C.S.andPearson,K.E.,ManagingandUsingInformationSystems,3rdEditio n, WileyIndiaPvt.Ltd.,2009.	
6.	Stair,R.andReynolds,G.,InformationSystems,10thEdition,CengageLearning,2012 .	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills III - Leadership & Team Building Skills	Soft Skills	-	-	Y	-	2	2	40	60	100

Course Objectives	
C1	To understand the characteristics, style, traits of leaders, and theories of leadership.
C2	To learn more about self-leadership and developing team-building skills through case studies and examples.
C3	To understand how to form, manage and lead the team.
C4	To understand the measures of conflict in a team
C5	To explore team roles & processes in developing and managing a team

UNIT	Details	No. of Hours	Course Objectives
I	**Leadership Theories:** Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership	6	C1
II	**Leadership Styles:** Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.	6	C2
III	**Leadership Skills:**Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.	6	C3
IV	**Team Work:**Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.	6	C4
V	**Exploring team roles & processes:** mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego- leading a team managing meetings.	6	C5
	Total	**30**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7

CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
Reading List		
1.	Uday Kumar Haldar, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Soft Skills IV – Computing Skills	Soft Skills	-	-	Y	-	2	2	40	60	100

Course Objectives	
C1	To create awareness and understanding on the basic functions of MS Excel
C2	To elucidate the students on the various advanced functions of MS Excel
C3	To educate the students on MS Access and its application in database management
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

UNIT	Details	No. of Hours	Course Objectives
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C1
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical	6	C2
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print	6	C5
	Total	**30**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have awareness and understanding on the basic functions	PO4, PO6, PO7

	of MS Excel	
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7
Reading List		
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017	
2.	Richard Rost, Learning MS Access Kindle Edition, 2013	
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021	
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Elective Courses: Finance

Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Corporate Finance	Elective	Y	-	-	-	3	3	25	75	100

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.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to Corporate Finance:**CorporateFinance–NatureandScope-RoleofFinancialInstitution-ValuationoftheFirm–Timevalueofmoneyconcepts.	09	C1
II	**Indian Capital Market** – Basic problem of Industrial Finance in India. FiscalPolicies, Government Regulations affecting Capital Market – Role of SEBI –StockMarkets - Equity–Debenturefinancing–GuidelinesfromSEBI,advantagesanddisadvantagesandcostofvarioussourcesofFinance; Types of Bonds; GDR's	09	C2
III	**InvestmentDecision:**InvestmentAnalysis–Risk Analysis ProbabilityApproach.BusinessFailures,Mergers, Consolidationsandliquidation.	09	C3
IV	**Finance from international sources,**	09	C4

	financing of exports – role of EXIM bankand commercial banks – Finance for rehabilitation of sick units. Inflation andFinancialDecisions.		
V	**ForeignCollaboration**– FDIandFIISBusinessVenturesAbroad.InternationalFinancialInstitutions&MultinationalCorporations; Global Minimum Tax	09	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Be familiar with the fundamentals of corporate finance.	PO4, PO6	
CO2	Be aware of the role of SEBI and the structure of Indian capital market.	PO4, PO6, PO7	
CO3	Have insights on various investment techniques and on the investment decision making.	PO2, PO7	
CO4	Learn about the various sources of finance that are available to the Indian companies.	PO6, PO7	
CO5	Possess knowledge on the various modes through which corporate can go international and multinational.	PO6, PO7	
Reading List			
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021		
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020		
3.	Journal of Corporate Finance, Elsevier		
4.	The Review of Corporate Finance, Oxford Academic		
References Books			
1.	Brealey,R.A.,Myers,S.C.,Allen,F.andMohanty,P.,PrinciplesofCorporateFinance,12th Edition, Paperback,TataMcGraw-HillPublishers,2018.		
2.	Damodaran,A.,AppliedCorporateFinance, 4th Edition,Wiley,2015.		
3.	Damodaran,A.,CorporateFinance:TheoryandPractice,2nd Edition Paperback,WileyIndiaPvtLtd.,2007.		
4.	Kidwell,D.andParrino,R.,FundamentalsofCorporateFinance,WileyIndiaPvt.Ltd.,2011.		
5.	Madura,J.,InternationalCorporateFinance,10th Edition,CengageLearning,2012.		
6.	Viswanath, S., Cases in Corporate Finance, McGraw-HillEducation,2009.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External	End Semester Examination	75 Marks	

Evaluation		
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Security Analysis andPortfolio Management	Elective	Y	-	-	-	3	3	25	75	100

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.

UNIT	Details	No. of Hours	Course Objectives
I	**Investment** - Concept of investment-importance-	9	C1
	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- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.		
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.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.	9	C2
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	C3

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	C4
V	**Portfolio Management -**Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation	9	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Ability to understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
CO2	Knowledge on apprehend role, functions and key players in the securities market and understand the trading system of the stock market	PO2, PO4, PO6, PO7	
CO3	Knowledge to execute better investment decisions by analyzing Economic, Industry and Company factors	PO2, PO4, PO7, PO8	
	with the help of fundamental analysis techniques.		
CO4	Clarity to identify the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
CO5	Understanding on the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
Reading List			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Jounal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
References Books			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.		
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.		
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.		
Methods of Evaluation			
	Continuous Internal Assessment Test		

Internal Evaluation	Assignments	25 Marks
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or	
	Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Tax Management	Elective	Y	-	-	-	3	3	25	75	100

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

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Income Tax Law – important concepts -Scheme of Taxation – typesofTaxes,concept,objectives canons of Taxation andfactorstobeconsideredforTaxPlanning- Tax exemption - Residentialstatus–Tax free incomes.	9	C1
II	**HeadsofIncome**– Salaries,definitionofsalary,Fringebenefitsandperquisites,Profitinlieuofsalaryandtaxplanningavenuesforsalaryincome, Income from house property, profits and gains of Business of profession,capital gains- Provisions relating to Capital Gains Tax and exemptions fromCapital Gains Tax-Income from other sources - basis of charge; chargeableincomes; specific deductions; amount not deductible; computation of taxableincomefromothersources.	9	C2
III	**Deductions to be made in computing total income** – Resales and Reliefs ofIncometax–	9	C3
	TaxationofNon-Residents.Income–taxPaymentandAssessment-Taxdeductionatsource;advancetax;self-assessmenttax;assessmentprocedure - Filing ofIncomeTax Returns–Provisions,FormsandDueDates,NoticesandAssessments-Regularandbestjudgmentassessrevision,rectificationandappeal,provisionrelatingtointerestandrefundoftax.		

IV	**CorporateTaxation-** Computationoftaxableincome,Carry-forwardandset-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forwardofAmalgamationLosses. Tax planning in capital budgeting decision, leasing, hire purchase or buydecision raising of capital: equity, debt or preference share, transfer pricinganditsimpact,taxProvisionsforVentureCapitalFunds	9	C4
V	**Wealth Tax and Other Direct Taxes-** Wealth Tax Act and Rules, definition ofWealthandItsComponentsWealthescapingAssessment,AssetsExemptfromWealthTax,GiftTax ActandRulesandEstateDutyAct. Assessment of Trusts and Assessment of companies – Deemed incomeunderMATScheme– TaxonincomebyUTIorMutualfund– VentureCapitalCompany/VentureCapitalFunds.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Objectives**
CO1	Be able to understand basic concepts of tax management system in India.	C1
CO2	Possess knowledge on taxation procedure involved under different heads of income.	C2
CO3	Have insight knowledge on the deduction procedures, set off and carry forward procedures.	C3
CO4	Learn the ways to compute total taxable income.	C4
CO5	Have knowledge on direct tax system	C5

Reading List	
1.	Direct Taxes Law and Practice, Vinld K Singhania and Kapil Singhania, Taxmann, 2021
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.
3.	https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann
References Books	
1.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania, Taxmann's flagship publication,LatestEdition.
2.	IndirectTaxbyVinodK.Singania Taxmann's flagship publication, LatestEdition
3.	Iyengar,AC.,SampatLawofIncomeTax.Allahabad,BharatLawHouse. LatestEdition.
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, Sahithya Bhagwan Publications,LatestEdition.
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.

6.	StudentsGuidetoIncomeTaxbyDr.VinodK.SinghaniaandMonicaSinghania, Taxmann's flagship publication,LatestEdition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Merchant Banking and Financial Services	Elective	Y	-	-	-	3	3	25	75	100
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.										

UNIT	Details	No. of Hours	Course Objectives
I	**Merchantbanking:** Introduction– AnOverviewofIndianFinancialSystem– MerchantBankinginIndia–RecentDevelopments and Challenges ahead – InstitutionalStructure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. - RelationwithStockExchangesandOTCEI.	9	C1
II	**Issuemanagement:** Role of Merchant Banker in Appraisal of Projects, Designing Capital Structureand Instruments –Issue Pricing – Book Building – Preparation of ProspectusSelectionofBankers,AdvertisingConsultants,etc.-Roleof Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green ShoeOption–E-IPO,PrivatePlacement– BoughtoutDeals– PlacementwithFIs,MFs,FIIs,etc.Off-ShoreIssues.– IssueMarketing–AdvertisingStrategies– NRIMarketing–PostIssueActivities.	9	C2
III	**Otherfeebasedservices:** MergersandAcquisitions–	9	C3

	PortfolioManagementServices– CreditSyndication–CreditRating– BusinessValuation.		
IV	**Fundbasedfinancialservices:** LeasingandHirePurchasing– BasicsofLeasingandHirepurchasing– FinancialEvaluation.	9	C4
V	**Otherfundbasedfinancialservices:** ConsumerCredit–CreditCards– RealEstateFinancing–BillsDiscounting – factoringandForfeiting–VentureCapital.	9	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	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	
CO2	Possess knowledge on public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	
CO3	Possess insights on recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6	
CO4	Have exposure on fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6	
CO5	Have better understanding on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6	
Reading List			
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011		
2.	Pathak Barthi, Indian Financial System, 5th Edition, Pearson Education, 2018		
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate		
4.	Journal of Corporate Finance, Elsevier		
References Books			
1.	M.Y.Khan,FinancialServices,TataMcGraw-Hill,12thEdition,2012		
2.	NaliniPravaTripathy,FinancialServices,PHILearning,2011.		
3.	Machiraju,IndianFinancialSystem,VikasPublishingHouse,2ndEdition ,2010.		
4.	J.C.Verma,AManualofMerchantBanking,BharathPublishingHouse,N ewDelhi,		
5.	VarshneyP.N.&MittalD.K.,IndianFinancialSystem,SultanChand&Sons, NewDelhi.		
6.	Sasidharan,FinancialServicesandSystem,TataMcgrawHill,NewDelhi.		

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Derivatives Management	Elective	Y	-	-	-	3	3	25	75	100

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

UNIT	Details	No. of Hours	Course Objectives
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	C1
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	C2
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	C3
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	C4

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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiar with the fundamentals of Derivatives and its types.	PO4, PO6
CO2	Be aware of the Forward and Future Contracts.	PO6, PO7
CO3	Have knowledge on Options.	PO6, PO7
CO4	Learn the various Option Pricing models.	PO6, PO7
CO5	Have knowledge on the indices of various Derivative Instruments.	PO6, PO7

Reading List	
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016
2.	Arkadev Chatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers
4.	Journal of Risk and Financial Management, MDPI

References Books	
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.
2.	S.L.Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruvter, A Guide to Future, Options and Swaps,2ndEdition, Publishers,2018.
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Banking and Insurance	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.
C2	To provide an 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.

UNIT	Details	No. of Hours	Course Objectives
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 Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.	9	C1
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	C2
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. -	9	C3

	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) –**NACH** Global 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 Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).		
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	C4
V	**General Insurance:** Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- 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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7
CO2	Understand the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7
CO3	Possess knowledge on Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7
CO4	Possess the ability to understand and communicate the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7
CO5	Have knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7

Reading List		
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012	
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand & Company	
3.	Journal of Banking and Finance, Elsevier	
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India	
References Books		
1.	Bhattacharya,H.,BankingStrategy, CreditAppraisalandLendingDecisions,OxfordUniversityPress,2nd Edition,2011.	
2.	IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, MacmillanIndiaLtd, Fifth Edition,2015.	
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,Kalyani Publishers,11th Edition, 2014.	
4.	Muraleedharan,ModernBanking:TheoryandPractice,PHILearning, Second Edition, 2014.	
5.	Varshney,P.N.,BankingLawandPractice,SultanChandandSons, fist Edition, 2015.	
6.	Gopinath. M. N. -Banking Principles& Operations, Snow White Publications, 7th Edition, 2021	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Behavioural Finance	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To enable the students to understand the basics of Behavioural Finance
C2	To create awareness and understanding on the various theories of Behanvioural Finance
C3	To elucidate the students on the various financial decision theory paradoxes
C4	To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis
C5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Behavioral Finance:** Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.	9	C1
II	**Behavioural Finance Theory and Bubbles:** Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.	9	C2
III	**Decision Theory Paradoxes:** Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.	9	C3
IV	**Non-Behavioral Finance:** Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.	9	C4
V	**Demand by Arbitrageurs and Average Investors & Contemporary Issues:** Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader	9	C5

	risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues		
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Enables the students to understand the basics of Behavioural Finance	PO6	
CO2	Creates awareness and understanding on the various theories of Behavioural Finance	PO6, PO7	
CO3	Students are able to interpret the various financial decision theory paradoxes	PO2, PO6	
CO4	Ability to outline the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis	PO6	
CO5	Students can explain on arbitrage, risks in share trade and on contemporary financial issues.	PO6, PO7	
Reading List			
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.		
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.		
3.	Kapoor, S., & Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.		
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.		
References Books			
1.	Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020		
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017		
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000		
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021		
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019		
6.	Sujata Kapoor, Jaya Mamta Prosad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Modelling	Elective	Y	0	0	-	3	3	25	75	100

Course Objectives	
C1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.
C2	To gain an understanding of the valuation tools and techniques used in bond and equity valuation.
C3	To design and construct useful and robust corporate modelling applications
C4	To learn about the risk and return of a portfolio and how to measure them using different methods.
C5	To acquaint the students with the fundamentals of derivative modelling and their application

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to financial modelling & built-in functions using spread sheets**-Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling.	9	C1
II	**Bond & Equity Share Valuation Modelling-**Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTMModelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.	9	C2
III	**Corporate Financial Modelling-**Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.	9	C3
IV	**Portfolio Modelling-**Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.	9	C4
V	**Derivative Modelling-** option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7
CO2	Ability to evaluate securities by using the modelling techniques	PO1,PO2, PO6
CO3	Ability to identify efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,P2,PO6,PO7
CO4	Acquaint the students with evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
CO5	Ability to understand the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2
Reading List		
1.	Kienitz, J., & Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.	
2.	Spronk, J., & Hallerbach, W. (1997). Financial modelling: Where to go? With an	
	illustration for portfolio management. european Journal of operational research.	
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.	
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.	
References Books		
1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.	
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'	
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015	
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.	
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Capital Market and Financial Services	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To acquire knowledge on Indian financial systems and its regulators
C2	To possess knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.
C3	To understand leasing and hire purchase
C4	To familiarize with credit rating and securitization
C5	To know Depositories & Contemporary Issues

UNIT	Details	No. of Hours	Course Objectives
I	**Indian Financial System:** **Regulators:** Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority. **Primary Market:** Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India. **Indian Stock Exchanges:** Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.	9	C1
II	**Listing and trading of Securities:** Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement. **Risk Management system in BSE & NSE:** Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE. **Index Management:** Importance of index computation	9	C2

	Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India		
III	**Leasing and Hire Purchase** Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfaiting	9	C3
IV	**Credit rating & Securitization:** Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs. Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.	9	C4
V	**Depositories & Contemporary Issues** Depositary services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Ability to critically evaluate the Indian financial systems and its regulators	PO3,PO6
CO2	Obtain clarity with listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7
CO3	Understand leasing and hire purchase	PO7
CO4	Obtain familiarity with credit rating and securitization	PO2,PO6,PO7
CO5	Ability to explain depositories & contemporary Issues	PO6,PO7

Reading List	
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.

4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.	
References Books		
1.	Khan M.Y, Financial Services, 8th edition, Mcgraw Hill ,2015,.	
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.	
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..	
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.	
5.	MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.	
6.	Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Planning and Wealth Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To give clarity on the concept of Personal Financial Planning
C2	To acquire knowledge on the process of Comprehensive Financial Planning
C3	To understand the concept of Insurance & Retirement Planning
C4	To throw light on the Concept of Wealth Management
C5	To provide knowledge on tax planning & issues

UNIT	Details	No. of Hours	Course Objectives
I	**Personal Financial Planning** - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.	9	C1
II	**Comprehensive Financial Planning -** The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios	9	C2
III	**Insurance Planning & Retirement Planning -** Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.	9	C3
IV	**Wealth Management -** Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the	9	C4

	corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.		
V	**Tax Planning & Contemporary Issues** Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Obtain clarity on the concept of Personal Financial Planning	PO2, PO7
CO2	Ability to evaluate the process of Comprehensive Financial Planning	PO2,PO6,PO7
CO3	Understanding the concept of Insurance & Retirement Planning	PO2,PO5
CO4	Ability to outline the clarity on the concept of Wealth Management	PO7
CO5	Obtain Knowledge on tax planning & issues	P02, PO7

Reading List	
1.	Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.
2.	Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.
3.	Hanna, S. D., & Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.
4.	Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.

References Books	
1.	Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.
2.	Joydeep Sen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020
3.	Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)
4.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA
5.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA
6.	Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth

	Management for Investors and Their Advisors, Wiley.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Fixed Income Securities	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To orient students about bond and money market instruments
C2	To provide inputs on term structure, interest rates and bond price volatility
C3	To impart knowledge on fixed income portfolio management
C4	To enable them understand the concept of hedging
C5	To enlighten the students on securitization and contemporary issues in securities management.

UNIT	Details	No. of Hours	Course Objectives
I	Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.	9	C1
II	Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.	9	C2
III	Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement	9	C3
IV	Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives	9	C4
V	Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Ability to assess bond and money market instruments	PO6
CO2	Understand the concepts of term structure, interest rates and bond price volatility	PO7

CO3	Ability to compare and evaluate the fixed income portfolios	PO6,PO7
CO4	Understand the how hedging contracts are done	PO2
CO5	Obtain knowledge on management of securities.	PO6,PO7
Reading List		
1.	Tuckman, B., & Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.	
2.	Martellini, L., Priaulet, P., & Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.	
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.	
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.	
References Books		
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.	
2.	Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition,Wiley Finance Series, 2014.	
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.	
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.	
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley2005.	
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Fintech and Investment Analysis	Elective	-	-	Y	-	3	3	40	60	100

Course Objectives	
C1	To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation
C2	To study the performances of exchanges traded in Indian Market
C3	To simulate and critically validate the performance of momentum strategy for financial sectors
C4	To simulate the performance of value investing strategy and construct a portfolio
C5	To study the emerging FinTech players in India

UNIT	Details	No. of Hours	Course Objectives
I	**Lab Experiment 1** Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date **Lab Experiment 2** Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others **Lab Experiment 3** Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio	9	C1
II	**Lab Experiment 4** Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India **Lab Experiment 5** Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date **Lab Experiment 6** Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio **Lab Experiment 7** Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date	9	C2

III	**Lab Experiment 8** Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014 **Lab Experiment 9** Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date **Lab Experiment 10** Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy	9	C3
IV	**Lab Experiment 11** Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date **Lab Experiment 12** Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date **Lab Experiment 13** Compute the valuation of the Tata Consultancy Services using discounted cash flow approach **Lab Experiment 14** Compute the valuation of a FinTech start-up using the discounted cashflow approach	9	C4
V	**Lab Experiment 15** Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product **Lab Experiment 16** Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India **Lab Experiment 17** Study how "Payments" landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies **Lab Experiment 18** Study how "Asset Management & Investment Management" industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape	9	C5
	Total	**45**	
Course Outcomes			
Course	On completion of this course, students will;	**Program Outcomes**	

Outcomes		
CO1	Obtain knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation	PO1,PO2, PO6
CO2	Obtain knowledge on the performances of exchanges traded in Indian Market	PO2,PO6
CO3	Ability to interpret on simulating and critically validating the performance of momentum strategy for financial sectors	PO1,PO2
CO4	Obtained knowledge on simulating the performance of value investing strategy and construct a portfolio	PO1,PO2
CO5	Clarity on evaluating the emerging FinTech players in India	PO2
Reading List		
1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.	
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.	
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.	
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.	
References Books		
1.	Osterwalder, A. – Pigneur, Y. (2010): Business ModelGeneration: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley& Sons	
2.	Van der Kleij, E., Tech Giants Becoming Non- Bank Banks. In: The FinTech Book: The FinancialTechnology Handbook for Investors, Entrepreneursand Visionaries , 2016	
3.	Bhandari, M.: India and the Pyramid of Opportunity.In: The FinTech Book: The Financial TechnologyHandbook for Investors, Entrepreneurs andVisionaries, 2016	
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5th Edition, Tata McGraw Hill. 2017	
5.	Zvi Bodie;Alex Kane;Alan J. Marcus;Pitabas Mohanty, Investments, 11th Edition, Tata Mc GrawHill, 2019	
6.		
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	**Subject Name**	**Category**	**L**	**T**	**P**	**O**	**Credits**	**Inst. Hours**	**Marks**		
									CIA	**External**	**Total**
	International Financial Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To give clarity on the concept of international finance
C2	To throw light on Foreign Exchange Market
C3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.
C4	To understand cross-border investment decisions
C5	To study about multinational financing institutions and contemporary issues

UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to international finance:** Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.	9	C1
II	**Foreign exchange market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage**.**	9	C2
III	**Management of foreign exchange exposure and risk:** Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest	9	C3

	Rate Parity – International Fisher Effect		
IV	**Cross-border investment decisions:** Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.	9	C4
V	**Multinational financing institutions and contemporary issues:** The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Obtain clarity on the concept of international finance	PO2
CO2	Understanding on the functions of Foreign Exchange Market	PO6,PO7
CO3	Obtain knowledge on management of foreign exchange exposure and risk involved in it.	PO2,PO7
CO4	Understanding the cross-border investment decisions	PO2, PO7
CO5	Obtain knowledge on multinational financing institutions and contemporary issues	PO6,PO7

Reading List	
1.	Madura, J. (2020). International financial management. Cengage Learning.
2.	Apte, P. G., & Kapshe, S. (2020). International Financial Management|. McGraw-Hill Education.
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.

References Books	
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3.	Eiteman & Stonchill, "Multinational Business Finance", 12th Edition, Pearson, 2010
4.	Cheol Eul & Bruce Resnick, International Financial Management, 7th Edition, China Machine Press, 2016.
5.	V.K.Bhalla. "International Financial Management for the Multinational Firm",4th Edition, S Chand,.2014
6.	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External	End Semester Examination	75 Marks

Evaluation		
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Risks Management in Banks	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To understand risk, risk management, Role of CFO in mitigating risk in banks
C2	To expose to market and exchange rate risk
C3	To familiarize with interest rate risk and liquidity risk
C4	To explore credit risk
C5	To possess knowledge on operational & Technology risk and other contemporary issues

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to risk:** Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks.	9	C1
II	**Market risk & exchange rate risk:** Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR - Conditional VaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting- tools- futures, options and swaps.	9	C2
III	**Interest rate risk & liquidity risk:** Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging-macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures - Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk	9	C3

IV	**Credit risk:** Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,	9	C4
V	**Operational risk & technology risk and contemporary issues:** Operational risk- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification- measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk. Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding risk, risk management, Role of CFO in	PO7
	mitigating risk in banks	
CO2	Ability to critically assess market risk & exchange rate risk	PO2,PO6,PO7
CO3	Obtain familiarity with interest rate risk & liquidity risk	PO7
CO4	Ability to interpret credit risk	, PO2, PO6,PO7
CO5	Ability to outline on operational & Technology risk and other contemporary issues	PO7

Reading List

1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., & Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.

References Books

1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rdedition, Pearson Education, India, 2014.
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.

6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Elective Courses: Marketing

Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advanced Marketing Research and Consumer Behaviour	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To create an understanding of market research concepts.
C2	To create awareness of 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 the consumer decision-making process.

UNIT	Details	No. of Hours	Course Objectives
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.	7	C1
II	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.	9	C2
III	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment infuences on Consumer: Culture – Social Class – Social Groups – Family– Personal	8	C3
	Influence and Opinion Leadership.		
IV	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.	9	C4
V	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA**.**	12	C5
	Total	**45**	

Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Understand the basic concepts of marketing research.	PO4,PO7	
CO2	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6	
CO3	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7	
CO4	Possess knowledge on determinants of consumer behavior.	PO6	
CO5	Have insights on consumer decision process.	PO2, PO6,PO7	
Reading List			
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015		
2.	S. Sumathi, P. Saravanavel,Consumer Behaviour & Marketing Research , S.Chand,2003		
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017		
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013		
References Books			
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11th Edition, Pearson, 2015.		
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7th Edition, Pearson, 2019.		
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7th Edition, Pearson. 2020.		
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.		
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2rd Edition, 2021.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain		
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge		

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advertising Management and Sales Promotion	Elective	Y	-	-	-	3	3	25	**75**	100

Course Objectives	
C1	To introduce students to advertising fundamentals
C2	To impart knowledge on advertising media and budget.
C3	To orient students on advertising agencies and its operations.
C4	To make students understand sales promotion campaigns.
C5	To enable students understand the relevance of sales promotion

UNIT	Details	No. of Hours	Course Objectives
I	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message	7	C1
	and copy development.		
II	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.	10	C2
III	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.	10	C3
IV	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.	10	C4
V	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.	8	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess knowledge and good understanding on the fundamentals of advertising	PO4,PO7
CO2	Have good understanding and knowledge on advertising media and budget	PO2, PO4, PO7
CO3	Have good orientation on advertising agencies and its operations.	PO5, PO7
CO4	Understand sales promotion campaigns.	PO4, PO5, PO6
CO5	Understand the relevance of sales promotion	PO4, PO6, PO7

Reading List	
1.	S A Chunawalla,Advertising Management and Sales Promotion, Himalaya Publishing,2015

2.	Vv Rathna &S L Guptha,Advertising and Sales Promotion Management,Sultan Chand,2011
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books,2008
4.	Mishra M N ,Sales Promotion and Advertising Management , Mishra M N, Himalaya Publishing 2015
References Books	
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3.	Percy, L. and Rosenbaum-Elliot, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Sales and Distribution Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To introduce students to sales management and its related software
C2	To impart knowledge on sales performance strategies and tactics.
C3	To acquaint students with sales forecasting techniques, sales quotas and sales force planning
C4	To provide inputs on sales force staffing, training and sales audit.
C5	To orient students on role of distribution in sales management

UNIT	Details	No. of Hours	Course Objectives
I	Introduction, Nature, Concepts and Scope - Organization 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. Sales Management Process.	9	C1
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, Review of Training and Staffing Programmes.	9	C2
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	C3

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- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.	9	C4
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control	9	C5
	monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- 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.		
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand sales management and its related software	PO4, PO6
CO2	Know sales performance strategies and tactics.	PO1,PO2, PO6
CO3	Understand sales forecasting techniques, sales quotas and sales force planning	PO4, PO6,PO7
CO4	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6
CO5	Have knowledge on the role of distribution in sales management	PO6,PO7

Reading List	
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016

4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011	
References Books		
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.	
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.	
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.	
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition,	
	Tata McGraw-Hill Education, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Brand Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	Understand brand equity & assess the equity of a brand by applying brand equity models
C2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
C3	Ability to develop a comprehensive go to market strategy for a brand
C4	Evaluate various architecture types & examine brand extension strategies for success
C5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and
	methods

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - 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	C1
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 Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	9	C2
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	9	C3
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	C4

V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation 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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4,PO7
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1,PO2, PO6
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6,PO7
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7

Reading List	
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2nd Edition, 2013
2.	Brand Management, Palgrave Mcmillan, 2021
3.	Journal of brand management, Palgrave Macmillan
4.	Journal of Product & brand Management ,Emerald Publishing

References Books	
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd 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, 5th Edition, Kogan Page, 2012.
6	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Industrial Marketing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To understand the environment of Industrial Marketing.
C2	To create awareness and understanding of the 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.

UNIT	Details	No. of Hours	Course Objectives
I	The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.	9	C1
II	Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.	9	C2
III	Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.	9	C3
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.	11	C4
V	Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.	7	C5
	Total		

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be aware of the environment of industrial marketing.	PO4, PO6
CO2	Possess knowledge of the organizational buying process.	PO2, PO6, PO7
CO3	Have insights on industrial marketing opportunities.	PO6,PO7
CO4	Learn business marketing strategy.	PO6, PO7
CO5	Have better understanding on customer relationship	PO4,PO6,PO7

	management.	
Reading List		
1.	Milind T.Phadtare ,PHI,Kindle	
2.	Hory Sarkar Mukerjee, Industrial Marketing ,Kindle	
3.	Journal of Business and Industrial Marketing,Emerald Group Publishing	
4.	International Journalmof Industrial Marketing,Macrothink Institute,USA	
References Books		
1.	Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2nd edition, 2021.	
2.	Basu, S.K., Sahu, K. C. , Rajiv, B.., Industrial Organization and Management, Prentice-Hall, 1st edition, 2021.	
3.	Francis Cherunilam., Industrial Marketing Text and Cases, 1st edition, Himalaya Publishing House, 2022.	
4.	Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1st edition, McGraw-Hill Education, 2010.	
5.	Ghosh, P.K., Industrial Marketing, 1st edition, Oxford University Press, 2005.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Services Marketing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Services marketing and Service Sector
C2	To provide insights on Marketing Mix In Service Marketing
C3	To throw light on Effective Management Of Service Marketing
C4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing
C5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services

UNIT	Details	No. of Hours	Course Objectives
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 Technology, Developing Human Resources, Building Service Aspirations.	9	C1
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	C2
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	C3
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	C4
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional	9	C5

	Service - Public Utility Services - Educational Services.		
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7	
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6	
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7	
CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6	
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7	
Reading List			
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI,Edition, 2014		
2.	Jayantha Chatterjee Christopher Lovelock,Pearson,2017,Kindle		
3.	Journal of services marketing,Emerald Insight		
4.	Journal of service management,Emerald Group Publishing Ltd		
References Books			
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011.		
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, 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, 7thEdition, Pearson, 2019.		
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.		
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/	MCQ, True/False, Short essays, Concept explanations, Short summary or		

Comprehend (K2)	overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Customer Relations Management	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basics and evolution of CRM
C2	To provide insights on CRM Concepts
C3	To throw light on Planning for CRM and strategy its development in an organization
C4	To elucidate on CRM and Marketing Strategy
C5	To create awareness and importance of CRM Planning and Implementation

UNIT	Details	No. of Hours	Course Objectives
I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.	9	C1
II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.	9	C2
III	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.	9	C3

IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector	9	C4
V	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To familiarize the students to the basic and evolution of CRM	PO4,P06,PO7
CO2	To provide insights on CRM Concepts	PO2,PO3
CO3	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8
CO4	To elucidate on CRM and Marketing Strategy	PO1,PO5
CO5	To create awareness and importance of CRM Planning and Implementation	PO3,PO5,PO7

Reading List	
1.	"How to Win at CRM" Strategy, Implementation, Management,ebook
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
3.	Electronic Customer Relationship Management,Kindle Edition

References 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.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	

	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Retail Marketing	Elective	Y	-	-	-	3	3	25	75	100

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.

UNIT	Details	No. of Hours	Course Objectives
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	C1
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	C2
III	Visual merchandizing components – merchandize as focal point, choice of colours, 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,	9	C3

	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.		
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	C4
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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7
CO2	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7
CO3	Know the significance of visual merchandising strategies.	PO4, PO6,PO7
CO4	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6
CO5	Be able to understand the importance of global retailing strategies.	PO4,PO6

Reading List	
1.	The Open University, Retail Marketing, Kindle
2.	Barry Berman, Retail Management, Kindle Edition
3.	Journal of retailing ,Elsevier
4.	International Journal of Sales, Retailing and Marketing,Circle International

References Books		
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11th Edition, Pearson, 2011.	
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.	
3.	Gilbert, D., Retail Marketing Management, 2nd Edition, Pearson, 2006.	
4.	Goldrick, P., Retail Marketing, 2nd Edition, McGraw-Hill Education, 2002.	
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Rural Marketing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
C2	Differentiate the rural market environment from the urban and semi-urban markets.
C3	Understand the factors influencing the rural consumer behavior and their brandloyalty.
C4	To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
C5	To evaluate pricing and distribution strategies for rural consumers.

UNIT	Details	No. of Hours	Course Objectives
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 influence on rural marketing.	9	C1
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	C2
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt	9	C3

	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.		
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, 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	C4
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 Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have an understanding about basic concepts of rural marketing.	PO4, PO6
CO2	Be able to Differentiate the rural market environment from the urban and semi-urban markets.	PO6
CO3	Have In depth understanding the factors influencing the rural consumer behavior and their brandloyalty.	PO4.PO6,PO7
CO4	Be able to apply the marketing concepts suitable to the rural markets.	PO4, PO6

CO5	Be able to understand pricing and distribution strategies for rural consumers.	PO2, PO4, PO6
Reading List		
1.	Sanal Kumar Velayudhan, Rural Marketing,Kindle	
2.	Pradeep Kashyap,Rural Marketing,Kindle	
3.	International journal of Rural Management,Sage	
4.	International Journal of trend in scientific research and development,	
References Books		
1.	Bhatia, T., Advertising and Marketing in Rural India, 2nd 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, 2nd 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, 2nd Edition, Pearson, 2011.	
6.	Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	International Marketing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To increase globalization by integrating the economies of different countries.
C2	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.
C3	To assure sustainable management of resources globally.
C4	To propel export and import of goods globally and distribute the profit among all participating countries.
C5	To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.

UNIT	Details	No. of Hours	Course Objectives
I	**International Marketing Environment:** Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.	9	C1
II	**Product Policy** – International Product Life Cycle – Export Pricing. **International Marketing Decision:** Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. 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.	9	C2
III	**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. 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	9	C3

	(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.		
IV	**India's Foreign Trade:** Recent Tends 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. 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. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – 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.	9	C4
V	**World Trade and India:** - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Identify and analyse opportunities within international marketing environments	PO4, PO7
CO2	Utilise cases, readings and international business reports to evaluate corporateproblems/opportunities in an international environment; Select, research, and enter a new international market;	PO4, PO7

CO3	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;	PO2, PO4
CO4	Possess understanding and knowledge on Export trade	PO4, PO6, PO7
CO5	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils	PO4, PO6
Reading List		
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008	
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002	
3.	Journal of International Marketing, SAGE Publications	
4.	Journal of International Business Studies, Palgrave MmMillan	
References Books		
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.	
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13th Edition, Tata McGraw-Hill Education, 2008.	
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8th Edition,South-Western, 2007.	
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3rd Edition, PHI Learning, 2009.	
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.	
6.	Salvatore, D., International Economics: Trade and Finance, 10th Edition, Wiley, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Advanced Selling and Negotiation Skills	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of selling and sales organizations
C2	Understand the theories of personal selling and selling strategies
C3	To learn the negotiation skills
C4	The importance of negotiation intelligence and its usefulness
C5	Understand the development of salesforce organization

UNIT	Details	No. of Hours	Course Objectives
I	**Concepts of Selling and Sales Organization:** Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives. Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.	9	C1
II	**Theories of personal selling and selling strategies:** Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom & exhibition -Sales Presentations.	9	C2
III	**Negotiation strategies and Stages:** Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of	9	C3

	objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.		
IV	**Negotiating Intelligence, Bargaining & Closing:** Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.	9	C4
V	**Sales force Administration & Management:** Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**ProgramOutcomes**
CO1	Possess the knowledge on the basic concepts of the sales organization.	P01, PO3, PO7
CO2	Possess knowledge about theories of selling	PO1, PO2, PO7, PO8
CO3	Have insights negotiation strategies	PO1, PO3, PO6
CO4	Have understanding about negotiation skills	PO2, PO5, PO7
CO5	Develop knowledge about salesforce administration and management	PO1, PO3, PO8

Reading List	
1.	Selling and Negotiation Skills - A Pragmatic Approach - Prashant Chaudhary – Sage publishing
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer
3.	Negotiation Skills, AF Galal - books.google.com
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com

References Books	
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate

	data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.	
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.	
6.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Channel Management Strategies	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Marketing Channels
C2	To provide insights on Channel Design
C3	To throw light on Channel Implementation
C4	To elucidate on Channel Institutions
C5	To create awareness and importance of Channel performance assessment

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Marketing Channels:** Meaning – Structure – Functions - Importance - Types - Contribution of channel partners to marketers and consumers.	9	C1
II	**Channel Design:** Channel design – Demand, supply and Channel efficiency - Types of channels based on segmentation – Supply side channel analysis – Channel flows and efficiency analysis – Channel Structure and Intensity – Gap analysis	9	C2
III	**Channel Implementation:** Channel power – Getting it, using it, keeping it – Managing Conflict to Increase Channel Coordination – Strategic Alliances in Distribution – Vertical Integration in Distribution – Legal Constraints on marketing channel policies.	9	C3
IV	**Channel Institutions:** Retailing, Wholesaling, Franchising, Electronic Marketing Channel - Logistics and Supply Chain Management - Omni and Hybrid Channels - Channel proliferation – online, offline, business to business, business to consumer, vertical and backward channel integration.	9	C4
V	**Channel performance assessment:** Evaluation of Channel members' performance – Criteria – Process - Channel Efficiency – Channel Compensation – Performance Metrics	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To familiarize the students to the basic concepts of Marketing Channels	P01, PO3, PO7

CO2	To provide insights on Channel Design	PO1, PO2, PO7, PO8
CO3	To throw light on Channel Implementation	PO1, PO3, PO6
CO4	To elucidate on Channel Institutions	PO2, PO5, PO7
CO5	To create awareness and importance of Channel performance assessment	PO1, PO3, PO8
Reading List		
1.	Channel strategy - Springer LINK	
2.	Channel Management - ResearchGate	
3.	Channel Management - SAGE Journals	
4.	Journal of Marketing Channels	
References Books		
1.	Palmatier, R., Stern, L., & El-Ansary, A., Marketing Channel Strategy Routledge 2016.	
2.	K. G. Hardy , Allan J. Magrath(1988) , Marketing Channel Management	
3.	Meenal Dhotre, Channel Management and Retail Marketing 2010, Himalaya Publishing House	
4.	Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge.	
5.	Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge.	
6.	Anne T. Coughlan, Erin Anderson, Louis W. Stern and Adel I. El – Ansary, Marketing Channels, 7th Edition 2008, Pearson	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Customer Engagement Marketing	Elective	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	Understand how to build good customer relationships
C2	Acquire methods for uncovering the customer's needs
C3	Understand the importance of making a persuasive case
C4	Learn how to say 'no' to unreasonable demands
C5	Master techniques for structuring effective customer meetings

UNIT	Details	No. of Hours	Course Objectives
I	Concepts and Meaning of Customer Engagement: Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers	9	C1
II	Customer Engagement and Brand Relationships: Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community – Social Network platforms - Customer Engagement in offline brand community.	9	C2
III	Conceptualizing and Measuring Customer Engagement Value: Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value.	9	C3
IV	Engagement, Interactivity, Social Media and Technology: Customer Influence Value, Customer Knowledge Value - Managing the Customer	9	C4

	Engagement Value Framework - Organizational Challenges		
V	Emerging Customer Engagement: Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs - Contemporary Issues in customer engagement.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Explain and illustrate the strategic role of data analytics in digital marketing.	PO3, PO4, PO7
CO2	Identify and evaluate appropriate tools and techniques to analyse digital marketing performance.	PO3, PO8
CO3	Apply a variety of data collection and analysis technologies for the purposes of digital marketing analysis.	PO3, PO8
CO4	Interpret digital marketing data analysis and translate it into tangible strategic and tactical insights.	PO2, PO5, PO7
CO5	Consider the ethical considerations of big data in sustainable businesses.	PO4, PO5, PO7

Reading List	
1.	A Pansari, V Kumar - **Customer engagement marketing**, 2018 - Springer
2.	**Customer engagement**: Contemporary issues and challenges RJ Brodie, LD Hollebeek, J Conduit - 2015 - books.google.com
3.	Past, present, and future of **customer engagement** WM Lim, T Rasul, S Kumar, M Ala - Journal of Business Research, 2021 - Elsevier
4.	Strategic **customer engagement marketing**: A decision making framework A Alvarez-Milán, R Felix, PA Rauschnabel… - Journal of Business …, 2018 - Elsevier

References Books	
1.	Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India
2.	Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India
3.	Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA.
4.	Roderick J. Brodie, Linda D. Hollebeek and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge
5.	Engagement Marketing by Goodman Gail F. John Wiley & Sons Inc (2018)
6.	Customer Engagement Marketing- Robert W. Palmatier, V. Kumar, Colleen M. Harmeling (2018)

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Digital Marketing	Elective	Y				3	3	25	75	100

Course Objectives	
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy
C2	To learn and comprehend on SEO and SEM
C3	To acquire knowledge on the various channels of SMM
C4	To learn, understand, and evaluate Search analytics and Web analytics
C5	To create awareness and understanding on google analytics

UNIT	Details	No. of Hours	Course Objectives
I	**Digital Marketing Strategy:** Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.	9	C1
II	**SEO:**Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.	9	C2
III	**Social Media Marketing:** Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).	9	C3
IV	**Search and Web Analytics:** Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	9	C4

V	**Google Analytics:** Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.	P01, PO3, PO7
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.	PO1, PO2, PO7, PO8
CO3	To know the key elements of a digital marketing strategy	PO1, PO3, PO6
CO4	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8

Reading List	
1.	M Bala, D Verma - … (2018). A Critical Review of **Digital Marketing** …, 2018 - papers.ssrn.com
2.	**Digital marketing**: global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - **books**.google.com
3.	**Digital marketing**: A practical approach A Charlesworth - 2014 - taylorfrancis.com
4.	Modern trends in the development of **digital marketing** NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series …, 2018 - ideas.repec.org

References Books	
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3.	Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.

6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Analytics	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Marketing analytics.
C2	To provide insights on Business Strategies.
C3	To throw light on Product and Price analytics.
C4	To elucidate on distribution analytics.
C5	To create awareness and importance of sales analytics.

UNIT	Details	No. of Hours	Course Objectives
I	**Marketing Analytics Framework:** Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.	9	C1
II	**Business Strategy and Operations:** Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics.	9	C2
	Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.		
III	**Product and Price Analytics:** Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.	9	C3
IV	**Distribution and Promotions Analytics:** Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution. Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.	9	C4

V	**Sales Analytics:** E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand the basic concepts of Marketing analytics.	P01, PO3, PO7
CO2	Analyse and Implement Business Strategies.	PO1, PO2, PO7, PO8
CO3	Use differential Product and Price analytics.	PO1, PO3, PO6
CO4	Compare and employ on distribution analytics.	PO2, PO5, PO7
CO5	Use appropriate sales analytics.	PO1, PO3, PO8

Reading List	
1.	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 - Elsevier
2.	Marketing analytics for customer engagement: a viewpoint S Nagaraj - International Journal of Information Systems and Social …, 2020 - igi-global.com
3.	Journal of Marketing Analytics - Palgrave Macmillan
4.	Applied Marketing Analytics | Henry Stewart Publications

References Books	
1.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2nd edition, Trafford Publishing UK.
3.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis.
4.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.
5.	Mike Grigsby (2018), Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2nd Edition, NY: Kogan Page Limited, New York.
6.	Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Marketing Analytics Essential Tools for Data-Driven Decisions, University of Virginia Press, 1st Edition, 2021.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Marketing Metrics	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To understand market share and concept of customer profitability.
C2	To provide fundamental knowledge on product and portfolio management.
C3	To understand the Margins & Profits, Pricing Metrics, price sensitivity.
C4	To provide fundamental knowledge on promotional and Advertising metrics
C5	To expose the students to Linking marketing metrics to financial performance

UNIT	Details	No. of Hours	Course Objectives
I	**Market Share and Customer Profitability**: Market share: Share of Mind, Share of Heart -Market share in Units – Market share in Revenue, Relative Share - Competitive analysis - Market Concentration - Market Penetration – BDI-CDI. Customer Profitability - the value of individual customers and Relationships - Customers Regency and Retention. Prospect Value - Average acquisition cost - Average retention cost.	9	C1
II	**Product & Portfolio Management:** Trial, Repeat, Penetration, and Volume Projections ,Growth: Percentage and Compound Annual Growth Rate, Cannibalization Rates and Fair Share Draw - Brand equity metrics -Conjoint utilities and consumer projections - Segment utilities - Conjoint utilities and volume projections.	9	C2
III	**Margins & Profits, Pricing Metrics:** Unit Margin-Margin percentage - Channel Margins - Average Price per unit - Price per statistical unit - Variable and fixed costs-Marketing spending- Contribution per unit-Contribution margin percentage - Break even sales - Target volume - Target revenues. Price sensitivity and optimization - setting prices to maximize profits - Price Premium, Reservation Price, Percent Good Value- Price elasticity of demand - optimal price - residual elasticity	9	C3
IV	**Promotions and Advertising Metrics:** Promotion Metrics: Temporary price promotions - Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates. The central measures of advertising coverage and effectiveness - Model for consumer response to advertising – Advertising Metrics: Impressions, Gross Rating	9	C4

	Points, and Opportunities to See Cost per Thousand Impressions (CPM) Rates. Reach/Net Reach and Frequency. Share of Voice Impressions		
V	**Sales force and Channel Management:** Linking marketing metrics to financial performance – Workload - Sales potential forecast - Total sales force effectiveness - Sales force organization, performance, and compensation. Distribution coverage and logistics. Sales Force Coverage, Sales Force Goals. Sales Force Results. Sales Force Compensation. Facings and Share of Shelf Out of Stock and out-of-Service Levels - Direct product profitability – GMROI - Net profit-Return on sales-Return on investment - Economic profits – EVA – payback – NPV – IRR – ROMI - Application of marketing metrics in organizations.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Able to understand market share and concept of customer profitability.	PO1, PO3, PO6, PO8
CO2	Become familiar with fundamental knowledge on product and portfolio management.	PO2, PO5, PO6,
CO3	Able understand the Margins & Profits, Pricing Metrics, price sensitivity.	PO1, PO3, PO5, PO7
CO4	Become familiar fundamental knowledge on promotional and Advertising metrics	PO2, PO5, PO6, PO7
CO5	Become familiar about Linking marketing metrics to financial performance	PO1, PO3, PO5, PO7, PO8

Reading List

1.	Key marketing metrics: the 50+ metrics every manager needs to knowP Farris, N Bendle, P Pfeifer, D Reibstein - 2017 - books.google.com
2.	Content marketing metrics: Theoretical aspects and empirical evidence E Rancati, N Gordini - European Scientific Journal, 2014 - core.ac.uk
3.	Marketing metrics: The definitive guide to measuring marketing performance PW Farris, N Bendle, PE Pfeifer, D Reibstein - 2010 - books.google.com
4.	Marketing metrics:: Status of six metrics in five countries P Barwise, JU Farley - European Management Journal, 2004 - Elsevier

References Books

1.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.

2.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.
3.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK
4.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.
5.	Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, john A goodman, Amacom, 2014.
6.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	New Product Strategies	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of New Product Strategy
C2	To provide insights on Generation of new product ideas and identifying new market opportunities
C3	To throw light on Selecting Market opportunity and Designing new market offers
C4	To elucidate on Brand identity development
C5	To hypothesize and implement new product Entry Strategies

UNIT	Details	No. of Hours	Course Objectives
I	**Basics of New Product Strategy:** New Product Strategy-decisions- consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.	9	C1
II	**Idea Generation and Development:** Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.	9	C2
III	**The Product offer:** Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.	9	C3
IV	**New Product Brand Development and Pricing Strategies:** Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing.	9	C4
V	**New Product Launch:** Entry Strategies - Pre-launch, during launch and Post launch preparations.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiar with the basic concepts of New Product Strategy	P01, PO3, PO7
CO2	Be well versed in Generation of new product ideas and identifying new market opportunities	PO1, PO2, PO7, PO8
CO3	Select Market opportunities and Designing new market offers	PO1, PO3, PO6
CO4	Develop Brand identity development	PO2, PO5, PO7
CO5	Hypothesize and implement new product Entry Strategies	PO1, PO3, PO8

Reading List	
1.	Product Strategy & Roadmaps, Kindle Edition, 2017
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016
3.	Journal of Product Innovation, 2004 - Wiley Online Library
4.	Industrial Marketing Management, 2009 - Elsevier
References Books	
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5thedition, McGraw-Hill.
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11th edition, McGraw-Hill.
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4th edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5thedition, McGraw-Hill.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Marketing	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To learn fundamentals of strategic marketing
C2	To have understanding about external environmental analysis
C3	To know about strategic marketing advantage
C4	To have insights about market resource allocation and customer value
C5	To get familiar about implementation and contemporary issues in marketing strategy

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Strategic Marketing:** Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets.	9	C1
II	**External environmental analysis:** Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing.	9	C2
III	**Strategic marketing advantage:** Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging Competitive Advantage – Creating Corporate Advantage.	9	C3
IV	**Marketing Resource allocation and customer value:** Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs.	9	C4
V	Implementation issues in marketing strategy and Contemporary Issues**:** Marketing mix policies, control, implementation and marketing organization issues. Effect of current digital era on marketing strategy.	9	C5

	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcome**	
CO1	Understand fundamentals of strategic marketing	P01, PO3, PO7	
CO2	Learn and understand about external environmental analysis	PO1, PO2, PO7, PO8	
CO3	Having knowledge about strategic marketing advantage	PO1, PO3, PO6	
CO4	Derive insights about market resource allocation and customer value	PO2, PO5, PO7	
CO5	Familiar about implementation and contemporary issues in marketing strategy	PO1, PO3, PO8	
Reading List			
1.	D. W. Cravens, N Piercy, Strategic marketing, academia.edu, 2006		
2.	RMS Wilson, C Gilligan Strategic Marketing Management, taylorfrancis.com, 2012		
3.	Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premisesR Varadarajan - Journal of the Academy of Marketing Science, 2010 – Springer		
4.	Journal of Strategic Marketing, Taylor & Francis,		
References Books			
1.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.		
2.	West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.		
3.	Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.		
4.	Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge		
5.	Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.		
6.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Elective Courses: Human Resource Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resources Development	Elective	Y	-	-	-	3	3	25	75	100

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 understand the training need & explore the technique for development.		
C5	To explore the recent trends in career planning & development.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction:**Definition, Scope and objectives - Evolution of HRD - DevelopmentalPerspective of HRD - HRD at macro and micro levels: Outcomes of	9	C1

	HRD in theNational and Organizational contexts.Qualities and Competencies required in a HRDprofessional.Importance of HRD in the Present Context.Development of HRDMovementinIndia.DifferencebetweenHRMandHRDOrganisationofHRDFunction.		
II	**Human Resource Development System:** HRD Mechanisms – Climate and Culture –Influences of Employee Behaviour – Model of Employee Behaviour – External andInternalFactorsInfluencingEmployeeBehaviour. **LearningandHRD:**LearningPrinciples– MaximizingLearning– IndividualDifferencesintheLearningProcess– LearningStrategiesandStyles– RecentDevelopmentsinInstructionalandCognitivePsychology.	9	C2
III	**Developing Human Capacity:**Aptitude -Knowledge -Values -Skills of HumanRelations -Responsiveness -Loyalty and Commitment -Transparency -LeadershipDevelopment. **Evaluating HRD:**Human Resource Accounting -HR Audit and Benchmarking -ImpactAssessmentofHRDinitiativesonthe bottom-lineofanorganization.	9	C3
IV	**TrainingandDevelopment:**MeaningandScopeoftraining-educationanddevelopment; Trainingneedanalysis-TypesoftrainingInternalandexternal– On -job Training & Job shadowing, SGTA- Outbound Training -Attitudinal training - Principles Involved in Selection of TrainingMethod– TechniquesofTrainingDifferentLevels -Trainingeffectiveness.	9	C4
V	**CareerPlanningand Development:** Definition -objectives – importance – career development –Career path defining- principles of theoriescareerplanning– stepsinvolved–successionplanning. Recent Trends in HRD**:**Training for trainers and HRD professionals – Goal-directed work system behavior-Dynamics of HR & Employee Engagement-Sustainable Human Development-PromotingResearchinHRD.	9	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Understand the need of the HRD professionals.	PO1, PO8	

CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
CO3	Understand the developing need of Human capacity.	PO3, PO5
CO4	Understand Training need & its development.	PO1, PO2, PO4
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8
Reading List		
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.	
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.	
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.	
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.	
References Books		
1.	Gibb,S.,HumanResourceDevelopment:Foundations,Process,Context,3rdEdition, PalgraveMacmillan,2011.	
2.	McGuire,D.andJorgensen,K.,HumanResourceDevelopment,SageSouthAsia,2011.	
3.	Noe,R.andDeo,A.,EmployeeTrainingandDevelopment,5thEdition,TataMcGraw-HillEducation,2012.	
4.	Rishipal,Training and DevelopmentMethods,S.Chand,2011.	
5.	Saks,A.,PerformanceManagementthroughTrainingandDevelopment,CengageLearning,2010.	
6.	Werner,J.M.andDeSimone,R.L.,HumanResourceDevelopment,5thEdition,CengageLearning,2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Performance Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To summarize basic concepts of performance management.
C2	To employ, and design performance management process.
C3	To interpret optimal use of performance analysis techniques.
C4	To elucidate role of Performance Management system and standards in place.
C5	To constitute and appraise high performance teams.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:**Performance ManagementDefinition – History, Dimensions of– Rolein Organizations – Characteristics of an ideal Performance Management Systems – ChallengesofaPoorlyImplementedPerformanceManagementSystem.	9	C1
II	**Performance Management Process:** DefiningPerformance–DeterminantsofPerformance – Approaches to Measuring Performance – Performance in PerformanceManagement – Process of Performance Management – Performance Management andHumanResourceManagement.	9	C2
III	**Performance Planning:**Ongoing support and coaching Theoriesof Goal-setting –Setting Performance Criteria – Components of Performance Planning - Objectives ofPerformanceAnalysis– Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management-PerformanceAnalysisProcess.	9	C3
IV	**Performing Review and Discussion:** PerformingReviewandDiscussion:SignificanceofPerformanceReviewinPerformance Management – Process of Performance Review. Performance	9	C4

	Ratings:FactorsaffectingAppraisals– MethodsandErrors– ReducingRaterBiases.Performance ReviewDiscussions: Objectives– Process – Role of Mentoring andCoachinginPerformanceReview.		
V	**Managing Team Performance:** ManagingTeamPerformance:TypesofteamsandImplicatio nsforPerformanceManagement – Purpose and Challenge of Team Performance Management – RewardingTeamPerformance Implementing Performance ManagementSystem: Factors affecting Implementation – PitfallsofImplementation– TraditionalPracticesintheIndustry.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Recognize and apply performance management techniques.	PO2, PO6
CO2	Design performance management process across various business units.	PO2, PO8
CO3	Formulate, comply and implement performance analysis tools and standards.	PO2, PO4, PO7
CO4	Construct performance review and employ Performance Management system.	PO1, PO5
CO5	Critique team management strategies.	PO1, PO5

Reading List	
1.	Sir John Whitmore, 'Coaching for Performance'
2.	Andrew S Grove, 'High output Management'
3.	Camille Fournier, 'The Manager's Path'
4.	Christopher D lee, 'Performance Conversations'

References Books	
1.	Aguinis, H., Performance Management, 4th Edition, Chicago Business Press, 2019.
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1st Edition, Kogan Page, 2018.
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2nd Edition, SAGE response, 2015.
4.	Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
6.	Hedda Bird, The Performance Management Playbook, 1st Edition, Pearson, 2022.

Methods of Evaluation		
Internal	Continuous Internal Assessment Test	25 Marks

Evaluation	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Organizational Development	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To generalize a fair comprehension of basic concepts on OD.
C2	To assimilate design elements of OD.
C3	To summarize effects of Organizational culture and reinforcing techniques.
C4	To illustrate effectiveness of working in teams.
C5	To interpret constructs of well-being and approaches to achieving a balance.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:**Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis	9	C1
	– OD Techniques - Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.		
II	**Approaches:**KeyOrganizationalDesigns–Procedures-Differentiation&Integration-BasicDesign–DimensionsDeterminationofStructure-ForcesReshaping Organization–LifeCyclesinOrganization.	9	C2
III	**Organizational culture:** Key Role of Organizational Culture - Functions & Effects ofOrganizational Culture - Leaders role in shaping and reinforcing culture, Developing a GlobalOrganizationalCulture.	9	C3
IV	**Groups & teams:** Work Groups & Teams - Preparing for the world of work Group Behavior - Emergingissues of Work Organization and Quality of Work Life – Career stage model – Movingupthecareerladder.	9	C4
V	**Wellbeing:** Stress and Well Being at Work: Four approaches to stress - Sources of stress at work,consequencesof stress - PrevalentStressManagement - Managerialimplications.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6
CO2	Assimilate and design OD process.	PO4, PO8
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3
CO4	Illustrate effectiveness of working in teams.	PO1, PO5

CO5	Interpret constructs of wellbeing and approaches to achieving a balance.	PO1, PO3, PO5
Reading List		
1.	Laslo Bock, 'Work Rules-Insights from inside Google'	
2.	Edgar H Schein, 'Organisational Culture and Leadership'	
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'	
4.	Peter S Cohan, 'Value Leadership'	
References Books		
1.	Anderson, D., Organization Development: The Process of Leading OrganizationalChange, 5th Edition, SagePublication2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral ScienceInterventions for Organization Improvement, 6th Edition, Pearson Higher Education,2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9th Edition,South-Western,2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A	
	Practioner'sGuidefor ODandHR,KoganPage, 2nd Edition, 2015.	
6.	Ramanarayan,S.andRao,T.V.,OrganizationDevelopment:AcceleratingLearning andTransformation, 2ndEdition,SageIndia,2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Industrial and Labour Relations	Elective	Y	-	-	-	3	3	25	75	100

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 Labour Relations, Joint consultation
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.
C5	To elucidate on Collective Bargaining, Tripartite Machinery

UNIT	Details	No. of Hours	Course Objectives
I	**Industrial Relations:** The changing concepts of Industrial relations- Factors affectingemployeestability.ApplicationonPsychology toIndustrialRelations.CodesofConduct.	9	C1
II	**Industrial Harmony and Conflict:** Harmonious relations in industry- importance andmeans; cause of industrial disputes- Machinery forsettling of disputes- Negotiation-Conciliation-Mediation-ArbitrationandAdjudication-Strikes-Lock-outs- Lay-off and Retrenchment- CodeofDiscipline-Grievanceprocedure-Labourmanagementco-operation;Worker'sparticipationinmanagement.	9	C2
III	**Labour Relations**: Changing concept of management labour relations- Statute laws-Tripartiteconventions-developmentoftheideaofsocialjustice-limitationofmanagementprerogativesincreasinglabourresponsibilityinproductivity. Joint Consultation: Principal types- Attitude of trade unions and management-Jointconsultationin India.	9	C3
IV	**Trade Unions:** Trade Unions and their growth- economic-social and political conditionsleading to the development of trade unionism- Theories of trade unionism- Aim andobjectivesoftradeunions-Structureandgoverningoftradeunions. **Problems and Role of Indian Trade Unions:** Recognition and leadership- Finances andMembership-Compulsoryversusfreemembership-Politicalactivities-Welfare-Legislation- Majority and Minority unions-Social responsibilities-positive role ineconomicandsocialdevelopment.	9	C4

V	**Collective Bargaining**: Meaning- Scope- Subject matter and parties- Methods andtactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labourpractice. **Tripartite Machinery:** At the center and in the states- I.L.O. – Its functions and role inlabourmovement – Industrialhealthandsafety-Industriallegislations.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6
CO2	Enumerate insights on Industrial Harmony and	PO4, PO8
	Conflicts.	
CO3	Have insights on Labor Relations, Joint Consultation	PO8
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5

Reading List	
1.	Campbell Balfour, 'Industrial Relations in the common market'
2.	Michael Poole, 'Theories of Trade unionism'
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'

References Books	
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6th Edition 2020.
2.	Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan PublishersIndia, 2009.
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3rd Edition, 2017.
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1st Edition 2010.
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2nd Edition, 2017.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Career Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives			
C1	To comprehend the dimensions of career planning and career development, career management.		
C2	To demonstrate techniques of self-assessment and changing landscapes of career management.		
C3	To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.		
C4	To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.		
C5	To summarize and select appropriate Learning and Development for Career & Organizational growth		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	**Introduction to Career Management:** Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.	9	C1
II	**Self-Assessment and Career Management:** Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.	9	C2
III	**Contemporary Issues in Career Management:** Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.	9	C3
IV	**Career Management System in Organization:** Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.	9	C4

V	**Role of Learning in Career Growth:** Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend fairly the dimensions of career planning and career development, career management.	PO4, PO6
CO2	Demonstrate techniques of self-assessment and changing landscapes of career management.	PO2, PO8
CO3	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.	PO3, PO6
CO4	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.	PO1, PO8
CO5	Summarize and select appropriate Learning and Development for Career & Organizational growth	PO1, PO3, PO6

Reading List	
1.	Ben Horowitz, *'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'.*
2.	Angela Duckworth, *'Grit: The Power Of Passion and Perseverance'.*
3.	Elaine Welteroth, *'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'.*
4.	Amy Cuddy, *'Presence: Bringing Your Boldest Self To Your Biggest Challenges'.*

References Books	
1.	Bill Burnett, Dave Evans, Designing Your Life: How to Build a Well-Lived, Joyful Life, Knopf Publisher, 1st edition 2016.
2.	John Lees, Career Road Map, Acorn Books Ltd, 1st edition 2016.
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, Career Management 3rd Edition, The Dryden Press, Harcourt College Publishers
4.	Harrington, Brad and Hall, Douglas T. (2008). Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers, 1st edition Sage Pub.
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, Encyclopedia of Personality Development and Career
	Management,1st Edition 2016 Himalaya publishing house Pvt. Ltd.
6.	Jonothan P West, Career Planning, Development, and Management: An Annotated Bibliography Routledge, 1st edition 2017.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Emotional Intelligence and Managerial Effectiveness	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Emotional Intelligence
C2	To provide insights on Emotional Competencies
C3	To throw light on Emotional literacy
C4	To elucidate on significance of Emotional Intelligence
C5	To create awareness and importance of Emotional Learning in organizations

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Emotional Intelligence:** Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.	9	C1
II	**Emotional Competencies:** The emotional competency framework- Self awareness, self regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.	9	C2
III	**Emotional literacy:** Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.	9	C3
IV	**Emotional Intelligence at work place:** The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.	9	C4
V	**Emotional Learning in organizations:**Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Recognize and apply basic concepts of Emotional Intelligence	PO4, PO6, PO7
CO2	Enumerate and chart Emotional Competencies	PO3, PO6, PO8
CO3	Annotate and signify Emotional literacy	PO6, PO7
CO4	Be aware of using Emotional Intelligence tools	PO1, PO7, PO8
CO5	Hypothesize and assimilate importance of Emotional Learning in organizations	PO1, PO6, PO7

Reading List

1.	Goleman, Richard Boyatzis, Annie McKee, '*Primal Leadership'*.	
2.	Travis Bradberry, Greaves, '*Emotional Intelligence 2.0*'	
3.	Colleen Stanley, '*Emotional intelligence for sales success: Connect with customers and get results'*	
4.	David R. Caruso, Peter Salovey, '*The Emotionally Intelligent Manager'.*	
References Books		
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25th Anniversary Edition 2020.	
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.	
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1st Edition 2015.	
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1st Edition 2007.	
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.	
6.	Sumner Redstone ,Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1st Edition 2001.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	HR Analytics	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To derive a strong understanding of HR Analytics, Process and impact
C2	To expand the learning on statistics and toolkits of HRM
C3	To summarize the best practices in HR analytics
C4	To collate and appraise optimal methods for measuring HR contribution
C5	To develop and construct HR regulations and reporting requirements

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to human resource analytics:** Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.	9	C1
II	**Statistics for HRM:** Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.	9	C2
III	**Best Practices in HR analytics:** Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.	9	C3
IV	**Measuring HR contribution:** Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.	9	C4
V	**HR regulations and reporting requirements:** HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Gain clarity on the concept of HR Analytics	PO1, PO2, PO6
CO2	Explore on statistics and toolkits	PO1, PO3, PO6

CO3	Contrasting and assimilating best practices in HR analytics	PO2, PO6
CO4	Demonstrate in analyzing optimal methods for measuring HR contribution	PO1, PO6
CO5	Design and construct HR regulations and reporting requirements	PO1, PO2, PO6
Reading List		
1.	Mong Shen Ng, 'Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)'	
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, 'The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve	
	Business Performance'	
3.	Steve van Wieren, 'Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish'	
4.	Erik van Vulpen, 'The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees'	
References Books		
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.	
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1st Edition, 2014.	
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1st Edition, 2018.	
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.	
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1st Edition, 2017.	
6.	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Learning and Development	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To introduce to L&D Organisations, Models, Practices and Experiential Learning Cycles.
C2	To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.
C3	To introspect the ethical implications and L&D delivery and Design Thinking.
C4	To demonstrate coaching and implementation of L&D strategies.
C5	To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation- Contemporary Frameworks & Tools to Evaluate L&D Programs-Leadership & Management Development-Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.	9	C1
II	**Learning and Development Strategy:** Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis-Learning Key Techniques.	9	C2
III	**Delivery:** Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.	9	C3
IV	**Coaching Strategy:** Introduction to Coaching - Evidence-Based Coaching-Coaching Process-Models- Benefits; Mentoring Process- Models-Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.	9	C4

V	**Learning Engagement, Evaluation and Learning Analytics:** Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning- Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools- Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data - Implementing Learning Analytics.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.	PO1, PO2, PO6
CO2	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.	PO1, PO6, PO8
CO3	Introspect the ethical implications of L&D delivery.	PO6, PO8
CO4	Illustrate implementation of coaching and implementation of L&D strategies.	PO1, PO6, PO8
CO5	Design and evaluate the L&D approaches for continuous learning and development.	PO1, PO2, PO6

Reading List	
1.	Boller, Fletcher, 'Design Thinking for Training and Development'
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'

References Books	
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2nd edition, 2018 by Kogan Page.
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1st Edition, Wiley 2020.
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1st edition, 2020.
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1st edition, Oak Tree Press, 2020.
6.	Andrew Mayo, Creating a Learning and development strategy, 2nd edition, Viva CIPD, 2017.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Organizational Change	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To gather meaning and nature of organizational change and change process and models.
C2	To comprehend management of change and effective ways of managing change
C3	To familiarize about the change agents
C4	To summarize in-depth analysis of OD interventions
C5	To draw insights on HR management interventions.

UNIT	Details	No. of Hours	Course Objectives
I	**Organizational Change:** Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs – job redesign.	9	C1
II	**Management of Change:** Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. **Effective Ways of Managing Change:** Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.	9	C2
III	**Change Agents:** ChangeAgents:Skills– External and Internal Change Agents - Resistancetochange-Managingtheresistance to change - Levin'schangemodel.	9	C3
IV	**OD Intervention:** Human process interventions-Individual, group and inter-group human relations-structure and technological interventions- strategic interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.	9	C4
V	**HR Management Interventions:** Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third party peace-making, Structural Intervention, Comprehensive OD Interventions.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend meaning and nature of organizational change and change process and models.	PO1, PO2, PO6, PO7, PO8
CO2	Gain knowledge about the management of change and effective ways of managing change	PO1, PO5, PO6, PO8
CO3	Contrast and hypothesize the change agents	PO2, PO6, PO7, PO8
CO4	Gain in-depth knowledge about OD interventions	PO1, PO5, PO6, PO7, PO8
CO5	Draw insights about HR management interventions.	PO1, PO2, PO5, PO6, PO7, PO8

Reading List	
1.	William and Susan Bridges, *'Managing Transitions: Making the Most of Change'.*
2.	John Kotter and Holger Rathgeber, *'Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions'.*
3.	Al Comeaux, *'Change (the) Management: Why We as Leaders Must Change for the Change to Last'.*
4.	Spencer Johnson and Kenneth Blanchard, *'Who Moved My Cheese'.*

References Books	
1.	Palmer. I, Dunford. R, Akin. G,(2016), Managing organizational change: A multiple perspectives approach, 3rd edition, McGraw-Hill Irwin
2.	R. G. Priyadharshini, Organizational Change and Development, Cengage Learning, 1st Edition 2015.
3.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning, 11th Edition, 2020.
4.	Paul Gibbons, The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture, Pearson FT Press, 1st Edition 2015.
5.	Organizational, Design, and Change-Gareth R. Jones, Pearson Education, 5th Edition 2007.
6.	Dipak Kumar Bhattacharya, Organizational Change & Development, OUP India, 1st Edition, 2011.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain

Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic HRM	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Strategic Management
C2	To provide insights on Environmental Forecasting
C3	To throw light on Human Resource Strategy
C4	To elucidate on Strategic Human Resource Processes
C5	To create awareness and importance of New Economic Policy and HRM Strategy

UNIT	Details	No. of Hours	Course Objectives
I	**Strategic Management:** Nature and Significance; Dimensions of Strategic Decisions;Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;	9	C1
II	**Environment Forecasting:** Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.	9	C2
III	**Human Resource Strategy (HRS):** Concept, Approaches, HRS and Business Strategy;Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation	9	C3
IV	**Strategic Human Resource Processes**: Work force Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages;selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and	9	C4

	employee development.		
V	**New Economic Policy and HRM Strategy:** Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend application of Strategic Management	PO1, PO2, PO6, PO7
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7
CO3	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7
CO5	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7

Reading List	
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.

References Books	
1.	Ananda Das Gupta,Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1st Edition 2020.
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1st Edition 2007.
3.	Gary Rees & Paul Smith,Strategic Human Resource Management An International Perspective,Sage,3rd Edition, 2021.
4.	Marielle G. Heijltjes,Strategic Human Resource Management, Sage Publications Ltd. (UK), 1st Edition 2000.
5.	Rajib Lochan Dhar : Strategic Human resource Management, Excel Books New Delhi, 1st Edition 2010.
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Talent Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To have clear understanding of the concept of talent management and its role
C2	To acquire knowledge on talent planning
C3	To obtain knowledge on talent acquisition and retention
C4	To understand the concept of competency mapping and models of competency mapping
C5	To understanding the methodology to be followed in competency mapping

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Talent Management**: Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management,	9	C1
	Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent. **Building blocks of talents management:** competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.		
II	**Talent Planning – Understanding the needs and mind set of employees,** Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.	9	C2
III	**Talent Acquisition and Retention –** Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.	9	C3

IV	**Competency Mapping:** Concepts and definition of competency; types of competencies, Features of competency, , approaches to mapping methods, Competency mapping procedures and steps , 5 level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.	9	C4
V	**Methodology of Competency Mapping:** Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools , use of psychological testing in competency mapping , competency based interviewing , assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.	9	C5
	Total	**45**	
Course Outcomes			
Course	On completion of this course, students will;	**Program Outcomes**	
Outcomes			
CO1	Have a Clear understanding on the concept of talent management and its role	PO2,PO4,PO5	
CO2	Have knowledge on talent planning	PO1,PO4	
CO3	Have Knowledge on talent acquisition and retention	PO3,PO5,PO8	
CO4	Have an understanding the concept of competency mapping and models of competency mapping	PO1,PO6	
CO5	Have an understanding the methodology to be followed in competency mapping	PO1,PO7	
Reading List			
1.	Talent management, William J Rothwell		
2.	Talent Management fo the 21st century, P Cappelli-HBR		
3.	Strategic Talent Management, Robert J Greene		
4.	Reinventing Talent Management, Edward E Lawler		
References Books			
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016		
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.		
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.		
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing,1st Edition 2008.		
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.		
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.		

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Workplace Counselling	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to Understanding Workplace Counselling and role of counsellor.
C2	To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.
C3	To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.
C4	To interpret counseling evaluation formats, documentations and resolving issues.
C5	To justify ethical code of conduct in counseling and restricting undue influences at work.

UNIT	Details	No. of Hours	Course Objectives
I	**INTRODUCTION:** Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.	9	C1
II	**SETTING UP COUNSELING IN THE WORKPLACE:** Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based -	9	C2
	Internal, External based – Welfare -Organizational Change. Group counseling, Family Counseling- Preventive and Proactive Counseling. Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.		

III	**DEALING WITH SPECIFIC WORK PROBLEMS:** Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.	9	C3
IV	**EVALUATIONS:** Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.	9	C4
V	**ETHICS:** Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand Workplace Counselling need and assume role of a counsellor	PO1,PO5
CO2	Summarize and establish setting a counseling ecosystem	PO8
CO3	Design solutions to workplace counseling through interventions	PO4,PO7
CO4	Contrast counseling evaluation formats and implement appropriately	PO2,PO6
CO5	Compare and justify ethical code of conduct in counseling and construct guidelines	PO3

Reading List	
1.	The effectiveness of workplace counselling, J Mc Leod

2.	Guidelines for counselling in the workplace, R Hughes A Kinder	
3.	Counselling in the workplace, A Coles	
4.	Counselling in organisations, M Carroll	
References Books		
1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.	
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.	
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.	
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.	
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.	
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Capital Planning	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To understand the basic concepts of Human resource planning
C2	To know the sources of recruitment and recent trends in recruitment.
C3	To explore selection and induction processes in an organization.
C4	To know and use various promotions, transfers and separations.
C5	To learn ethical issues in human capital planning.

UNIT	Details	No. of Hours	Course Objectives
I	**Human Resource Planning (HRP):** Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.	9	C1
II	**Sources of Recruitment:** Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.	9	C2
III	**Selection & Induction:** **Selection:** Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis **Placement:** Differences between recruitment, selection and placement **Induction:** Purpose – Objectives – Process and Principles – Factors of Effective Induction	9	C3
IV	**Promotion:** Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.	9	C4
V	**Ethical Issues:** Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.	9	C5

	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Understand about the basic concepts of Human resource planning	PO1	
CO2	Know the sources of recruitment and recent trends in recruitment.	PO2	
CO3	Use appropriate selection and induction processes in an organization.	PO4	
CO4	Know various promotions, transfers and separations.	PO2	
CO5	Learn the ethical issues in human capital planning.	PO3,PO8	
Reading List			
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb		
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AlQershi		
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad		
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann		
References Books			
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1st Edition 2014, Staffing Organizations, McGraw-Hill Education		
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.		
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.		
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices,14th edition, McGraw-Hill.		
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.		
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

(K2)	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Resource Information System	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Data & Information
C2	To provide insights on Data Management for HRIS
C3	To throw light on HR Management Process & HRIS
C4	To elucidate on HR Management Process II & HRIS
C5	To create awareness and importance of Security, Size & Style of Organizations & HRIS

UNIT	Details	No. of Hours	Course Objectives
I	**Data & Information**: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.	9	C1
II	**Data Management for HRIS**: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of	9	C2
	HRIS, Relevance of Decision Making, Concepts for Information System Design		
III	**HR Management Process in HRIS**: Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System's support for Planning & Control.	9	C3
IV	**HRIS Application**: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.	9	C4
V	**HRIS Security and Privacy:** Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.	9	C5

	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Be familiarized with the basic concepts of Data & Information	PO4	
CO2	Have knowledge on Data Management for HRIS	PO2	
CO3	Know about HR Management Process & HRIS	PO1	
CO4	Will use HR Management Process II & HRIS	PO2,PO5	
CO5	Will be aware of the importance of Security, Size & Style of Organizations & HRIS	PO6,PO8	
Reading List			
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz		
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande		
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and ProspectsG. M. Azmal Ali Quaosar, Md. Siddikur Rahman		
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.		
References Books			
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.		
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1st Edition 2012.		
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and		
	Future Directions, Sage South Asia Edition, 1st Edition 2011.		
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1st Edition, 2015.		
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.		
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Stress Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To understand the concept of stress management
C2	To understand the impact of stress
C3	To analyse the stress reduction techniques
C4	To study the strategies to cope up with stress
C5	To develop resilience to stress

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Stress Management:** Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor- emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,	9	C1
II	**Impact of Stress:** Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal	9	C2
III	**Stress Reduction Techniques**: Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress	9	C3
IV	**Coping Strategies:** Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model	9	C4
V	**Developing Resilience to Stress:** Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have a clear understanding on the concept of stress	PO3

	management	
CO2	Illustrate the impact of stress and predict Stress warning signals	PO2
CO3	Develop ability to analyse the stress reduction techniques	PO1, PO4
CO4	Acquire the ability to identify the strategies to cope up with stress	PO5,PO6
CO5	Develop resilience strategies to stress	PO7,PO8
Reading List		
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini	
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson	
3.	Stress Management, Richard Pettinger	
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.	
References Books		
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1st Edition, 2022.	
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1st Edition, 2011.	
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Livea Longer Life, 1st Edition, 2014.	
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1st Edition, 2019.	
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1st Edition 2016.	
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5th Edition 2010.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Competency Mapping	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To recognize and identify importance of competency-based framework
C2	To comprehend types and methods of competency
C3	To demonstrate use of competency tools, framework and clusters
C4	To audit competency implementation cycles and drive high performance
C5	To steer stakeholders' confidence and implement competency model

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:**History and Origin of Competency - KSA Vs Competency - Reasons for Popularity of Competency - Competency & EVA -Criticisms- Iceberg Model of Competency - Operant & Respondent Traits of Competency.	9	C1
II	**Functions:** Types: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies- developing a Competence Matrix.	9	C2
III	**Framework:** Sources of competence information- Tools of competencies: Behavioural Event Interview- Behavioural Description Interview- Benchmarking Established Models. Competency Clusters - HR Generic Competency Model -Supervisory Generic Competency Model- Industry Specific Models.	9	C3
IV	**Assessment:** HR Competence audit-Role of Assessment centres- Strategies to address the gaps - Integrating the	9	C4

	Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.		
V	**Resistance and Implementation:** Understanding Resistance -Strategies to acquire stakeholder confidence-Stakeholder's Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Recognize the importance of competency-based framework	PO2
CO2	Comprehend types and methods of competency	PO1,PO4
CO3	Demonstrate use of competency tools and clusters	PO5
CO4	Schematize audit plans for competency implementation cycles	PO6
CO5	Negotiate stakeholders' confidence and implement competency model	PO7,PO8

Reading List	
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A
2.	Competency Mapping of the Employees, N. Anisha
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari
4.	Competency Measurement Model, Dario russo

References Books	
1.	Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3rd edition, 2016.
2.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1st Edition, 2019.
3.	Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1st Edition, 2019
4.	Mahesh Kuruba, Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer,1st Edition, 2019.
5.	David D Dubious, Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1st Edition, 2010.
6.	Lyle M Spencer, Signe M Spencer, Competence at Work: Models for Superior

	Performance, Wiley India, 1st Edition, 2008.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	International HRD	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To summarize and comprehend the expanding role of global corporations
C2	To demonstrate the functioning of international assignments
C3	To elucidate development of global IHRM practices
C4	To interpret compliance norms of global organizations
C5	To introspect future of sustainable IHRM practices

UNIT	Details	No. of Hours	Course Objectives
I	**IHRD:** Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.	9	C1
II	**Processes:** Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.	9	C2
III	**Development & Practices:** Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations. Training & Development in global environment-Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.	9	C3
IV	**Practices in Economies:** PMS in different economies-Total Rewards in International Context-Components-Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity- Onshoring, offshoring, Friendshoring-Models of strategic HRD.	9	C4

V	**Sustainability:** Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Demonstrate IHRM factors influential in global corporations	PO2,PO4
CO2	Design IHRM elements for global assignments	PO1,PO5
CO3	Critique and conclude developmental strategies for IHRM practices	PO2
CO4	Implement and audit compliance IHRM norms	PO6
CO5	Predict and appraise sustainable IHRM practices	PO8

Reading List	
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman- Gani

References Books	
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2nd Edition, 2017.
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4th Edition, 2014.
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People**,** Edward Elgar Publishing, 3rd Edition, 2017.
4.	Peter J. Dowling | Marion Festing | Allen D. Engle, International Human Resource Management, CENGAGE INDIA,7th Edition , 2017.
5.	Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3rd Edition, 2016.
6.	Yongsun Paik , Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2nd Edition, 2013.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or	
	Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Compensation and Rewards Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of compensation
C2	To provide insights on compensation planning
C3	To throw light on compensation Pay
C4	To elucidate on Executive compensation
C5	To create awareness and importance of Wage administration in India:

UNIT	Details	No. of Hours	Course Objectives
I	**Compensation:** types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic	9	C1
II	**Compensation Planning:** Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.	9	C2
III	**Variable Pay:** Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security	9	C3
	benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.		
IV	**Executive Compensation**: Elements of executive compensation and its management, Executive compensation in an international context , Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.	9	C4

V	**Wage Administration in India:** wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context,Beyond compensation.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiarized with compensation	PO4,PO8
CO2	Understand Compensation Planning	PO1,PO2
CO3	Design Executive Compensation	PO2,PO6
CO4	Understand Wage administration in India	PO6,PO7
CO5	Be aware of the importance of Wage administration in India	PO8

Reading List	
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.
2.	Compensation Management, Dipak Kumar Bhattacharyya
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidience,Dr. Das Kishore Kumar
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart

References Books	
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12th Edition, 2020.
6.	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	

	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	**Subject Name**	**Category**	**L**	**T**	**P**	**O**	**Credits**	**Inst. Hours**	**Marks**		
									CIA	**External**	**Total**
	Data Base Management System	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives			
C1	To provide insights to the database concepts and modeling.		
C2	To throw light on RDBMS and basic structure of SQL.		
C3	To familiarize on integrity & domain constraints and normalization using functional, multivalued, join dependencies.		
C4	To create awareness and importance of object oriented data model.		
C5	To elucidate on database system architectures.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Introduction – Data Models – Database languages – Transaction – Storage management – Database	9	C1

Elective Courses: Systems Management

	administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts –Mapping constraints – keys – E - R Diagram – Weak Entity Sets –reduction of E-R Diagram to tables.		
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	C2
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	C3
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	C4
V	Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction –inter query –intra query, intra-operation –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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have insights to the database concepts and modeling.	P02, P06
CO2	Possess knowledge on RDBMS and basic structure of SQL.	P01, P06
CO3	Possess knowledge on integrity & domain constraints and normalization using functional, multivalued, join dependencies.	P01, P05, P06
CO4	Have better understanding on object oriented data model.	P01, P06
CO5	Learn and understand on database system architectures.	P02, P05, P06

Reading List	
1.	T. William Olle, Database management system, Encyclopedia of Computer Science

2.	Journal of Intelligent Information Systems - Integrating Artificial Intelligence and Database Technologies, Springer	
3.	Knowledge and Information Systems, Springer	
4.	Journal of Network and Systems Management, Springer	
References Books		
1.	A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts ", McGraw-Hill, 6th Edition, 2013	
2.	Raghurama Krishnan, Johannes Gehrke, Data base Management Systems, McGraw-Hill 3rd Edition, 2014.	
3.	Elmasri Navathe, Fundamentals of Database Systems, Pearson Education, 7th Edition, 2015	
4.	C.J. Date, A.Kannan, S.Swami Nadhan, An Introduction to Database systems, , Pearson, 8th Edition, 2003	
5.	Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning, 2006.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	System Analysis and Design	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students on the fundamentals of system analysis and design.
C2	To provide insights on computer-assisted tools and types of automated tools.
C3	To throw light on review and selection fact-finding techniques.
C4	To elucidate on the essentials of design designing effective output.
C5	To create awareness and importance on software design & documentation and case studies on various domains.

UNIT	Details	No. of Hours	Course Objectives
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 Development Method, System Prototype Method.	9	C1
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	C2
III	Review and Selection Fact-Finding Techniques:Interview, Questionnaire, Record Review, 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	C3
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	C4

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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the fundamentals of system analysis and design.	P01, P02
CO2	Have insights on computer-assisted tools and types of automated tools.	P02, P06
CO3	Possess knowledge on review and selection fact-finding techniques.	P01, P04
CO4	Learn about the essentials of design designing effective output.	P02, P06
CO5	Have better understanding on software design & documentation and case studies on various domains.	P01, P06

Reading List	
1.	Finite Elements in Analysis and Design, Elsvier
2.	Formal Methods in System Design, Springer
3.	Journal of Systems and Software, Elsevier
4.	Telecommunication Systems - Modelling, Analysis, Design and Management, Springer

References Books	
1.	Hoffer J. A, George J.F, Valacich J.S, Modern Systems Analysis and Design, Pearson Education, 6th Edition, 2011
2.	Alan Dennis and Barbara Wixom, Roberta M. Roth, Systems Analysis and Design, Wiley, 2018.
3.	Whitten J. L, Bentley L. D, Systems Analysis and Design Methods, McGraw Hill, 2005.
4.	Kenneth E. Kendall, Julie E. Kendall, Systems Analysis and Design, Pearson
5.	Elias M. Awad, System Analysis and Design, Galgotia Publications Pvt. Ltd, 2010

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Decision Support System	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To provide insights on components and characteristics of DSS.
C2	To throw light on modeling process, model directory and model base management system.
C3	To familiarize on data structure and data base languages.
C4	To create awareness and importance of dialog management, user interface and
C5	To elucidate on development of decision support system.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Decision concept – Steps – Decision Support System – Components – Characteristics – Classifications and Applications.	9	C1
II	Model Management: Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.	9	C2
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	C3
IV	Dialog Management: User Interface – Graphics – Multimedia – Visual Interactive Modeling – Natural language processing – Speech Recognition and Understanding – Issues in User interface.	9	C4
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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have insights on components and characteristics of DSS.	P01, P02
CO2	Possess knowledge on DSS architecture; approaches to development; and models in DSS.	P02, P04

CO3	Possess knowledge on Group DSS and Executive Information Systems (EIS).	P01, P05
CO4	Have better understanding on AI and expert systems.	P02, P06
CO5	Learn and understand on development of decision support system.	P01, P06
Reading List		
1.	Decision Support Systems and Electronic Commerce, Elsevier	
2.	Decision Support Systems, Science Direct	
3.	Decision Sciences – Wiley Online Library	
4.	Soft Computing - A Fusion of Foundations, Methodologies and Applications Springer	
References Books		
1.	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda, Decision Support & Business Intelligent Systems, Pearson Education, 8th Edition, 2007	
2.	Mallach, Efrem G, Decision Support & data Warehouse Systems –McGraw-Hill, 2002	
3.	Marakas, George. M, Decision Support Systems in the 21st century – Pearson Education, 1999	
4.	Daniel J Power, Decision Support Systems – Concepts and Resources for Managers: Quorum Books, 2002	
5.	Efraim Turban, Ramesh Sharda, Dursun Delen, Business Intelligence and Analytics – Systems for decision support, Pearson, 2018	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	E-Business	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students on the web designing software tools.
C2	To provide insights on data warehousing and application of e-commerce in various sectors.
C3	To throw light on E-Marketing and ERP tools & modules
C4	To elucidate on E-security, Internet governance and cyber law issues.
C5	To create awareness and importance of E-commerce in service sector; and

UNIT	Details	No. of Hours	Course Objectives
I	Introduction : Introduction to World Wide Web – Intelligent Web Designing – Software Tools – IP, TCP, HTTP, HTML, Cryptography – Consumer Interface Technologies – OLAP and Data Mining	9	C1
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	C2
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	C3
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	C4
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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the web designing software tools.	P05, P06, P07

CO2	Have insights on data warehousing and application of e-commerce in various sectors.	P02, P04
CO3	Possess knowledge on E-Marketing and ERP tools & modules.	P02, P06
CO4	Learn about E-security, Internet governance and cyber law issues.	P02, P03, P06, P07
CO5	Have better understanding on E-commerce in service sector; and privacy & information rights	P04, P06
Reading List		
1.	Information Systems and e-Business Management, Springer	
2.	Electronic Commerce Research, Springer	
3.	Dien D. Phan , E-Business Management Strategies: A Business-To-Business Case Study, Information Systems Management, Taylor & Francis	
4.	E-business model design, classification, and measurements, Thunderbird International Business Review, Wiley Online Review	
References Books		
1.	David Whiteley, "E-Commerce: Strategy, Technologies and Applications", Indian Edition, McGraw Hill Publications, 2017.	
2.	Jelassi, Tawfik, Martínez-López, Francisco J, "Strategies for e-Business - Concepts and Cases on Value Creation and Digital Business Transformation",	
3.	Joseph P T, "E-Commerce: An Indian Perspective", PHI Publications, 5th Edition, 2015.	
4.	Kenneth C Laudon and Carol Guercio Traver, "E-Commerce – Business, Technology, Society", Pearson Publication, 15th Edition, 2019.	
5.	Urmi Datta & Neha Somani, "E-commerce and Business Communication", Oxford University Press, 1st Edition, 2017	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Internet of Things (IoT)	Elective	Y	-	-	-	3	3	25	75	100

	Course Objectives
C1	To provide insights to the students on the basic concepts of IoT
C2	To throw light on the various models related to IoT architecture.
C3	To familiarize on the design and building blocks of IoT.
C4	To create awareness and importance of data analytics tools for IoT.
C5	To elucidate on IoT related case-studies and real world applications.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Evolution of Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.	9	C1
II	**IoT Architecture:** ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture.	9	C2
III	**Building IoT:** IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Rashberry Pi with Python - Other IoT Devices.	9	C3
IV	**IoT Data Platform:** Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.	9	C4
V	**Case Studies and Real-World Applications:** Real world design constraints - IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Asset management – Smart Cities - Environment - Productivity Applications.	9	C5
	Total	**45**	

	Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have insights on basic concepts of IoT.	P04, P06
CO2	Possess knowledge on the various models related to IoT architecture.	P02, P04, P05
CO3	Possess knowledge on the design and building blocks of	P01, P02, P06, P07
CO4	Have better understanding on the importance of data analytics tools for IoT.	P02, P06, P07

CO5	Learn and understand IoT related case-studies and real world applications.	P01,P02,P03,P06, P07
Reading List		
1.	Internet of Things – Science Direct	
2.	International Journal of Internet of Things and Cyber-Assurance, Inderscience	
3.	S Li, LD Xu, S Zhao, The internet of things: a survey, , Information systems frontiers, Springer	
4.	F Wortmann, K Flüchter ,Internet of things - Business & Information Systems Engineering, Springer	
References Books		
1.	Arshdeep Bahga, Vijay Madisetti, - Internet of Things – A hands-on approach, University Press, 2015	
2.	Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), ―Architecting the Internet of Things‖, Springer, 2011.	
3.	Honbo Zhou, ―The Internet of Things in the Cloud: A Middleware Perspective‖, CRC Press, 2012.	
4.	Jan Holler, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa Avesand. David Boyle, "From Machine-to-Machine to the Internet of Things – Introduction to a	
5.	Olivier Hersent, David Boswarthick, Omar Elloumi , ―The Internet of Things – Key applications and Protocols‖, Wiley, 2012	
6.	Adrian McEwen and Hakim Cassimally, "Designing the Internet of Things", John Wiley & Sons, 2013.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Cloud Computing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students on the history and models of cloud computing.
C2	To provide insights on characteristics, challenges and virtualization concepts of cloud computing.
C3	To throw light on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.
C4	To elucidate on cloud access, cloud provenance and cloud security.
C5	To create awareness and importance of governance and the future of cloud based system in organization.

UNIT	Details	No. of Hours	Course Objectives
I	**History of Cloud Computing:** History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System	9	C1
	models for Distributed and cloud computing- Software environments for distributed systems and clouds.		
II	**Introduction to Cloud Computing:** Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .	9	C2
III	**Cloud Computing Applications:** Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.	9	C3
IV	**Cloud Security:** Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and compliance Cloud federation, interoperability and standards.	9	C4

V	**Governance and the future of Cloud:** Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the history and models of cloud computing.	P04, P06, P07, P08
CO2	Have insights on the characteristics, challenges and virtualization concepts of cloud computing.	P01, P04, P05
CO3	Possess knowledge on cloud computing applications such as Amazon AWS, Microsoft Azure and Google App Engine.	P01, P02, P03, P06, P07
CO4	Learn about cloud access, cloud provenance and cloud security.	P05, P06, P07. P08
CO5	Have better understanding on governance and the future of cloud based system in organization.	P01,P02,P03,P04, P07

Reading List	
1.	Journal of Cloud Computing, Advances, Systems and Applications, Springer Open
2.	Special Issue on Cloud-based Media Computing and Communications, Computer Communications, Elseiver
3.	L Qian, Z Luo, Y Du, L Guo , Cloud computing: An overview, international conference on cloud computing, 2009 - Springer
4.	Lizhe Wang, Gregor von Laszewski, Andrew Younge, Xi He, Marcel Kunze, Jie Tao & Cheng Fu, Cloud Computing: a Perspective Study, New Generation Computing, Springer

References Books	
1.	RajkumarBuyya, James Broberg and Andrzej Goscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011
2.	Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013
3.	Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012
4.	Barrie Sosinsky, " Cloud Computing Bible" John Wiley & Sons, 2011
5.	Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly, 2009
6.	Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann,

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	

	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Enterprise Resource Planning (ERP)	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basics of ERP models, structures and
C2	To brief the advancement of IT and data management
C3	To throw light on ERP marketplace dynamics
C4	To elucidate on implementation of ERP
C5	To orient to open source ERP and future directives

UNIT	Details	No. of Hours	Course Objectives
I	ERP Introduction: Origin, Evolution and Structure and Benefits: o Conceptual Model of ERP, Scenario and Justification of ERP in India, Various Modules of ERP, Advantage of ERP.	9	C1
II	Advancement of IT and Impact on organizations data management: Data warehousing, Data Mining, Online Analytic Processing (OLAP), Product Life Cycle Management (PLM).	9	C2
III	ERP Marketplace and Marketplace Dynamics: Market Overview, Marketplace Dynamics, and The changing ERP Market. ERP- Functional Modules: Introduction, Functional Modules of ERP Software Integration of ERP, Supply chain and Customer Relationship Applications.	9	C3
IV	ERP Implementation: Business Process mapping and re-engineering, ERP Implementation Life Cycle, Role of Consultants, Vendors and Employees. Critical Success Factors: Guiding Selection and Evaluation of ERP, Strategies and CSF for Successful ERP Implementation, Causes of ERP Failure.	9	C4
V	Practical Module: ERP & E-Commerce, Future Directives- in ERP, Integrating ERP into organizational culture. Using an open source ERP tool for orienting students to ERP.	9	C5

	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Be familiar with the basics of ERP models, structures and advantages	P01, P02, P07	
CO2	Comprehend and categorize the advancement of IT and data management	P05, P06, P07	
CO3	Have insights on ERP marketplace dynamics	P01, P02, P07	
CO4	Compare and design implementation of ERP	P01, P02, P05. P06	
CO5	Contrast and use open source ERP towards future directives	P03, P04,P05, P07, P08	
Reading List			
1.	Business Process Management Journal, Emerald insight		
2.	Journal of Business Research, Elsevier		
3.	T Huang, K Yasud, Comprehensive review of literature survey articles on ERP - Business Process Management Journal, Emerald		
4.	H Klaus, M Rosemann, GG Gable, What is ERP?, Information systems frontiers, Springer		
References Books			
1.	Dr. Ashim Raj Singla, Enterprise Resource Planning 2nd Edition, Cengage Learning, 2019.		
2.	Alexis Leon , Enterprise Resource Planning McGraw Hill, 2nd Edition, 2018		
3.	David L. Olson , Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2008.		
4.	S. Sadagopan, ERP-A Managerial Perspective, McGraw Hill,1999.		
5.	F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw Hill, 2000.		
6.	Enterprise Resource Planning (ERP) Text and Case Studies, Mr. C.S.V. Murthy, Himalaya Publication, 2008.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

(K2)	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Software Project and Quality management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation
C2	To elaborate and critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.
C3	To generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.
C4	To evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.
C5	To contrast Software configuration management processes and audit quality standardisations.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:**Project Overview - Traditional Project Management - Scoping the Project - Identifying Project Activities-An overview of project planning, project evaluation, project analysis and technical planning, software estimation. Organizational quality goals, policy, quality plans, certification, accreditation, process measurements, audits.	9	C1
II	**Requirements:** Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session. Capability Maturity Model: CMM & CMMI, goals, commitment, ability, measurement & verification, maturity levels, key process areas, key process indicators, process monitoring and control.	9	C2
III	**Project Teams:** Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management - Activity planning, project schedules, sequencing and scheduling projects. Test Maturity Model & Six Sigma: Overview, Key Process Areas, TPI framework of test quality, levels of maturity, assessment, analysis, reporting.	9	C3

IV	**Framework:** Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - network planning model, shortening project duration, Identifying critical activities. Six Sigma & Lean Process Model: quality criteria, quality metrics, frameworks, process wastages, operational processes, guidelines and templates	9	C4
V	**Standardisations:** Variations to APF- Software configuration management, Basic functions, Responsibilities, standards configuration management, prototyping, models of prototyping. Organizational Considerations - Project Portfolio Management - Project Support Office Case study - PRINCE Project management standards. Audits: ISO, CMM, People CMM, TMM, Six Sigma.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Comprehend and reflect on overview of project planning, project evaluation, project analysis and technical planning, software estimation	P01, P02, P06, P07
CO2	Critically analyze Resource scheduling and management, CMM, key process indicators, process monitoring and control.	P05, P06, P07
CO3	Generate and align Critical Chain Project Management, Test Maturity Model & Six Sigma and collate reports.	P01, P02, P06
CO4	Evaluate existing Adaptive Project Framework and build quality models based on Six Sigma & Lean Process Model.	P01, P02, P05. P06
CO5	Contrast and conclude Software configuration management processes and audit quality standardisations.	P04, P05, P07, P08

Reading List	
1.	Software Quality Journal, Springer
2.	International Journal of Project Management, Elsevier
3.	MJ Parzinger, R Nath, A study of the relationships between total quality management implementation factors and software quality, Total quality management, Taylor & Francis
4.	K Kautz, EÅ Larsen Diffusion theory and practice: Disseminating quality management and software process improvement innovations, Information Technology & People, Emerald
References Books	

1.	Richard L. Chamberlain, Planning Quality Project Management of (EMR/EHR) Software Products (HIMSS Book Series), CRC Press, 1st Edition
2.	Ronald Cummings - John, Owais Peer, Leading Quality: How Great Leaders Deliver High Quality Software and Accelerate Growth, ROI Press,1st Edition 2019.
3.	Greg Caldwell, Lean Mastery: 8 Books in 1 - Master Lean Six Sigma & Build a Lean Enterprise, Accelerate Tasks with Scrum and Agile Project Management, Optimize with Kanban, and Adopt The Kaizen Mindset, Greg Caldwell Publishing, 1st Edition 2020.
4.	Tom C. Witt, IT Best Practices: Management, Teams, Quality, Performance, and Projects, CRC Press,1st Edition 2018.
5.	Linda Westfall, The Certified Software Quality Engineer Handbook, ASQ Quality Press, 2nd Edition, 2017.
6.	Stephan Goericke, The Future of Software Quality Assurance, 1st 2020, Springer Open.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Data Warehousing	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To provide insights to the characteristics and architecture of data warehouse.
C2	To throw light on the fundamentals, classification and major issues in data mining.
C3	To familiarize on APRIOIRI principle & Algorithm and Association rule
C4	To create awareness and importance of classification techniques, decision tree
C5	To elucidate on the various clustering techniques.

UNIT	Details	No. of Hours	Course Objectives
I	**Data warehouse:** Introduction to Data warehouse, Difference between operational database systems and data warehouses, Data warehouse Characteristics, Data warehouse Architecture and its Components, Extraction-Transformation-Loading, Logical(Multi-Dimensional), Data Modeling, Schema Design, Star and Snow-Flake Schema, Fact Constellation, Fact Table, Fully Addictive, Semi-Addictive, Non-Addictive Measures; Fact-Less-Facts, Dimension Table Characteristics; OLAP Cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.	9	C1
II	**Data Mining:** Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Preprocessing: Need for Preprocessing the Data, Data Cleaning, Data Integration &Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.	9	C2
III	**Association Rules:** Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIOIRI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set- Maximal Frequent Item Set, Closed Frequent Item Set.	9	C3

IV	**Classification:** Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers , Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbor classification-Algorithm and Characteristics, prediction: Accuracy and Error measures, Evaluating the accuracy of a classifier or a predictor, Ensemble methods.	9	C4
V	**Clustering:** Clustering Overview, A Categorization of Major Clustering Methods, partitioning methods, hierarchical methods, , partitioning clustering-k-means algorithm, pam algorithm; hierarchical clustering-agglomerative methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have insights to the characteristics and architecture of data warehouse.	P05, P06, P07
CO2	Possess knowledge on the fundamentals, classification and major issues in data mining.	P01, P02, P06
CO3	Possess knowledge on APRIOIRI principle & Algorithm and Association rule generation.	P01, P02, P06, P07
CO4	Have better understanding on classification techniques, decision tree and Bayesian Belief Networks.	P01, P05. P06
CO5	Learn and understand the various clustering techniques.	P04, P05, P07,

Reading List	
1.	Data Mining and Knowledge Discovery, Springer
2.	International Journal of Information Management, Science Direct
3.	BH Wixom, HJ Watson, An empirical investigation of the factors affecting data warehousing success, MIS quarterly, JSTOR
4.	P Chandra, MK Gupta, Comprehensive survey on data warehousing research, International Journal of Information Technology, Springer
References Books	
1.	George M. Marakas, Modern Data Warehousing, Mining and Visualization, Pearson Publications. 3rd Impression, 2009
2.	Paulraj Ponniah, Data warehousing Fundamentals, Wiley Publications. 2nd Edition, 2012

3.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006
4.	W.H.Inmon, Building the Data Warehouse, 4th edition Wiley India Pvt. Ltd, 2005.
5.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Deep Learning And Artificial Intelligence	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students on the modern practices of deep forward networks.
C2	To provide insights on deep models, optimization techniques and algorithms with adaptive learning rates.
C3	To throw light on foundation and applications of AI.
C4	To elucidate on the approaches to knowledge representation.
C5	To create awareness and importance of applications of expert systems and machine learning paradigms.

UNIT	Details	No. of Hours	Course Objectives
I	**Deep Networks:** Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.	9	C1
II	**Models:** Optimization for Training Deep Models: How Learning Differs from Pure Optimization -Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms	9	C2
III	**Intelligent Systems:** Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications -Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.	9	C3
IV	**Knowledge Representation:** Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems -Knowledge Representation: Introduction - Approaches to Knowledge Representation	9	C4

	-Knowledge Representation using Semantic Network - Knowledge Representation using Frames.		
V	**Applications:** Expert Systems and Applications: Blackboard Systems – Truth Maintenance Systems – Applications of Expert Systems – Machine-Learning Paradigms: Machine-Learning Systems – Supervised and Unsupervised Learnings.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on the modern practices of deep forward networks.	P01, P02, P05, P07
CO2	Have insights on deep models, optimization techniques and algorithms with adaptive learning	P01, P02, P04, P06
CO3	Possess knowledge on the foundation and applications of AI.	P04, P05, P06, P07
CO4	Learn about the approaches to knowledge	P02, P06. P07
CO5	Have better understanding on the applications of expert systems and machine learning paradigms.	P04, P05, P07, P08

Reading List	
1.	Artificial Intelligence – Elsevier
2.	International Journal of Machine Learning and Cybernetics, Springer
3.	DM Dimiduk, EA Holm, SR Niezgoda, Perspectives on the impact of machine learning, deep learning, and artificial intelligence on materials, processes, and structures engineering, Integrating Materials and and Manufacturing Innovation volume 2018 - Springer
4.	A Sujith, GS Sajja, V Mahalakshmi, S Nuhmani, Systematic review of smart health monitoring using deep learning and Artificial intelligence, Neuroscience Informatics, Elsevier

References Books	
1.	Ian Goodfellow, YoshuaBengio, Aaron Courville, “Deep Learning”, MIT Press, 2016.
2.	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing, 2014.
3.	Yoshua Bengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning, 2009
4.	Saroj Kaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd, 2011
5.	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education (India) Private Limited, New Delhi, 2013
6.	Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" 3rd Edition, McGraw Hill, 2008.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Elective Courses: Logistics and Supply Chain Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Supply Chain Management	Elective	Y	-	-	-	3	3	25	75	100
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										

UNIT	Details	No. of Hours	Course Objectives
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	C1
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	C2
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	C3
IV	**Leadership and Control:** 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	C4

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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to familiarize the students to the basic concepts of Supply Chain management.	PO4, PO6, PO8
CO2	Possess insights on Supply chain synergies.	PO1, PO2
CO3	Have insights on Sales & Operation Planning.	PO5, PO6, PO7
CO4	Learn about Customer value and supply chain management.	PO4, PO5
CO5	Have better understanding on supply chain analytics.	PO3, PO8

Reading List	
1.	Supply chain management and advanced planning, Springer.
2.	Supply chain management: An international journal, Emerald.
3.	Industrial marketing management, Elsevier.
4.	Journal of Business logistics, Wiley online.

References Books	
1.	Supply Chain Metrics that Matter, Lora M. Cecere , 2014,wiley publication.
2.	The Supply Chain Revolution, suman sarkar,2017, Amacom
3.	Supply Chain Strategy, Second Edition Unleash the Power of Business Integration to Maximize Financial, Service, and Operations Performance,Edward Frazelle, 2017,McGraw hill.
4.	Managing Supply Chain Operations, Lei Lei , 2017, World scientific publications
5.	Essentials of Supply Chain Management, Michael H. Hugos ,2018,wiley publication

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Principles and Practice of Logistics Management	Elective	Y	-	-	-	3	3	25	75	100

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 and distribution
C4	To understand the operational need on effective logistic performance.
C5	To understand logistics cost and need for integration.

UNIT	Details	No. of Hours	Course Objectives
I	Concepts of Logistics – Evolution – Nature and Importance – Components ofLogisticsManagement– CompetitiveAdvantagesofLogistics– FunctionsofLogistics management – principles – Logistics Network – Integrated Logisticssystem.	9	C1
II	ElementsofLogisticsandInventorycarrying– Warehousing– Materialhandling– Orderprocessing–Transportation– DemandForecasting– ImpactofForecastsonLogisticsandPerformancemeasurements.	9	C2
III	Transportation– participantsinTransportationDecisions– ModesofTransportation – Factors influencing Transport economics – documents inTransportDecisionMakingWarehousing/Distribution–FunctionsofWarehouse – benefitsof Warehouse – Service – Warehousing Alternatives –Warehouse site selection – Factors while initiating Warehouse Operations –WarehouseManagementSystem.	9	C3
IV	PackingandMaterialsHandling– Functionsofpackaging–Communication– Packagingcost–TypesofPackaging Material – Unitization – Containerization – Designing a packagefactorsaffectingchoiceofpackagingmaterials.	9	C4

V	Organizationforeffectivelogisticsperformance – centralized anddecentralizedstructures– stagesoffunctionalaggregationinorganization,financial issues in logistics performance – Measures – Steps in ABC costing –Financial Gap Analysis integrated Logistics–Need for Integration-ActivityCentersinIntegratedLogisticsRoleof3PLand4PL–PrinciplesofLIS.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have familiar about concepts, evolution and functions of logistics management.	PO1, PO2
CO2	Be able to understand the elements of logistics, warehousing and material handling	PO1, PO2, PO3, PO8
CO3	Have better understanding about transportation, distribution, packaging etc	PO5, PO6, PO7
CO4	Possess better understanding and knowledge about integrated logistics and linguistic information system.	PO4, PO5
CO5	To understand logistics cost and need for integration in logistics facilities.	PO3, PO8

Reading List	
1.	Journal of Logistics Management, ingenta.
2.	Periodicals of Engineering and Natural Sciences
3.	The International Journal of Logistics Management, emerald.
4.	Advances in Logistics and Supply Chain Management, springer.

References Books	
1.	1st Edition Logistics Principles and Practice By Hessel Visser, 2007, Routledge.
2.	Logistics and Supply Chain Management by Saikumari V. (Author), Purushothaman S (Author), Sultan Chand.
3.	Logistics Management 1St Edn 2014 Edition by GANAPATHI AND NANDI, OXFORD
4.	Textbook of Logistics and Supply Chain Management Agarwal D K, Trinity publications, 2018.
5.	Logistics Management 3rd ED Paperback,2012 by V.V Sople ,Pearson publication.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Inventory & Warehousing Management	Elective	Y	-	-	-	3	3	25	75	100

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

UNIT	Details	No. of Hours	Course Objectives
I	IntroductiontoInventory– Definition,principles,role,functions	9	C1
	andimportanceofInventory,TypesofInventory, Inventory Policy, CostsAssociated with Inventory, Inventory and Profitability, Impact of Inventory ontotallogicalcost– Inventorymanagement– objectives / importance,symptomsofpoorinventorymanagement,Improving effectiveness ofinventorymanagement.		
II	Inventory Control and models – Importance and scope of Inventory control,SelectiveInventorycontrol,InventoryModels– EconomicLotsize,EOQ,EconomicBatchQuantity [EBQ],ROL– reorderlevel,Pmodel,Qmodel,twobinsystem,fairshare allocation model, MRP, ABC analysis, Just in Time(JIT).ModernmethodsKanban,DRPandERP.	9	C2

III	Inventory Methods – Inventory ranking methods and Quadrant technique,FIFO.LIFC,Weightedaveragemethod,Inventoryundercertainlyanduncertainly,Risk Management,Workinprogressinventories,FinishedGoodsInventories,Sparepartsinventories,UseofComputersinInventoryManagement– RFID,EDI,Satellitetrackingsystem.	9	C3
IV	WarehouseManagement– Definition,Principles,Roles,ImportanceofWarehouses,NeedforWarehousing,Warehouseselectionandplanning,functionsandoperationsofawarehouse,Warehouselocation,AreaofWarehouse, Factors affecting warehousing cost, Warehouse layout, Designprinciples.	9	C4
V	Planning– codificationandstandardizationoftheMaterials,IncomingMaterials Receipts, Retrieval and Transaction Processing System, SecurityandLossPrevention,ConsumptionBased Planning–MRPandlotsixingprocedure, Forecasting parameter and result, planned order planning fileconsolidation,Break bulk,Cross docking,Mixing,Assembly– competitiveadvantage,production support warehouse – ERP, Roleof ITinwarehousing.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand the fundamentals of Inventory Management and its impact on Logistics.	PO1, PO4, PO6, PO8
CO2	Become familiar with various models, tools and techniques of Inventory control and inventory management.	PO3, PO4
CO3	Have knowledge of various inventory ranking methods, and how to use technology in inventory control.	PO5, PO6, PO7
CO4	Will become acquainted with basics of warehouse management its location, layout and principles of warehouse design.	PO4, PO5
CO5	Possess knowledge about the standardization, codification, safety and security of inventory and the role of Information technology in warehouse management	PO3, PO8

Reading List	
1.	International Journal of Supply Chain and Inventory Management, Inderscience.
2.	International Journal of Logistics Systems and Management, Inderscience.
3.	Journal of Operations Management, wiley.
4.	International Journal of Logistics Research and Applications,Taylor and francis

References Books		
1.	Basics of Warehouse and Inventory Management: (The pillars of business Logistics) INDIA SPECIFIC EDITION 2022, by Villivalam Rangachari Rangarajan, Notion Press	
2.	Inventory Management: Principles and Practices Paperback 2008, by P. Narayan (Author), Jaya Subramanian (Author), Excel books	
3.	Best Practice in Inventory Management Hardcover, 1997 by Tony Wild (Author), Publisher A Butterworth-Heinemann Title.	
4.	Hands-On Inventory Management (Resource Management) Hardcover 2007, Ed C. Mercado, Auer Bach Publications.	
5.	Inventory Management,2006, Chandra bose, Prentice Hall India Learning Private Limited.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Domestic and International Logistics	Elective	Y	-	-	-	3	3	25	75	100

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.

UNIT	Details	No. of Hours	Course Objectives
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	C1
II	Need for planning – fleet management – main types of road freight transport – transport resource requirements – vehicle routing and scheduling issues – data	9	C2
	requirements – computer routing and scheduling – information system applications – GPS – RFID.		
III	Legislation – Operator licensing – Driver licensing – Driver's Hours regulations – Road transport directive – tachographs – vehicle dimensions.	9	C3
IV	Introduction to Air Cargo; Aviation and airline terminology – IATA areas – Country – Currency – Airlines – Aircraft layout – different types of aircraft – aircraft manufacturers – ULD – International Air Routes – Airports – codes – Consortium – Hub and spoke – Process Flow.	9	C4
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	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the basic logistics concepts and the terminology used in the logistics field and various types of vehicle selection.	PO1, PO2, PO6
CO2	Possess knowledge on planning & decision making. They will examine the role that logistics plays with the rest of the corporate functions.	PO1, PO5
CO3	Have insights on legislation such as licensing, drivers working hours and vehicle dimensions.	PO5, PO6, PO7
CO4	Examine logistics functions interface with Order Management, Inventory Control, Transportation, and Distribution channels as integral part of the supply chain.	PO3, PO5
CO5	Have better understanding of strategic challenges of the material sourcing, reverse logistics and material production as a means of supply chain strategies.	PO3, PO8
Reading List		
1.	Journal of Marketing Theory and Practice, Taylor and francis.	
2.	International Journal of Physical Distribution, emerald.	
3.	Management Decision, emerald.	
4.	Periodicals of Engineering and Natural Sciences (PEN)	
References Books		
1.	Wendy L Tate, The Definitive Guide to Supply Management and Procurement, 1st Edition, Pearson, 2020.	
2.	T. A. S. Vijayaraghavan, Supply Chain Analytics, Wiley, 2021	
3.	Business Logistics; Supply chain management (5th edition) L Ronald Ballou, Pearson, 2007.	
4.	Warehouse management; a complete guide to improving efficiency and minimizing cost (2nd Edition); Gwynne Richards, 3rd Edition, Kogan Page**.** 2017.	
5.	Pierre A. David and Richard D. Stewart, International Logistics: The management of International Trade Operations, Cengage Learning, 2013	
6.	Fundamentals of air transport management by P.S. Senguttuvan, Excel Books, 2006.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	

Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Purchasing Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	Understand established principles, theories and practices of purchasing and supply management, critically evaluate these, and link to various aspects of performance (financial measures as well societal (e.g. ethical and environmental) aspects)
C2	Understand the role of purchasing and supply management in the organization, and also relative to other supply chain management processes
C3	Understand supply strategies and supplier relationships in various contexts
C4	Analyze and critical assess robustness of supplier relationship strategies
C5	Relate supply strategy to externalities such as scarcity of natural resources, climate change, ethicial and environmental issues and costs.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction to purchasing**:** Introduction to purchasing, Importance of purchasing, change role of purchasing	9	C1
II	Purchasing policies and activities**:** Importance of policies, policies to provide guidance and direction, and purchasing procedures. Objectives of purchasing, responsibilities, purchasing process, efficient purchase.	9	C2
III	Selection of supplier**:** Outsourcing or insourcing, supplier evaluation and selection, supplier evaluation criteria, supplier score cards.	9	C3
IV	Developing and maintaining supplier relationships.	9	C4
V	Importance of quality in purchasing decisions: overview of quality management, purchasing role in managing supplier quality, Total quality management (TQM).	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Students will Understand established principles, theories and practices of purchasing and supply management	PO4, PO6, PO8
CO2	Understanding the role of purchasing and supply management in the organization.	PO1, PO2
CO3	Understanding supply strategies and supplier relationships in various contexts	PO5, PO6, PO7
CO4	Understanding and analyzing and critical assess robustness of supplier relationship strategies	PO4, PO5

CO5	Relating supply strategy to externalities and environmental issues and costs.	PO3, PO8
Reading List		
1.	https://www.projectmanager.com/blog/purchase-management	
2.	Supply chain management: An international journal, Emerald.	
3.	Industrial marketing management, Elsevier.	
4.	https://www.procurementexpress.com/purchase-orders/purchasing-management/	
References Books		
1.	Supply Chain Management 6/e Paperback, 2016, Chopra/Kalra,Pearson.	
2.	Purchasing and Supply Chain Management (English, Paperback, Johnsen Thomas E, 2014, Rutledge publication.	
3.	Purchasing and Supply Management, 15 th edition, Anna E. Flynn P. Fraser Johnson, 2019.Mcgraw hill.	
4.	Supply Management, 8th Edition By David Burt and Sheila Petcavage and Richard Pinkerton, 2010, McGraw hill.	
5.	Procurement and Principles Management.11 the edition,2018. Peter Baily,Barry Crocker, David Farmer, Pearson.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Logistics Legal Framework And Maritime Documents	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To create the knowledge of legal perspective.
C2	Able to understand Lawson Carriage of Goods
C3	Able to understand the process of The Cargo Claim Enquiry
C4	Able to understand the Maritime Logistics
C5	Able to understand the Chartering Principles and Practices

UNIT	Details	No. of Hours	Course Objectives
I	**Indian Contract Act**,1872-Contract–Meaning–Essential Elements –Offer and Acceptance–Consideration–Capacity–Consent–Legality of object–Quasi contract–Discharge of Contract–Breach of Contract– Remedies. Contract of Indemnity and Guarantee - Bailment: Rights and Duties of Bailor and Bailee–Contract of Agency: – Creation of Agency– Rights and Duties of Agent and Principal–Termination of Agency	9	C1
II	**Lawson Carriage of Goods:** The Bills of Lading Act 1855 And The Carriage Of Goods By Sea Act 1992 - Non-Contractual Actions- Functions Of The Bill Of Lading Contracts Of Carriage - Modifications To The Traditional Carriage Contract Model-Third-Party Rights Under The Initial Carriage Contract Act Common Law And In Equity - Statutory Transfers.	9	C2
III	**The Cargo Claim Enquiry**- Duties, Rights and Liabilities of Common Carriers under:(i) The Carriers Act,186. (ii)TheRailwaysAct,1989,(iii)The Carriage By Road Act, 2007 (iv) The Carriage by Air Act, 1972–Indian Consumer Protection Act, 1986: Objects – Rights of Consumers – Consumer Dispute–Procedure of Filing Complaint–Procedure for redressal of Complaints.	9	C3

IV	**Maritime Logistics:** Concept, objectives, Importance and relevance to global marketing and Supply chain management- Coastal and Ocean transportation- World Sea-borne Transport- Global Sea Routes and the trade volume- Characteristics of shipping transport. Types of Ships- Container, Roll-on/roll-off (ro-ro) vessels, General cargo ships, Bulk carriers, Tankers, etc.- Busiest Sea routes: East-West and North-South and Intra Region International Maritime Organization (IMO): Formation and functions-Regulations concerning dangerous and polluting cargoes, including the class structure.	9	C4
V	**Chartering Principles and Practices** – Types of Charters- Voyage, Time and Bare Boat charters- Freight Determination and Determinants- Conference System Vs Competitive System- Freight structure and practice – Rate Dynamics- Multi-modal Transport system-	9	C5
	Technological Developments in ocean transportation: Size, Tracking, Speed and Security.		
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To understand the knowledge of legal perspective.	PO1, PO2
CO2	To understand Lawson Carriage of Goods	PO1, PO2, PO3, PO8
CO3	To understand the process of The Cargo Claim Enquiry	PO5, PO6, PO7
CO4	To understand the Maritime Logistics	PO4, PO5
CO5	To understand the Chartering Principles and Practices.	PO3, PO8

Reading List	
1.	Supply chain management: An international journal, Emerald.
2.	Industrial marketing management, Elsevier.
3.	https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/
4.	https://uncitral.un.org/en/texts/transportgoods

References Books	
1.	Alan E. Branch. (2007). Elements of Shipping: Rutledge, 9th Edition
2.	Kapoor N. D. (2020). Mercantile Law. New Delhi: Sultan Chand & Sons, 38th Edition
3.	Maritime Economics : Rutledge. Pandit M. S., ShobhaPandit. (2010). Business Law. Mumbai: HPH, 1st Edition
4.	Peter Lorange. (2009). Shipping Strategy: Innovating for Success : Rutledge.
5.	Shukla M. C. (2011). Mercantile Law. New Delhi: S. Chand & Co, 13th Edition

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Export & Import Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	The course gives a foundation to participants who seek a career in International markets.
C2	The course gives participants to understand Exim documentation.
C3	To give abstract on logistics and shipping characteristics.
C4	To give knowledge on logistics and shipping procedures and pricing.
C5	To give knowledge on role of IT in International business.

UNIT	Details	No. of Hours	Course Objectives
I	Export & Import – Introduction, Definitions. Evolution of Export & Import. Foreign Trade Institutional Framework and Basics. Multinational Organizations& Structure, International Business Scenario.	9	C1
II	Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes.	9	C2
III	Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.	9	C3
IV	Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.	9	C4
V	Information Technology and International Business,	9	C5
	Export & Import with European continent, Africa, Middle East Countries, ASEAN Countries, Australia and New Zealand, China and Japan.		
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding the role of logistics who seek a career in International markets.	PO1, PO6, PO8
CO2	Understand Exim documentation process	PO3, PO4
CO3	Understanding logistics and shipping characteristics.	PO5, PO6, PO7
CO4	Understanding logistics and shipping procedures and pricing.	PO4, PO5
CO5	Understanding the role of IT in International business.	PO3, PO8

Reading List		
1.	Supply chain management: An international journal, Emerald.	
2.	Industrial marketing management, Elsevier.	
3.	https://in.sagepub.com/en-in/sas/export-and-import-management/book276434	
4.	https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html	
References Books		
1.	Justin Paul & Rajiv Aserkar(2010). Export Import Management : Oxford University Press.	
2.	Rama Gopal C.(2007). Export Import Procedures - Documentation And Logistics :New AgeInternational.	
3.	Usha KiranRai.(2007) Export-Import and Logistics Management : PHI Learning Pvt. Ltd.	
4.	Export Business-A Beginner's Guide: A practical guide for starting export business: Notion Press,2020	
5.	India's Trade Analytics: Patterns And Opportunities: Sage India Pvt Ltd.2019.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Logistics Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	Able to understand the concept of strategy
C2	Able to understand the process of environmental analysis
C3	Able to understand the concept of business level strategy
C4	Able to understand the strategy analysis and choice
C5	Able to understand the strategy analysis and control

UNIT	Details	No. of Hours	Course Objectives
I	**Strategy:** Introduction - Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management process	9	C1
II	**Environmental analysis:** environmental scanning - Industry analysis - Competitive analysis -Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis- Strategy formulation/ alternatives: Corporate strategies: grand strategies- stability, expansion, retrenchment and combination	9	C2
III	**Business level strategies: -** acquiring core competencies – Porter's Generic Strategies Model – Functional level strategies: Production and Operations – Finance – HR – Marketing and R & D Strategies	9	C3
IV	**Strategic analysis and choice:** Portfolio Analysis- BCG Growth-Share Matrix, GE Business Screen,	9	C4
	Shell's Directional Policy Matrix, Hofer's Product – Market Matrix Strategic implementation: Steps- structural issues- behavioral issues- strategic leadership		
V	**Strategic evaluation and control:** Balanced Score Card approach –EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and Techniques.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To understand the concept of strategy	PO1, PO2, PO6

CO2	To understand the process of environmental analysis	PO1, PO5
CO3	To understand the concept of business level strategy	PO5, PO6, PO7
CO4	To understand the strategy analysis and choice	PO3, PO5
CO5	To understand the strategy analysis and control	PO3, PO8
Reading List		
1.	International Journal of Operations & Production Management. Emerald.	
2.	International Journal of Physical Distribution & Logistics Management, Emerald.	
3.	Logistics Information Management, Emerald.	
4.	Journal of business logistics,ProQuest.	
References Books		
1.	AzharKazmi. (2007). Strategic Management and Business Policy – 3 rd Edition: Tata McGraw Hill. New Delhi.	
2.	R. Srinivasan. (2007). Strategic Management - 3rd Edition: Prentice Hall India, New Delhi.	
3.	Thomson, Strickland & Pearson. (2005). Strategic Management: Tata McGraw Hill, New Delhi. V.S., 2nd Edition	
4.	Ramasamy& S. Namakumari. Strategic Planning-Formulation of corporate strategy: Macmillan India pvt ltd, 2001	
5.	James R Stock, Douglas Lambert Strategic Logistics Management - McGraw-Hill Higher Education; 4th edition (1 April 2001)	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Distribution Management	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To develop an understanding of logistics operating areas and their interrelationship.
C2	To develop an understanding of planning and decision making and process steps.
C3	To study the nature of organizing structure in distribution.
C4	To study the structure of distribution organization and its leadership and Control
C5	To study Business Ethics of the organization.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction to Distribution Distribution – Definition – Need for physical distribution – functions of distribution – marketing forces affecting distribution. The distribution concept – System perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other	9	C1
	business functions.		
II	**Planning & Decision Making:** Steps in Planning Process – Scope and Limitations –Short Term and Long Term Planning – Flexibility in Planning – Characteristics of aSound Plan – Management By Objectives (MBO). Strategic Management ProcessDecision MakingProcessandTechniques. Business Models	9	C2
III	**Nature of Organizing:** Organization Structure and Design - Authority Relationships – DelegationofAuthorityandDecentralization– InterdepartmentalCoordinator–emerging Trends in corporate Structure, Strategy and Culture – Impact of TechnologyonOrganizationaldesign– Mechanisticvs.AdoptiveStructures– FormalandInformalOrganization.Spanofcontrol– ProsandConsofNarrowandWideSpansofControl– OptimumSpan -ManagingChangeandInnovation.	9	C3

IV	**Leadership and Control:** Leadership: Approaches to Leadership andCommunication. Control:ConceptofControl– ApplicationoftheProcessofControlatDifferentLevels ofManagement(top,middleandfirstline).Performance Standards–MeasurementsofPerformance – Remedial Action - An Integrated Control system in an Organization –Management by Exception (MBE)	9	C4
V	**Business Ethics:** Importance of Business Ethics – Ethical Issues and Dilemmas inBusiness - Ethical Decision Making and Ethical Leadership – Ethics Audit - BusinessEthicsand-CSRModels.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding of logistics operating areas and their interrelationship.	PO4, PO6, PO8
CO2	Understanding of planning and decision making and process steps.	PO1, PO2
CO3	Understanding the nature of organizing structure in distribution.	PO5, PO6, PO7
CO4	Understanding the structure of distribution organization and its leadership and Control	PO4, PO5, PO7
CO5	Understanding Business Ethics of the organization.	PO3, PO8

Reading List	
1.	Supply chain management and advanced planning, Springer.
2.	Supply chain management: An international journal, Emerald.
3.	Industrial marketing management, Elsevier.
4.	Journal of Business logistics, Wiley online.

References Books	
1.	Alan Ruston, Phil Crouches, Peter Baker.(2014)The Handbook of Logistics and Distribution Management:kogan page India New Delhi.
2.	D K Agrawal. (2007). Distribution and Logistics Management: A Strategic Marketing Approach: Macmillan publishers. India.
3.	Kapoor Satish K &KansalPurva.(2003) Basics of Distribution Management: A Logistical Approach: Prentice HALL of India.
4.	Basics of distribution management: a logistics approach by purva kansal and Satish K. Kapoor, 2003.
5.	The strategy of distribution management, by Martin Christopher , 1985

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Multi-Modal Transportation	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To understand various tariffs applicable in sea/air/rail/road/pipeline transportation
C2	To examine about Multimodal Trade Route
C3	To understand the corporate structures in Multimodal
C4	Able to understand the concept of International Conventions
C5	Able to understand the marketing of Multimodal Transport

UNIT	Details	No. of Hours	Course Objectives
I	**Multi Modal Transportation:** Multi modal transportation - Introduction, growth and components, Physical multi modal operations – Inter relationship of transport mode, Modal interfaces - Function of infrastructure in various modes - Ports, airports, inland depots, railheads - Intermodal systems – road/rail/ sea - sea/ air - road/ air - road / rail.	9	C1
II	**Multimodal Trade Routes:** Multimodal trade routes – factors affecting Mode and Route choices, Multimodal transport operators – Types of Vessel Operators –Other provisions through Transport services.	9	C2
III	**Corporate Structures In Multimodal:** Corporate structures in Multimodal Transport, Pricing aspects in transport modes - price measurements – relationship between price and demand - importance of revenue and cash flow - pricing strategies - Calculation of through transport pricing - Multimodal carrier service contracts - Modern Freight Tariffs, Tracking the Container Fleet.	9	C3
IV	**International conventions:** pertaining to multimodal transport - Hague Rules – Hague V is by Rules - Hamburg Rules - Rotterdam Rules - CMR - CIM - TIR - Warsaw Convention - Montreal convention -Regulations regarding Carriage of Dangerous Goods by various modes	9	C4
V	**Marketing of Multimodal Transport:** Indian Multimodal Act-1993, Conventions related to Multi modal transport-Cargo liability conventions, Conventions relating to Dangerous Goods-Customs conventions-Statutory Regulations and Restrictions-	9	C5

	National and International restrictions on the movement of goods-WTO. Measurement of quality of services - Importance of Quality management systems (ISO 9000) - Application of Total Quality Management (TQM) - Benchmarking.		
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Evaluate the multimodal and intermodal transportation and the maritime transportation.	PO1, PO2	
CO2	To understand about Multimodal Trade Route	PO1, PO2, PO3, PO8	
CO3	To understand the corporate structures in Multimodal	PO5, PO6, PO7	
CO4	To understand the concept of International Conventions	PO4, PO5	
CO5	To understand the marketing of Multimodal Transport	PO3, PO8	
Reading List			
1.	Journal of Logistics Management, ingenta.		
2.	Periodicals of Engineering and Natural Sciences		
3.	The International Journal of Logistics Management, emerald.		
4.	Advances in Logistics and Supply Chain Management, springer.		
References Books			
1.	Hutchinson B.G. (2013). Principles of Urban Transport Systems Planning: McGraw Hill Book Company (latest edition).		
2.	JotinKhisty C & Kent Lall B. (1998). Transportation Engineering: An Introduction: Prentice. Hall International, Inc. 12th Edition		
3.	A simulation instructor's handbook: the learning game. Nautical Institute, 2010 Clark, Ian. Stability, trim and strength for merchant ships and fishing vessels (2nd edn). Nautical Institute, 2008		
4.	Bray, Capt David. DP operator's handbook: a practical guide. Nautical Institute, 2009 Carson-Jackson, Jilian, 3rd Edition		
5.	Michiel Spanjaart(2017) multimodal transport law, 1st edition routledge, Singapore.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/ Comprehend	MCQ, True/False, Short essays, Concept explanations, Short summary or overview		

(K2)	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Logistics Infrastructure	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To study about the salient logistics infrastructure and environment.										
C2	To study about the technical infrastructure and web.										
C3	To study about the modes of transportation and the infrastructure.										
C4	To study about the storage operations and control.										
C5	To study about Infrastructure and Layout Of Container Terminals										

UNIT	Details	No. of Hours	Course Objectives
I	**Infrastructure:** Salient Features - Importance - Types - Commercialization of Infrastructure - Infrastructure and Environment - Infrastructure and the poor-Policy framework -Indian Scenario - Phases of project development - Slow progress.	9	C1
II	**Technology Infrastructure** :Internet and World Wide Web, internet protocols-FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology-basics of websever hardware and software.	9	C2
III	Transportation Selection – Tradeoff – modes of transportation – models for transportation and	9	C3
	distribution – factors affecting network effectiveness–3PLadvantages – Indian transport infrastructure – IT solutions–EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology		
IV	**Storehouse Operations and Control:** Introduction, Objectives, Storehouse Operations and its Objectives, Daily Activities of Stores, Organizing a Store, Store Location and Layout, Selecting appropriate storage system, Centralisation, Decentralisation and variety reduction of stores, Store Housekeeping, Stores Accounting	9	C4

V	Infrastructure and Layout Of Container Terminals: Infrastructure and layout of container terminals - Berth and quay characteristics- Apron width, quay crane rails - Container yard size, layout and markings Container Freight Station (CFS) -Gates, offices, maintenance facilities, fencing and traffic control. Types and purpose of equipment used in container terminals - Ship to shore handling equipment – Yard equipment for transfer, storage and delivery - CFS and other terminal equipment, Terminal automation.	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding the salient logistics infrastructure and environment.	PO4, PO6, PO8
CO2	Understanding about the technical infrastructure and web.	PO1, PO2
CO3	Understanding about the modes of transportation and the infrastructure.	PO5, PO6, PO7
CO4	Understanding about the storage operations and control.	PO4, PO5
CO5	Understanding about Infrastructure and Layout Of Container Terminals	PO3, PO8

Reading List

1.	https://www.projectmanager.com/blog/purchase-management
2.	Supply chain management: An international journal, Emerald.
3.	Industrial marketing management, Elsevier.
4.	https://www.procurementexpress.com/purchase-orders/purchasing-management/

References Books

1.	David Simchi, Levi, Philip Kaminsky, Ravi Shankar. (2010). Designing & Managing the Supply Chain:TataMcGrawHill. 14th Edition JOSHI R. N. (2013).
2.	Public Private Partnership in Infrastructure: Perspectives, Principles and Practices: VisionBooks. NewDelhi.K. Hariharan. (2007).
3.	Containerization, Multimodal Transport and Infrastructure Development in
	India: Shroff Publishers and distributors Pvt. Ltd. 5th Edition.
4.	Lean Logistics: High- velocity Logistics Infrastructure and C-5 Galaxy Timothy L. Ramey,1999.
5.	The fundamentals of military logistics: a primer of the logistics infrastructure,2005.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Shipping Finance And Maritime Insurance	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	Able to understand the Investment Appraisal Concept
C2	Able to understand the Ship Registration, Tax Issues & Depreciation Policies
C3	Able to understand the Classes of Risk Covered by Marine Insurance
C4	Able to understand the General Principles of Marine Insurance.
C5	Able to understand the Principles of Protection & Indemnity (P&I) Insurance

UNIT	Details	No. of Hours	Course Objectives
I	**Investment Appraisal Concept.** Project cost (cost & revenue) - The time value of money – net present value & internal rate of return methods of calculation - Return on capital employed. Methods of accounting for depreciation and asset replacement. Financing of Shipping Business: Equity and debt financing – The basic secured loan & how it differs when the asset is a ship – The ship mortgage – Financing of new building ships – Appraising risk on shipping investment.	9	C1
II	**Ship Registration, Tax Issues & Depreciation Policies.** Swaps and Options in Ship financing – Sale & lease back – Derivatives in shipping finance – Analysis of the share price movements of a public limited company. Sales and purchase of second hand ships: Financing of secondhand ships – Analysis of standard Ship Sale & Purchase contracts – Role of ship sale brokers – Demolition market dynamics.	9	C2
III	**Classes of Risk Covered By Marine Insurance.** Hull & Machinery - Disbursements and increased value of hull – Shipowners' third party liability (including collision liability, contact damage to the property, death and personal injury, pollution liability) - Excess liabilities in hull insurance - Protection and Indemnity - Mortgagees indemnity - Employee liability - Freight at risk and Freight for Hire - Cargo insurance - Cargo liability - War and Strikes risks – hulls - War risks – cargo - Strikes risks - cargo.	9	C3

IV	**General Principles Of Marine Insurance**. Marine insurance market structure – Effecting marine insurance cover – Types of marine insurance covers – Institute clauses – war & strike clauses – Marine insurance claim process – Marine Insurance claim during General average situations.	9	C4
V	**Principles Of Protection & Indemnity (P&I) Insurance.** Types of P&I covers available & their modes of operation – Third party liability claims processing – Insurance cover for Pollution claims – Insurance cover for professional indemnity.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To thoroughly understand the Investment Appraisal Concept	PO1, PO2
CO2	To understand the process of Ship Registration, Tax Issues & Depreciation Policies	PO1, PO2, PO3, PO8
CO3	To understand the Classes of Risk Covered by Marine Insurance	PO5, PO6, PO7
CO4	To understand the procedural General Principles of Marine Insurance.	PO4, PO5
CO5	To understand the Principles of Protection & Indemnity (P&I) Insurance	PO3, PO8

Reading List	
1.	Supply chain management: An international journal, Emerald.
2.	Industrial marketing management, Elsevier.
3.	https://www.marineinsight.com/maritime-law/required-documentation-for-shipping-complete-list/
4.	https://uncitral.un.org/en/texts/transportgoods

References Books	
1.	Shipping Finance, Graham Burns and Stephenson Harwood, Publisher: Euromoney Books, 2nd Edition,
2.	Ship Finance: Credit expansion and the Boom Bust Cycle, Peter Stokes, Publisher: Lloyd's of London Press, 2nd Edition, 1997
3.	Ship Sale and Purchase, Lain Goldrein QC and Paul Turner, Publisher: Lloyd's of London Press, 6th Edition, 2012
4.	Marine Insurance: Law and Practice - Francis D Rose., Publisher: Lloyd's of London Press, 2nd Edition, 2013
5.	General Average : Law and Practice - Francis D Rose, Publisher: Lloyd's of London Press, 3rd Edition, 2017

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Packaging and Material Handling	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To study about types of packaging materials and design.
C2	To study about Functions and Essentials of Packaging.
C3	To study about consumer packaging Identification codes, bar codes, and electronic data interchange.
C4	To study about Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.
C5	To study about Eco friendly Packaging for Exports- Scientific Packaging- Standardization in Packaging.

UNIT	Details	No. of Hours	Course Objectives
I	Packaging/Packing Materials & Components: Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials-Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap –Time temperature indicator- Tinplate. Packaging Industry Process and Machining: Packaging Demands of Consumer goods Industry- Packaging Demands of Industrial Users- Technology Trends in Packaging Industry – Aseptic processing -Authentication-Automatic identification and data capture - Blow fill seal - Blow molding - Containerization -Electronic article surveillance -Graphic Design -Induction sealing -Plastic welding -Printing	9	C1
II	Packaging: Meaning, Functions and Essentials of Packing- Packaging: Meaning, Functions and Essentials	9	C2
	of Packaging- Difference between Packing and Packaging-Packing for Storage- Packing for Overseas Shipment-Packing for Inland Transportation- Packaging for Product content Protection-Test of packaging: Mechanical, Climatic & Lab test- International Care labeling code - Packaging cost		

III	Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels. Heavy, Medium and small Packaging- Active packaging-Child-resistant packaging Pilfer/Tamper Evident/Proof Packaging-Product-Packaging compatibility- Pharma Packaging- Food Packaging- Electronic goods Packaging- FMCG packaging- Heavy engineering Goods/Equipment Packaging.	9	C3
IV	Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition – Packing as a systems approach to Logistics- Transport/Storage Requirements- Physical, Chemical Environmental, Biological Nature of the Products Packing as Protection Against Hazards- Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal-Biodegradation - Recycling: Glass, Plastic &Paper-Reuse- Sustainable packaging - Waste management.	9	C4
V	Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging. Packing for Inventory Control, Value Analysis- Packing and Value Engineering, Packaging Laws-Consumer Protection in Food Packaging, Marking and Labeling, Eco friendly Packaging for Exports- Scientific Packaging- Standardization in Packaging. Quality assurance-Radio- frequency identification - Track and trace -Vacuum forming Verification and validation - Barcode printer - Barcode reader -Bottling line –Carton machine- Check weighed -Conveyor system -Heat gun - Heat sealer - Industrial robot Injection molding machine –Logistics automation	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understanding types of packaging materials and design.	PO1, PO6, PO8
CO2	Understanding Functions and Essentials of Packaging.	PO3, PO4
CO3	Understanding consumer packaging Identification codes, bar codes, and electronic data interchange.	PO5, PO6, PO7
CO4	Understanding Packing Considerations: Protection, Convenience, Environment, Use/Re- use- Cost and Competition.	PO4, PO5
CO5	Understanding Eco friendly Packaging for Exports- Scientific Packaging-Standardization in Packaging.	PO3, PO8

Reading List		
1.	Supply chain management: An international journal, Emerald.	
2.	Industrial marketing management, Elsevier.	
3.	https://in.sagepub.com/en-in/sas/export-and-import-management/book276434	
4.	https://www.ettintl.com/blog/Why-Export-Import-Management-Course-Is-Important.html	
References Books		
1.	Calver G. (2003). What Is Packaging Design: Rot vision.	
2.	Dean D. A. (2000). Pharmaceutical Packaging Technology: Taylor & Francis.	
3.	McKinley A. H. (2004) Transport Packaging: IoPP.	
4.	Robertson G. L. (2005). Food Packaging.	
5.	Introduction to Materials Management | Eighth Edition | By Pearson, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5		PO 6	PO 7	PO 8
CO 1			M				M		M
CO 2				S	S				
CO 3						M	M	M	
CO 4					S	S			
CO 5				S					S
S-Strong M-Medium L-Low									

Elective Courses: Hospital Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Health Policy and Health Care System	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives			
C1	To provide an in-depth understanding of various frameworks on social determinants of health and broad concepts of Health scenarios in India.		
C2	To understand the activities of health agencies in India and the functions of international health organizations in the health care sector.		
C3	To illuminate the dimensions of public health policy, their structure, funding, governance, and their integration into the healthcare system.		
C4	To understand the overview of the Health Care Sector in India and assess the healthcare 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.		
UNIT	**Details**	**No. of Hours**	**Course Objectives**
I	Determinants of Health; Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.	9	C1
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	C2
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	C3
IV	Health care; concept of health care – Levels; Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private, Government, Corporate Hospitals.	9	C4

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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand broad concepts of public health and role of healthcare in Human Development, Economic Development and Inclusive Growth.	P01, P05
CO2	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.	P04, P08
CO3	Be able to learn the process of public health policy making and plans in healthcare system in India.	P04, P08
CO4	Be able to classify the health care the system at primary, secondary and national level and government machinery setup in India.	P06, P08
CO5	Have better understanding of medical tourism marketing, regulatory laws & Ethical issues for Medical Tourism.	P04, P06

Reading List	
1.	https://alraziuni.edu.ye/uploads/pdf/An-Introduction-to-Community-Health.pdf
2.	https://www.who.int/docs/default-source/primary-health/vision.pdf
3.	https://ncert.nic.in/textbook/pdf/gess302.pdf
4.	https://www.researchgate.net/publication/25109436_Health_Policy_An_Introduction_to_Process_and_Power

Reference Books	
1.	ParkK,TextbookonHygieneandPreventiveMedicine,Banarsidas,Bhanoy
2.	ParkTextbook of Preventive and Social Medicine 23rd edition (parkpsm)(English,Hardcover,K.PARK),2015
3.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
4.	Moniz Cynthia D(2018), Health Care Policy and Practice, fifth edition, Taylor &Francis.
5.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012
6.	Shaikh Ubaid, Disaster Management, Technical publications, 1st edition, 2020

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

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

S-Strong 3 M-Medium2 L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Hospital Planning and Administration	Elective	Y	-	-	-	3	3	25	75	100

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.

UNIT	Details	No. of Hours	Course Objectives
I	Hospital:Classification– Changingroleofhospitals– Roleofhospitaladministration – Hospital system – Need for scientificplanning and design ofhospitals.	9	C1
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	C2
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	C3
IV	**Hospital Design:** Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.	9	C4
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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the concept of hospital administration.	P01,P04
CO2	Have insights on the location layout of hospitals.	P02,P06
CO3	Know the effective analysis of hospital utilization.	P02,P05

CO4	Have knowledge on critical administration & service zone.	P01,P08
CO5	Understands the different standards maintained in hospitals.	P07,P08
Reading List		
1.	https://www.pdfdrive.com/hospital-planning-and-administration-e25041502.html	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	
3.	https://www.vpmthane.org/adc/Uploads/Hospital_Admin.pdf	
4.	http://202.91.76.90:81/fdScript/RootOfEBooks/E%20Book%20Collection%202021%20-%20A/MANAGEMENT/OBM752%20-%20Hospital%20Management%20(Ripped%20from%20Amazon%20Kindle%20eBooks%20by%20Sai%20Seena).pdf	
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.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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

S-Strong 3 M-Medium2 L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Hospital Records Management	Elective	Y	-	-	-	3	3	25	75	100

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.

UNIT	Details	No. of Hours	Course Objectives
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	C1
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	C2
III	Types – Out - patient record, in-patient records, causality, emergency, surgery, obstetrics and gynaecology, paediatrics, investigation and diagnosis.	9	C3
IV	Records Organization and Management; Classification of records – Bases for Classification – Indexing and filling of records – Problems associated with medical records.	9	C4
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	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Learn using of Information technology in Healthcare industry.	P01, P02
CO2	Be able to acquire knowledge with respect to Hospital records maintenance systems.	P02, P08

CO3	Be able to enhance their knowledge of latest trends in record maintenance.	P06, P08
CO4	Get familiarized with the challenges in record maintenance.	P02, P03
CO5	Know about the significance of statutory compliance in record administration.	P02, P07
Reading List		
1.	https://www.researchgate.net/publication/343577236_HEALTH_RECORD_MANAGEMENT_SYSTEM_IN_PUBLIC_HOSPITALS_-AN_ANALYSIS	
2.	https://www.researchgate.net/publication/228740128_Electronic_Medical_Records_Management_Systems_An_Overview	
3.	http://www.irmt.org/documents/educ_training/public_sector_rec/IRMT_hospital_recs.pdf	
4.	https://www.jlab.org/ir/records/handbook/records_handbook.pdf	
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, 3rd Ed. Jaypee Brothers, New Delhi	
4.	George, M A, The Hospital Administrator, Jaypee Brothers, New Delhi.	
5.	DC Joshi, Mamta Joshi, Hospital Administration, Jaypee brothers, 1st edition.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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

S-Strong 3 M-Medium2 L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Hospital Core Services	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Hospital Services										
C2	To provide insights on Clinical Services										
C3	To throw light on importance of Non-Clinical Services										
C4	To discuss on Nursing services										
C5	To create awareness Hospital General Services and Hospital Information System										

UNIT	Details	No. of Hours	Course Objectives
I	Hospital Services: Meaning – Types – Clinical – Non-Clinical – Nursing and Administrative Services, Departments in the Hospital Management.	9	C1
II	Clinical Services: Part I - Meaning – Importance- Types – Overview of each service. Clinical Services: Part II – Types Anesthesia – Internal medicine- Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery – General Pediatrics – Urology – Obstetrics and Gynecology – Neonatology – Physiotherapy.	9	C2
III	Non-Clinical Services: Blood Bank Management, Meaning – Importance – Types – Blood Bank, Non-Clinical Services: Diagnostic Services (Laboratory Services): Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – Microbiology- Immunology, Non-Clinical Services: Radiology and Imaging Services – Nuclear medicine – Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.	9	C3
IV	Nursing Services: Objectives – Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit: Determining nursing complement in hospital – Health education.	9	C4
V	Hospital Administrative Services: Hospital	9	C5

	administration – Hospital administrator – Duties of hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services: General and medical purchase – General stores, Hospital Information System: Computer and hospital information system.		
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiar with the basic concepts of Hospital Services	PO4, PO6, PO8
CO2	Compare and use appropriate Clinical Services	PO4, PO6
CO3	Categorize Non-Clinical Services, Medical staff organization and community health.	PO4, PO6, PO8
CO4	Summarize and manage Nursing services	PO4, PO6, PO8
CO5	Contrast and use Hospital General Services and Hospital Information System	PO4, PO6, PO7

Reading List	
1.	Kumar R and Goel S L, Hospital Managerial Services, Deep and Deep Publications, 2004,
2.	Goel S L, Primary Health Care Management, Deep and Deep Publications, 2001
3.	Journal of Hospital Medicine, Society of Hospital Medicine.
4.	Journal of Hospital Infection, Elsevier.

References Books	
1.	S.L.Geol, R.Kumar, Hospital Core Services, Hospital administration in the 21st century, Deep & Deep Publication, 2004.
2.	Gurol-Urganci Ipek, Understanding Health Services 2nd edition, Open University Press.
3.	S. L. Goel, &R. Kumar, Hospital Supportive Services, Deep & Deep Publication, 2004.
4.	Joseph Tan, Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics (Advances in Healthcare Information Systems and administration) 1st Edition, IGI Global, 2018.
5.	Lawrence F. Wolper, Health Care Administration: Managing Organized Delivery Systems, 5th Edition. Jones and Bartlett Publishers, Inc., 2010.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External	End Semester Examination	75 Marks

Evaluation		
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Hospital Support Services	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Hospital Support Services
C2	To provide insights on Documentation and various services related to Emergency
C3	To demonstrate importance of Laboratory safety and management
C4	To elucidate on Dietary Services and Hospital Diets
C5	To summarize on occupational hazards and Holistic Approach To Health

UNIT	Details	No. of Hours	Course Objectives
I	**Basics of Hospital Support Services:** Principles and methods of organizing, clinical and support services for hospitals. Role of supportive services / departments in the hospital management Nursing Care and Ward Management.	9	C1
II	**Laboratories and Rules:** Duties and responsibilities –	9	C2
	Documentation and records Emergency Services: Ambulance service – First aid measures. Meaning-Importance of various services relate to Emergency Laboratories for Investigation: Laboratory rules – Conduct – Housekeeping.		
III	**Laundry and Linen Services:** Safety in the laboratory – Blood bank management Linen and Laundry: Meaning – Importance – Type of service. Laundry arrangements – Washing materials – Washing arrangements.	9	C3
IV	**General Kitchen Equipment Store:** Dietary Services and Hospital Diets: Important and function Equipment – Store – Day store – Visual arrangements General kitchen – Special diet kitchen –Food distribution.	9	C4
V	**Holistic Approach to Health:** Occupational Hazards – Physical Hazards, Chemical hazards, Biological hazards, Psycho-social Hazards, Prevention and Control Hazards. Evolution of Health Care delivery system– Changing trends in evolution of health care delivery system.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiar with the basic concepts of Hospital Support Services	P01, P02,P03
CO2	Compile and manage Documentation and various services related to Emergency	P03, P05,P06

CO3	Understand importance of Laboratory safety and management	P02,P04,P05,P08
CO4	Moderate Dietary Services and Hospital Diets	P03, P04, P08
CO5	Reflect concepts on occupational hazards and Holistic Approach To Health	P03, P06, P07,P08
Reading List		
1.	https://www.jaypeedigital.com/book/9789352501328	
2.	https://www.researchgate.net/publication/259389319_hospital_administration	
3.	https://www.academia.edu/38166165/Healthcare_and_Hospital_Management_Edited_book_Excel	
4.	https://www.scribd.com/document/460337396/Hospital-Support-Services-pdf	
Reference Books		
1.	Natrajan Sangeetha,Hospital support service, Excel Books, 2010.	
2.	S. L. Goel& R Kumar, Hospital support service, Deep & Deep Publication, 2004..	
3.	Francis CM & Mario C de. Souza, Hospital Administration, 3rd ed., Jaypee Brothers, 2019.	
4.	George, MA, The Hospital Administrator, Jaypee Brothers, N. Delhi, 2003.	
5.	Hospital Medical International Pvt. Ltd., Hospital Administration, Office Journal of I.H.A.	
6.	Llewellyn Davies R, & Macaulay H.M.C, Hospital Planning and Administration,	
	Monograph series, Geneva , W.H.O, Jaypee Brothers, 1966.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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

S-Strong 3 M-Medium2 L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Quality Assurance In Healthcare	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of quality in Healthcare
C2	To provide insights on Quality planning for Health service organization
C3	To throw light on Tools of evaluating quality in medical care
C4	To elucidate on Quality Assurance
C5	To discuss on Quality Circle & Recognition

UNIT	Details	No. of Hours	Course Objectives
I	Quality-meaning, concept, importance-Quality terminologies-quality philosophies-Deming's 14 points, Juran & Crosby.	9	C1
II	Quality planning for service organization-Customer satisfaction-cost of quality, determinants of quality in medical care-norms for medical staff-Medical Audit. Medical Audit Committee.	9	C2
III	Tools of evaluating quality in medical care-Aspects of medical care that need evaluation-TQM concept- ISO 9000 Series, its implication on hospitals; Quality control techniques-Elective Competence, Bench marking.	9	C3
IV	Quality Assurance-major functions of Quality Assurance-patient care evaluation-Utilisation review, Continuous medical Education, Continuous Monitoring and Credentialing-Documentation Process-Communication System.	9	C4
V	Quality improvement-Problemsolving-Employee Participation-instruction & measurement-Quality Circle-Quality Recognition-Quality Awards.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be familiar with the basic concepts of quality in Healthcare	P01, P02
CO2	Implement Quality planning for Health service organization	P03, P04, P08
CO3	Use Tools of evaluating quality in medical care	P03, P05, P06, P08
CO4	Plan Quality Assurance and audit the processes	P05, P06, P08
CO5	Form Quality Circles & Recognize improvements	P03, P05, P08

Reading List	
1.	https://www.jaypeedigital.com/book/9789350909652

2.	https://www.moh.gov.gh/wp-content/uploads/2016/02/Healthcare-Quality-Assurance-Subdistrict.pdf	
3.	https://www.researchgate.net/publication/353807287_Text_book_of_Quality_management	
4.	https://www.pdfdrive.com/an-introduction-to-quality-assurance-in-health-care-e184351049.html	
Reference Books		
1.	Avedis Donabedian, An Introduction to Quality Assurance in Health care, OUS Publisher, 2003.	
2.	Richard H. Egdahl, Paul M. Gertman, Quality Assurance in Health care,Imprint unknown, 1979.	
3.	Robert C Lloyd, Quality Health Care: A Guide to Developing and Using Indicators 2nd Edition, Jones & Bartlett Learning; 2nd edition 2017.	
4.	Gyani J Girdhar, Handbook Of Healthcare Quality & Patient Safety, 2nd Edition, Association of Health Care Providers 2017.	
5.	Roger Ellis, Quality Assurance of Healthcare: A Hand Book, CRC Press, 1993.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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

S-Strong 3 M-Medium2 L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Management in Healthcare	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize students with the fundamentals of operations management in healthcare
C2	To provide insights on capacity planning, scheduling and management of patient flow
C3	To train students on the use of data analytics for planning and improving hospital operations.
C4	To orient students on operational metrics in hospitals and inventory management.
C5	To impart knowledge on implications of supply chain on operations & logistics of hospitals

UNIT	Details	No. of Hours	Course Objectives
I	**Operations Management in Healthcare:** Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities -Trends in Operations Management - The Challenge and the Opportunity -History of Performance Improvement- Evidence-Based Medicine and Pay-for-Performance. Healthcare Operations and Systems Management	9	C1
II	Planning and Scheduling: Basic principles of forecasting- Forecasting patient demand and volumes-Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management. Process Improvement and Patient Flow	9	C2
III	**The planning process:** Analyze operations and environment -Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management: Focus on Six Sigma, The Lean Enterprise-Simulation	9	C3
IV	**Operational Metrics:** Financial distress in healthcare. Operational Metrics, Benchmarking, and Analysis- Productivity and Operational Planning- Purchasing and Inventory Management	9	C4
V	**Implications of Supply Chain:** Define supply chains- Flows in supply chain- Supply chain strategy for hospitals- Forecasting and Supply Chain Management- Implications for Operations and Logistics Management -	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have deeper understanding of operations management concepts.	P01, P02, P04,P06
CO2	Know about capacity planning, scheduling and management of patient flow	P01, P03, P04, P05
CO3	Be able to use data analytics for planning and improving hospital operations.	P01, P04, P06, P07
CO4	Know to prepare operational metrics in hospitals and manage inventory	P01, P02, P04
CO5	Appreciate the role of supply chain on operations & logistics of hospitals	P01, P06, P07, P08
Reading List		
1.	http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4828/1/Handbook%20of%20Healthcare%20Operations%20Management%20Methods%20and%20Applications.pdf	
2.	https://www.springerpub.com/operations-management-in-healthcare-second-edition-9780826147714.html	
3.	https://www.scribd.com/document/407884865/Hospital-Operations-Management-pdf	
4.	https://www.yumpu.com/xx/document/view/62502602/download-in-pdf-operations-management-in-healthcare-strategy-and-practice-by-corinne-m-karuppan-pdf-books	
Reference Books		
1.	Langabeer, J. R. (2007) Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers.	
2.	Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2013) The strategic management of health care organizations, 7nd Edition, San Francisco, CA: John Wiley & Sons.	
3.	Gordon, P. (1998) Seniors' Housing & Care Facilities: Development, Business & Operations, US: Urban Land Institute	
4.	Hopp, W. J. & Lovejoy, W. S (2012) Hospital Operations: Principles of High Efficiency Health Care, Upper Saddle River, NJ: Pearson FT Press	
5.	Levin, D. J., & Joseph, A. (2010) Planning, Design, and Construction of Health Care Facilities, 2nd Edition, US: Joint Commission Resources	
6.	Vissers, J., & Beech, R. (2005) Health Operations Management: Patient flow logistics in Health Care, Oxon, UK: Routledge.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

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

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Health care Governance and Technology	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize code of medical ethics
C2	To provide insights on medico legal aspects – the medical termination of pregnancy act 1971
C3	Have insights on medical jurisprudence
C4	Learn legal framework related to patents' rights, medical malpractices..
C5	Have better understanding of healthcare technology

UNIT	Details	No. of Hours	Course Objectives
I	**Code of Medical Ethics:** Code - Duties of Physician to their patents - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action - NAB	9	C1
II	**Medico Legal Aspects – The Medical Termination of Pregnancy Act 1971:** Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion - The Prenatal Diagnostic Techniques act 1994 Regulation of genetic counselling centre - Regulation of pre -natal diagnostic technique - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate- Tamil Nadu clinics Act	9	C2
III	**Medical Jurisprudence:** Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act	9	C3
IV	**Legal Framework –** Introduction to Legal framework - Patent's rights & provider's responsibility - Medical Malpractice	9	C4
V	**Healthcare Technology** Evolution of cyber medicine, the future of healthcare industry. Healthcare information systems. Global perspective on health informatics business.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To familiarize code of medical ethics	P01, P04
CO2	To provide insights on medico legal aspects – the medical termination of pregnancy act 1971	P01, P04, P08

CO3	Have insights on medical jurisprudence	P03, P05, P06, P08
CO4	Learn legal framework related to patents' rights, medical malpractices.	P01, P04, P08
CO5	Have better understanding on healthcare technology	P02, P05, P08
Reading List		
1.	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.454.5816&rep=rep1&type=pdf	
2.	https://www.opentext.com/file_source/OpenText/en_US/PDF/e-Gov%20Book.pdf	
3.	https://www.researchgate.net/publication/312087204_A_Model_for_Good_Governance_of_Healthcare_Technology_Management_in_the_Public_Sector_Learning_from_Evidence-Informed_Policy_Development_and_Implementation_in_Benin	
4.	https://www.researchgate.net/publication/209937763_Information_System_for_Health-Care_in_E-Government	
Reference Books		
1.	AMA Council on Ethical and Judicial Affairs (Author), Southern Illinois University at Carbondale (Author), Southern Illinois University School of Law (Contributor), Code of medical ethics, Revised edition 2002	
2.	S K. Singhal The Doctor & Law,2nd edition 2009	
3.	Dr.V.V.Pillay, Forensic Medicine and Toxicology, 18th edition 2017.	
4.	G. Spekowius, T. Wendler, Robert Matthews and Nand Relan, Advances in Healthcare Technology: Shaping the Future of Medical Care, vol 6, July 2006.	
5.	Medical Termination of Pregnancy Act, 1971 alongwith Rules, 2003 & Regulations, 2003, Professional Book Publishers; 2015th edition (1 January 2015),	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

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

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Total Quality Management in Hospital	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of TQM in Hospitals
C2	To provide insights on approaches to quality management in hospitals
C3	To throw light on quality assurance methods
C4	To elucidate on quality certification systems
C5	To create awareness on quality accreditations in hospitals

UNIT	Details	No. of Hours	Course Objectives
I	**TQM & Six-Sigma:** TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis– Root Cause Analysis – Quality Improvement Teams.	9	C1
II	**Process Approach to Quality Management in Hospitals:** Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital –	9	C2
	Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.		
III	**Quality Assurance Methods:** Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.	9	C3
IV	**Quality Certification Systems:** Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of Environmental Management Standards – Evaluation and Compliance.	9	C4

V	**Quality Accreditation in Hospitals:** Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission –Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patent Rights and Education – Benefits of NABH to Hospital – Employees – Patents and TPA's.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To familiarize the students to the basic concepts of TQM in Hospitals	P01, P02
CO2	To provide insights on approaches to quality management in hospitals	P02, P04, P07, P08
CO3	To throw light on quality assurance methods	P03, P05, P06, P08
CO4	To elucidate on quality certification systems	P05, P06, P08
CO5	To create awareness on quality accreditations in hospitals	P03, P05, P08

Reading List	
1.	https://www.researchgate.net/publication/314284735_Total_Quality_Management_in_Healthcare
2.	https://www.academia.edu/37034010/Total_Quality_Management_in_Healthcare_Total_Quality_Management_in_Healthcare
3.	https://www.routledge.com/The-Textbook-of-Total-Quality-in-Healthcare/Al-Assaf-Schmele/p/book/9780963403049
4.	http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf

Reference Books	
1.	Dr. Sayeeda Amtul Mahboob, TQM practices of hospitals in Hyderbad, March 2021
2.	K. Shridhara Bhat, Total Quality Management – Text & Cases, Himalaya Publishing House, 2017
3.	William J. Kolarik, creating quality, July 1999.
4.	Balasubramanian Mahadevan, Total Quality Management in the Healthcare industry: An Efficient Guide for Healthcare Management, 2022.
5.	Mohammed R Twati, Total quality management implementation in the healthcare industry Paperback – Import, 6 June 2019

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

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

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Health Care Accreditation and Law	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To impart multi-dimensional knowledge about Quality management in the hospital to the students.
C2	To learn about the Quality accreditation, control and management in general and in details for hospitals.
C3	To learn about those laws which are applicable for healthcare formation.
C4	To get an over view of legal contract and provisions of acts related to healthcare system
C5	To understand about Health Care Waste, Legal guidelines on Waste Disposals, Coding different Wastes, Treatment and Disposal, Management issues, Maintenance of records and reports.

UNIT	Details	No. of Hours	Course Objectives
I	**Evolution of Quality Management:** Definition, origin & growth of Quality Management, Need & Benefits for quality management in healthcare, Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, Performance review – Assessment / Methods, Quality Management of diagnostic facilities, Assessment of Client satisfaction-Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.	9	C1
II	**Benchmarking of Quality Standard:** Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000, Role of Quality Council of India (QCI), NABL, NABH, JCI, BIS, ACHS Accreditation-Implementation strategies for Quality Programmes- Top Management Commitment, Organizing Implementation, Action Plan, Group Meeting, Training, documentation, internal audit, application for certificate, final audit, Leadership issues. Selection of pilot projects, Quality initiatives in Indian Health Care Organization.	9	C2
III	**Laws Relating to Healthcare Formation:** Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The	9	C3

	Tamil Nadu Clinics Act – Medical Ethics –Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.		
IV	**Healthcare Services and Law:** Contractual obligations in Hospital Services- Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI-Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.	9	C4
V	**Laws Pertaining to Hospitals:** Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	To understand about Quality management in hospitals and other healthcare facilities.	P01, P07, P08
CO2	To Know the quality in operational activities and role of each stakeholder of hospital industry in maintaining quality management.	P06, P07, P08
CO3	To familiarize the legal and ethical issues pertaining to the Hospitals Formation.	P04, P05, P08
CO4	To apply the knowledge of contract in the functioning of the hospital.	P01, P02, P05, P06
CO5	Have better idea and understanding about Ensuring waste being recycled/disposed safely by proper guidelines.	P03, P05, P06, PO7

Reading List	
1.	https://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf
2.	https://www.amazon.in/Hospital-Healthcare-Accreditation-Guidelines-NABH-ebook/dp/B085GB9LBR
3.	https://www.nabh.co/images/Standards/NABH%205%20STD%20April%202020.pdf

4.	https://www.researchgate.net/publication/262956444_Accreditation_of_Health_Care_Academic_Medical_Institutions
Reference Books	
1.	James R Evans, James W Dean, Jr., Total Quality (Management, Organisation and Stragtegy), Excel Books, New Delhi, 2nd Edition, 1999
2.	Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd, 2nd Edition, 2009
3.	S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, First Edition, 2010
4.	Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press, First Edition, 2014
5.	BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee brothers Publications, second Edition, 2009

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

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

Elective Courses: Business Analytics

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Fundamentals of Business Analytics	Elective	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	To enable the students to understand the basics of Business Analytics
C2	To create awareness and understanding on visualizing data through collecting, managing and analyzing data.
C3	To educate the students on data mining and multi-dimensional data analysis
C4	To educate the students on machine learning and AI.
C5	To elucidate the students on the analysis of various areas of business

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Business Analytics:** Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and Responsibilities of data scientists	9	C1
II	**Data Visualization:** DataCollection-DataManagement-BigDataManagement-Organization/sources of data - Importance of data quality - Dealing withmissing or incomplete data - Data Visualization - Data Classification DataScienceProjectLifeCycle:BusinessRequirement-DataAcquisition–Data Preparation- Hypothesis and Modeling- Evaluation and Interpretation,Deployment,Operations, Optimization.	9	C2
III	**Data Mining:** Introduction to Data Mining - The origins of Data Mining - Data MiningTasks-OLAPandMultidimensionaldataanalysis-BasicconceptofAssociationAnalysis andCluster Analysis.	9	C3
IV	**Machine Learning:** Introduction to Machine Learning - History and Evolution - AI Evolution - StatisticsVsDataMiningVs,Data AnalyticsVs, DataScience-SupervisedLearning,UnsupervisedLearning,ReinforcementLearning–Frame works forbuildingMachine LearningSystems.	9	C4
V	**Applicationof BusinessAnalysis:**RetailAnalytics-	9	C5

	MarketingAnalytics-FinancialAnalytics -Healthcare Analytics -SupplyChain Analytics.		
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Be able to understand the basics of Business Analytics	PO1, PO2	
CO2	Possess awareness and understanding on visualizing data through collecting, managing and analyzing data.	PO1, PO2,	
CO3	Possess knowledge on data mining and multi-dimensional data analysis	PO2, P05, PO6	
CO4	Have knowledge on machine learning and AI.	PO4, PO5	
CO5	Possess knowledge on the analysis of various areas of business.	PO2, P05, PO6	
Reading List			
1.	https://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf		
2.	http://www.gerkoole.com/IBA/downloads/IBA_Koole_first_chapters.pdf		
3.	Jeen- Su Lim, John H. Heinrichs. (2021) Developing context- relevant project experiences for marketing analytics students. Decision Sciences Journal of Innovative Education 19:2, pages 150-156.		
4.	Wullianallur Raghupathi, Viju Raghupathi. (2021) Contemporary Business Analytics: An Overview. Data 6:8, pages 86.		
References Books			
1.	MajidNabavi,DavidL.Olson,IntroductiontoBusinessAnalytics,BusinessExpertPress,2018		
2.	UmeshRHodeghattaandUmeshaNayak,BusinessAnalyticsUsingR-APracticalApproachApress,2017.		
3.	JefferyD.Camm,JamesJ.Cochran,MichaelJ.Fry,JeffreyW.Ohlmann, DavidR.Anderson,Essentials ofBusinessAnalytics, CengageLearning, 2015		
4.	SandhyaKuruganti,BusinessAnalytics:ApplicationsToConsumerMarketing,McGrawHill, 2015		
5.	BernardMarr,BigData:UsingSmartBigData,AnalyticsandMetricstoMakeBetterDecisionsandImprovePerformance,Wiley,2015		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		
	Seminars		
	Attendance and Class Participation		
External Evaluation	End Semester Examination	75 Marks	
	Total	100 Marks	
Methods of Assessment			
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions		
Understand/	MCQ, True/False, Short essays, Concept explanations, Short summary or		

Comprehend (K2)	overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	DataAnalyticswithRProgramming	Core	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students about R programming
C2	To understand the R platform
C3	To learn about R tools
C4	To learn about the tools in R platform
C5	Understand the reinforcement learning

UNIT	Details	No. of Hours	Course Objectives
I	Overview of R programming - Environment setup with R Studio- SASversus R - R, S, and S-plus - Obtaining and managing R - Objects - types ofobjects, classes, creating and accessing objects- Arithmetic and matrixoperations-Introduction to functions.	9	C1
II	WorkingwithR-ReadingandwritingdataRlibraries-FunctionsandR programming–theIfstatement-looping:for,repeat,while-writingfunctions-function arguments andoptions– Basic Rcommands	9	C2
III	ReadingandgettingdataintoR(ExternalData):UsingCSVfiles,XMLfiles,Web Data, JSON files, Databases,	9	C3
	Excel files. Working with R Charts andGraphs: Histograms, Boxplots, Bar Charts, Line Graphs, Scatterplots, PieCharts.		
IV	Random Forest, Decision Tree, Normal and Binomial distributions, TimeSeriesAnalysis,LinearandMultipleRegression,LogisticRegression,SurvivalAnalysis.	9	C4
V	Creating data for analytics through designed experiments, Creating data foranalyticsthroughactivelearning,Creatingdataforanalyticsthroughreinforcementlearning.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the basic knowledge about the R platform	PO2, PO6
CO2	Possess knowledge R tools	PO1, PO2, PO6
CO3	Develop knowledge graphs and other statistical methods	PO5, PO6, PO7

CO4	Have an understanding about advanced statistical tools	PO4, PO7
CO5	Develop knowledge about active and reinforcement learning	PO1, PO6
Reading List		
1.	https://www.cs.upc.edu/~robert/teaching/estadistica/rprogramming.pdf	
2.	https://diytranscriptomics.com/Reading/files/The%20Art%20of%20R%20Programming.pdf	
3.	R Core Team (2016). R: A Language and Environment for Statistical Computing. R Foundation for Statistical Computing, Vienna, Austria. URL https://www.R-project.org/.	
4.	Ritz C, Streibig JC (2005). "Bioassay Analysis using R." Journal of Statistical Software,12(5), 1–22. doi:10.18637/jss.v012.i05.	
References Books		
1.	RaghavBali,DipanjanSarkar andTusharSharma,LearningSocialMedia AnalyticswithR,Packt Publishing Ltd, 2017.	
2.	Nina Zumel and John Mount, Practical Data Science with R, Manning PublicationsCompany, 2014.	
3.	Peter Dalgaard, Introductory Statistics with R (Paperback) 1st Edition Springer-VerlagNewYork,Inc. (ISBN 0-387-95475-9) (2019)	
4.	W. N. Venables and B. D. Ripley. 2002, Modern Applied Statistics with S. 4th Edition.Springer.(ISBN 0-387-95457-0)]	
5.	Andreas Krause, Melvin Olson. 2005, The Basics of S-PLUS, 4th edition, Springer-Verlag,New York(ISBN 0-387-26109-5)	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Business Analytics Using Python	Elective	3	-	-	-	3		25	75	100

Course Objectives	
C1	Business data analysis techniques and their theoretical foundations
C2	Visualizations using tableau
C3	To understand business models
C4	Analyse various models
C5	Applications of Marketing Analytics

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction** Introduction to Business Analytics - Evolution of Business Data and Analytics timeline - Types of Analytics - Marketing Analytics Applications -	9	C1
	Summarizing & Reporting Marketing Data using Excel		
II	**Visualizing Business Data usingTableau** - Visualizations Using Python & R - Understanding the Metrics across domains -Developing Metrics - Flowchart for Metric Creation	9	C2
III	**Business Models & Strategies** Business Models - Marketing Engineering – Segmentation Analytics – Clustering Algorithms - Positioning Analysis - Data Mining applications	9	C3
IV	**Marketing Mix Analytics**: New Product development decisions - Pricing the Product - Forecasting the Sales – Allocating the Retail space & Sales Resource – Consumer Attribution Modelling Methods	9	C4
V	**Marketing Mix Analytics Applications** Customer Churn Modelling – Purchase Behaviour Prediction Models- social media Listening and Sentimental Analysis – Market Basket Analysis – RFM Analysis – Recommender Systems development	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Understand and explain key principles, concepts and terms associated with marketing analytics including the Marketing Metrics, web analytics, big data analytics, social media analytics and analytics trends	PO1, PO6
CO2	Construct a metric identifying the areas to be measured for the individual or corporate and how it makes sense to the business managers.	PO1, PO2, PO5
CO3	Analyse marketing situations using appropriate instruments to formulate marketing strategies and plans, and to evaluate their impact	PO4, PO6
CO4	Analyse marketing situations using appropriate instruments to formulate marketing strategies and plans, and to evaluate their impact	PO4, PO5, PO6
CO5	Apply the marketing Instruments and quantitative methods providing students with an image of the complexity and pitfalls of typical marketing situations and problems	PO2, PO6
Reading List		
1.	https://bedford-computing.co.uk/learning/wp-content/uploads/2015/10/Python-for-Data-Analysis.pdf	
2.	https://cfm.ehu.es/ricardo/docs/python/Learning_Python.pdf	
3.	Van Rossum G, others (2016). Python Programming Language. URL http://www.python.org/.	
4.	Jesus Rogel-Salazar,Data Science and Analytics with Python, 2017	
References Books		
1.	"R for Marketing Research and Analytics", Chris Chapman,Springe Publications, 1st Edition, 2015.	
2.	"Business Analytics", Dinesh Kumar U Wiley India, 1st Edition, 2017.	
3.	"Marketing Metrics: The Definitive Guide to Measuring Marketing Performance", Paul W Farris,Pearson Education, 2nd Edition, 2010.	
4.	"Business Analytics- Texts and Cases", Tanushri Banerjee & Arindham BanerjeeSage Publications, 1st Edition, 2019.	
5.	"Marketing Analytics – Data Driven Techniques with Microsoft Excel", Wayne L Winston,Wiley Publications, 1st Edition, 2015..	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Data Visualization	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To understand Data visualization										
C2	To understand basic visualizations using tableau with basics										
C3	To understand advanced Visualizations using tableau										
C4	To understand BI and power BI										
C5	Visulizations through R										

UNIT	Details	No. of Hours	Course Objectives
I	**Data Visualization –A primer of Business Intelligence Business** Intelligence - Data Visualization Evolution and Characteristics – Importance of Data Visualization – Data Visualization Process - Data Visualization Tools and Software - Data Visualization Techniques – Best Practices in Data Visualization	9	C1
II	**Data visualization Using Tableau – Basics** - Introduction to Tableau – Tableau interface & Architecture – Data connections & Data Sources – Preparation of Data – Exploring and analyzing data – Creating basic charts – Apply analytics to a worksheet – Creating Groups and Hierarchies - Mapping - Sharing Insights	9	C2
III	**Data visualization Using Tableau – Advanced** Advanced calculations - Parameters – Special Charts - Creation of Dashboards – Dashboard Actions -Story Boards Preparation - Sharing the work – Profile creation in Tableau Public	9	C3
IV	**Reports & Dashboards using Power BI**: Power BI introduction – Power BI Architecture & Process – Connecting Power BI with different Data Sources – Power Query for Data transformation- Data Modelling in Power BI – Reports – Visualization types in Power BI – Statics and Live Dashboards- Data Refresh & Security	9	C4
V	**Visualizing through R , Python & Qlikview** :Grammar of Graphics – GGplot and visualizations using R – Advanced visualizations using matplotlib, seaborn and pyplot – Qlikview overview	9	C5
	Total	**45**	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Explain data visualization process and explore different types of visualization and how humans perceive information.	PO2, PO5
CO2	Implement principles of design and color to make visualizations more engaging and effective and apply techniques from user-interface design to create an effective visualization system.	PO1, PO2
CO3	Develop Data Models and use the DAX Formula language and M language to develop POWERFUL calculations	PO6, PO7
CO4	Design visualization system for large datasets and dashboards using tableau and power BI, Python and R, interpret the visualization created from the data set	PO2, PO5
CO5	Build professional-quality business intelligence reports from the ground up and share for collaboration	PO2, PO4
Reading List		
1.	https://cicerocq.files.wordpress.com/2020/03/sosulski-kristen-data-visualization-made-simple_-insights-into-becoming-visual-2019-routledge.pdf	
2.	https://indico.cern.ch/event/681081/contributions/2790760/attachments/1729504/2794629/Principles-of-Visualization-Course-Pt1-Full.pdf	
3.	Eric Hehman, Sally Y. Xie, Doing Better Data Visualization, ,First Published October 8, 2021	
4.	Wilke, C, fundamentals of data visualization : a primer on making informative and compelling figures, 2019	
References Books		
1.	"Storytelling with Data: A Data Visualization Guide for Business Professionals", Cole Nussbaumer Knaflic, Amazon Asia-Pacific Holdings Private Limited, 2015.	
2.	"Microsoft Power BI Complete Reference: Bring your data to life with the powerful features of Microsoft Power BI", Devin Knight, Packt Publishing, 2018.	
3.	"Data Visualization and Exploration with R: A practical guide to using R, R Studio, and Tidyverse for data visualization, exploration, and data science applications", Eric Pimpler, Amazon Asia-Pacific Holdings Private Limited, 2017.	
4.	"Practical Tableau", Ryan Sleeper, O'Reilly Media, 2018.	
5.	"Visualization: Visual representations of data and information", The Open University, Amazon Asia-Pacific Holdings Private Limited, 2016.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	DataAnalytics inBusinessFunctionalAreas	Elective	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	To have clear understanding on the concept of HR Analytics
C2	To acquire knowledge on Financial Analytics
C3	To obtain knowledge on CRM Analytics
C4	To understand the concept of Retail Analytics
C5	To possess knowledge on SCM/LogisticsAnalytics

UNIT	Details	No. of Hours	Course Objectives
I	**HRAnalytics:**Datarequirements-identifyingdataneedsandgatheringdata-HRdataquality,validityandconsistency-Usinghistoricaldata-Dataexploration-Datavisualization-Associationbetweenvariables–Insights fromreports-RootcauseanalysisofHRissues-Employeeretentionandturnover-workforceproductivity and performance -scenario planning.	9	C1
II	**FinancialAnalytics**:Prospectiveanalysis–Techniques-Elementsofdetailed forecast – Sensitivity analysis –-Decision tress analysis of capitalbudgeting-Creditanalysis-Mergersandacquisition–MotivationsforM&A – Valuation of M & A -Valuation of equity and debt – Primary andsecondary market analysis - Assessing market value of equity with bookvalueand index.	9	C2
III	**CRM Analytics**:Customer Analytics Overview-Quantifying CustomerValue-UsingStataforBasicCustomerAnalysis-PredictingResponsewithRFMAnalysis-StatisticsReview-PredictingResponsewithLogistic Regression-PredictingResponsewithNeuralNetworks-PredictingResponsewith DecisionTrees.	9	C3
IV	**Retail Analytics:** The digital evolution of retail marketing - Digital natives -Constant connectivity social interaction - Predictive modelling - Keepingtrack-Data availability-Efficiency optimization.	9	C4

V	**SCM/LogisticsAnalytics:**WarehousingDecisions,MathematicalProgramming Models, P-Median Methods, Guided LP Approach, Balmer –Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, SpaceDetermination andLayout Methods-AnalyticHierarchy Process,DataEnvelopment Analysis, Risk Analysis in Supply Chain, measuring transitrisks,supply risks, delivering risks.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Clear understanding on the concept of HR Analytics	PO2, PO5
CO2	Knowledge on Financial Analytics	PO1, PO7
CO3	Clarity on CRM Analytics	PO1, PO5, PO6
CO4	Awareness on the concept of Retail Analytics	PO2, PO6
CO5	Knowledge on SCM/LogisticsAnalytics	PO2, PO5

Reading List	
1.	https://book.akij.net/eBooks/2018/May/5aef50939a868/Data_Science_for_Bus.pdf
2.	http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4175/1/Business%20analytics%20for%20managers%20taking%20business%20intelligence%20beyond%20reporting.pdf
3.	https://www.netsuite.com/portal/resource/articles/business-strategy/business-intelligence-examples.shtml?mc24943=v2
4.	Peter C,Journal of Business Research, Volume 122, January 2021, Pages 889-901

References Books	
1.	JacFitz-Enz,TheNewHRAnalytics:PredictingtheEconomicValueofYouCompany'sHumanCapitalInvestments, Amacom.2009
2.	RaghuramiReddyEtukuru,EnterpriseRiskAnalyticsforCapitalMarkets:Proactive andReal-TimeRisk, iUniverse, 2014
3.	KhalidZidan,SupplyChainManagement:Fundamentals,Strategy,Analytics&PlanningforSupply Chain & Logistics Management, CreateSpace Independent Publishing Platform,2016
4.	Chan,HingKai,Subramanian,Nachiappan,AbdulrahmanandMuhammadDan-Asabe,SupplyChain Management in the Big DataEra,IGIGlobal. 2016
5.	Karunakaran,K..MarketingManagement.NewDelhi:HimalayaPublishingHouse.3rd edition, 2013
6.	JacFitz-Enz,TheNewHRAnalytics:PredictingtheEconomicValueofYouCompany'sHumanCapitalInvestments, Amacom.2009

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	DATA SCIENCE	Elective	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students with the basics of data mining.
C2	Understand the data warehouse
C3	To learn about Regression and correlation
C4	To learn about the tools in the R platform To learn about BI tools
C5	Understand the application in various sectors

UNIT	Details	No. of Hours	Course Objectives
I	Data mining, text mining, Web mining, Spatial mining, Process mining, BIprocess-PrivateandPublicIntelligence,Strategicassessmentofimplementation.	9	C1
II	Datawarehouse–characteristicsandview-OLTPandOLAP-Designanddevelopment of data warehouse, Metadata models, Extract/ Transform /Load(ETL)design.	9	C2
III	Regressionandcorrelation;Classification-Decisiontrees;clustering–Neuralnetworks;Marketbasketanalysis-Associationrules-Geneticalgorithmsandlinkanalysis,SupportVectorMachine,AntColony Optimization.	9	C3
IV	Businessintelligencesoftware,BIonweb,Ethicalandlegallimits,Industrialespionage, modern techniques of crypto analysis, managing and organizingforan effectiveBITeam.	9	C4
V	Applicationsinvarioussectors–Retailing,CRM,Banking,StockPricing,Production,Crime, Genetics, Medical,Pharmaceutical field.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the basic knowledge about the data mining	PO2, PO5
CO2	Possess knowledge about data warehouse	PO1, PO6
CO3	Develop knowledge regression and correlations	PO1, PO5, PO7
CO4	Have an understanding about business intelligence tools	PO5, PO6
CO5	Develop knowledge about its applications in	PO6, PO8

	various sectors	
Reading List		
1.	https://doc.lagout.org/Others/Data%20Mining/Data%20Mining_%20The%20Textbook%20%5BAggarwal%202015-04-14%5D.pdf	
2.	https://doc.lagout.org/Others/Data%20Mining/Business%20Intelligence%20and%20Data%20Mining%20%5BMaheshwari%202014-12-31%5D.pdf	
3.	Shu-Hsien Liao, Data mining techniques and applications, 2012	
4.	Dr. M.A. Dorgham, International Journal of Data Mining and Bioinformatics,2020	
References Books		
1.	AnilMaheshwari,Data AnalyticsMadeAccessible,Kindleedition, 2019.	
2.	FosterProvost&TomFawcett,DataScienceforBusiness:WhatYouNeedtoKnow Oreilly, 2013	
3.	JiaweiHan,MichelineKamberandJianPei,DataMining:ConceptsandTechniques,3rded.,Morgan Kaufmann Publishers, 2012	
4.	IanH.Witten,EibeFrankandMarkA.Hall,DataMining:PracticalMachineLearningToolsandTechniques(3rded.). Morgan Kaufmann,2011 (ISBN 978-0-12-374856-0)	
5.	EfraimTurban,RameshSharda,JayE.AronsonandDavidKing,BusinessIntelligence,Pearson,2008.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Business Intelligence, Big Data, Cloud Computing	Elective	3	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students on big data platform, applications on big data using Pig and Hive.
C2	To provide insights on data mining tools, methods and techniques.
C3	To throw light on business intelligence software and modern techniques of crypto analysis.
C4	To elucidate on cloud computing characteristics, challenges and applications.
C5	To create awareness and importance of predictive analytics and visual data analysis techniques.

UNIT	Details	No. of Hours	Course Objectives
I	**Big Data Frameworks:** Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting. Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - fundamentals of HBase and Zookeeper - IBM Info Sphere Big Insights and Streams.	9	C1
II	**Data Mining Tools, Methods and Techniques:** Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process, Private and Public intelligence, Strategic assessment of implementing BI Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms, Naïve Bayes Algorithm, Chi-Square Automatic Interaction-Detectors (CHAID)-Classification and Regression Tree (CART) - Analysis of Unstructured Data.	9	C2
III	**Modern Information Technology and its Bu siness Opportunities:**Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.	9	C3
IV	**Cloud Computing Introduction and Applications:**Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual	9	C4

	and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs, Cloud ComputingApplications**:**Overview on Amazon AWS, Microsoft Azure and Google App Engine		
V	**Visualization techniques:** Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge on big data platform, applications on big data using Pig and Hive.	PO2, PO6
CO2	Have insights on data mining tools, methods and techniques.	PO1, PO5
CO3	Possess knowledge on business intelligence software and modern techniques of crypto analysis.	PO5, PO6, PO7
CO4	Learn about cloud computing characteristics, challenges and applications.	PO2, PO6, PO7
CO5	Have better understanding on predictive analytics and visual data analysis techniques.	PO1, PO6

Reading List	
1.	http://dhoto.lecturer.pens.ac.id/lecture_notes/internet_of_things/Big%20Data%20Principles%20and%20Paradigms.pdf
2.	https://www.fujitsu.com/rs/Images/WhiteBookofBigData.pdf
3.	Julian Ereth, H. Baars, Cloud-Based Business Intelligence and Analytics Applications - Business Value and Feasibility,2015
4.	O. Ylojoki, and J. Porras, "Perspectives to Definition of Big Data: A Mapping Study and Discussion", Journal of Innovation Management, vol. 4, no. 1, pp. 69-91, 2016. http://hdl.handle.net/10216/83250.

References Books	
1.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence,Prentice Hall, 2008.
3.	Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, 2nd Edition, 2015.
4.	Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2nd Edition, 2007.
5.	Frank J Ohlhorst, "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2013.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Block Chain Technology	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To acquire knowledge of various techniques and various algorithms used in Blockchain
C2	To understand how blockchain systems work and how to securely interact with them
C3	To familiarize the functional and operational aspects of cryptocurrency
C4	To establish deep understanding of the Ethereum model and deploy smart contracts applications
C5	To understand the consensus and hyper ledger fabric in block chain technology.

UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.	9	C1
II	Blockchain & Applications: Introduction to Block chain, Gartner's Hype Curve and Evolution of Blockchain Technology, Blockchain Need & Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Blockchain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.	9	C2
III	Cryptocurrency:History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects - Cryptocurrency Exchange, Black Market and Global Economy.	9	C3

IV	Ethereu**:** Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.	9	C4
V	Hyperledger fabric: Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Blockchain, How Hyperledger Fabric Works.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to learn the importance and the foundations of Blockchain.	PO2, PO6
CO2	Understand key features, different types of platforms & languages of blockchain technology.	PO1, PO2, PO8
CO3	Have better insights about cryptocurrency concepts.	PO1, PO6, PO7
CO4	Understand the design principles of ethereum.	PO2, PO5
CO5	Learn about hyperledger fabric model and its architecture.	PO2, PO6

Reading List	
1.	http://book.itep.ru/depository/blockchain/blockchain-by-melanie-swan.pdf
2.	https://www.blockchainexpert.uk/book/blockchain-book.pdf
3.	Sanyam Jain, Journal of Emerging Technologies and Innovative Research,2017
4.	Sheikh Mohammad Idrees, Exploring the Blockchain Technology: Issues, Applications and Research Potential,2021

References Books	
1.	Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2.	Debajani Mohanty, BlockChain: From Concept to Execution, BPB Publications, 2nd edition, 2018
3.	Artemis Caro, Blockchain: Bitcoin, Ethereum&Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017
4.	Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018
5.	Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018
6.	Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfede, "Bitcoin and Cryptocurrency Technologies", Princeton University Press, 2016.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Elective Courses: Entrepreneurship and Family Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Introduction to Entrepreneurship	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To explore the concepts, trends, and challenges of entrepreneurial marketing
C2	To analyze the opportunities, requirements, and competition.
C3	To adopt and diffuse innovation strategies
C4	To ascertain demand forecasting
C5	To determine strategies to overcome challenges encountered in the planning process for new products and businesses.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Meaning, Scope, Nature, Importance, Recent Trends & Challenges in Entrepreneurial Marketing, Characteristics of entrepreneurial marketing, Company's Orientations towards the Marketplace, Concept of Value, Value Creation and Delivery	9	C1
II	**Opportunities and Competition:**Identifying new opportunities, Analysing customer requirements, Analysing competition, Developing a business model.Innovation within Product and Services.Climate for sustained innovation**,** Ecosystem and stakeholder engagement.	9	C2
III	**Innovation:**Adoption and diffusion of innovation, Costing and pricing strategies, Sales strategies, Communication strategies,Marketing challenges in scaling up,building marketing capabilitiesDesigning business processes, Assessing marketing performance	9	C3
IV	**Demand Forecasting:**Demand Forecasting, Distribution Strategies and Channel Mix, Managing Sales, Marketing Strategy and Public Policy Management in 21st century, Sales activities, tasks and planning, Call Planning, Presentations and handling objections, follow up, Salesmanship and management of sales force, Relationship	9	C4

	marketing		
V	**Business Development Strategies:**Formulating Business Development Strategies**,** Evaluating Opportunities for Business Development – SWOT Analysis**,** Selecting Opportunities to Pursue.	9	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	**Program Outcomes**	
CO1	Synthesize and use information and knowledge effectively for marketing in the entrepreneurial sector.	PO4, PO6, PO8	
CO2	Design and build an operational marketing strategy for a start-up business or new product, making best use of limited resources to ensure that the firm can establish a viable presence in the market.	PO1, PO2	
CO3	Describe the role innovation can play in developing a market strategy, and how marketing can guide the development of new products and services.	PO5, PO6, PO7	
CO4	Understand entrepreneurship and different market needs of big firms and SMEs and challenges of creating a new business.	PO4, PO5	
CO5	Construct strategies to overcome challenges encountered in the planning process for new products and businesses.	PO3, PO8	
Reading List			
1.	The Entrepreneur by Sophie Boutillier, Dimitri Uzunidis, O'Reily		
2.	"Innovation in large and small firms: An empirical analysis", *American Economic Review*, vol. 78, no. 4, pp. 678–690, 1988.		
3.	EntrepreneurshipPA Lambing, CR Kuehl - 2003 - baskent.edu.tr		
4.	Entrepreneurship research, D Audretsch - Management decision, 2012 - emerald.com		
References Books			
1.	Donald F Kuratko, "Entrepreneurship – Theory, Process and Practice", 9 th Edition, Cengage Learning, 2014.		
2.	Khanka. S.S., "Entrepreneurial Development" S. Chand & Co. Ltd., Ram Nagar		
3.	EDII "Faulty and External Experts – A Hand Book for New Entrepreneurs Publishers: Entrepreneurship Development", Institute of India, Ahmadabad, 1986.		
4.	Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2013.		
5.	Mathew J Manimala, Enterprenuership theory at cross roads: paradigms and praxis" 2nd, Edition Dream tech, 2005.		
6.	Rajeev Roy, Entrepreneurship; 2 Edition, Oxford University Press, 2011.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test	25 Marks	
	Assignments		

	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Family Business	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions
C2	To provide insights on Family Enterprises Evolution and Growth
C3	To throw light on Family Business Leadership, Responsibilities, Characteristics
C4	To elucidate on Religion in Family Business family values & Succession Planning
C5	To create awareness and importance of Building Team among family Members

UNIT	Details	No. of Hours	Course Objectives
I	Introduction of Family Business – Conceptual Models of Family firms. Three-dimension development Model. Ownership Development Dimension. Family Developmental Dimensions. Business Developmental Dimensions. Modelling for Family Business	9	C1
II	Family Business types and traditional forms of family business. Founders and the Entrepreneurial experiences. Growth and Evolution of Family Business. Complexity of family enterprise. Diversity of successions.	9	C2
III	Introduction, Leadership Challenges in Family Business, Evolving Strategies and leadership Role, Leader Legacy, Approaches to Family Leadership, Structure of Family Leadership, Responsibilities of Leadership Job, Difference between Family and Corporate Leadership, Family Democracy vs Meritocracy, Obtaining Honest Feedback, Defining and Measuring Success, Leadership Skills for 21st Century, Case Studies	9	C3
IV	Leadership and Religion in Family Business, Succession in Family Business through Authentic Leadership, Family Entrepreneurial Leadership Transition to the Second Generation, Challenges of Family Leadership, Familial Values & Professionalization, Structure and next generation Leader's preparation	9	C4

V	Introduction, Strategies for Building Team, Starting Points. The growing trend toward teams and partnership, Steps to creating a team atmosphere, Sibling Partnerships-Tasks and pitfalls in a sibling partnership, Pros and cons of sibling partnerships, Cousin Consortiums-Building a working relationship among cousins, Husbands and Wives- Common threads of successful spouse teams, Beating the stresses of mom-and-pop partnerships, Case Studies.	9	C5
		45	

Course Outcomes	On completion of this course, students will	**Program Outcomes**
CO1	To familiarize the students to the basic concepts of Family Business, Models & Dimensions	PO4, PO6, PO8
CO2	To provide insights on Family Enterprises. Evolution and Growth	PO1, PO2
CO3	To throw light on Family Enterprises. Evolution and Growth	PO5, PO6, PO7
CO4	To elucidate on Religion in Family Business family values & Succession Planning	PO4, PO5
CO5	To create awareness on Building Team among family Members	PO3, PO8

Reading List

1.	Family businessEJ Poza - 2013 - books.google.com
2.	The family business: Its governance for sustainability
	F Neubauer, AG Lank - 2016 - books.google.com
3.	An overview of the field of family business studies: Current status and directions for the futureP Sharma - Family business review, 2004 - Wiley Online Library
4.	The impact of the family and the business on family business sustainability, PD Olson, VS Zuiker, SM Danes, K Stafford… - Journal of business …, 2003 - Elsevier

References Books

1.	Rajiv S Agarwal Family Business Management Sagec Publications Pvt Ltd, 2022
2.	Smita Goswamy., Family Run Family Led ,Wings Publication,2022
3.	Priyanka Gupta Zielinski, The Ultimate Family Business Survival Guide, Pan Publications,2021
4.	Mark Daniell, Sara Hamilton; Family Legacy and Leadership: Preserving True Family Wealth in Challenging Times; John Wiley and Sons,2010
5.	R. Srinivasan, C.P. Lodha (2017); Strategic Marketing and Innovation for Indian MSMEs; Springer,2017
6.	Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent (2007); Family Business on the Couch – A psychological perspective; Wiley Publisher,2007

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks

	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurial Marketing & Sales Strategy	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize students with fundamentals of Entrepreneurship
C2	To enable students, identify entrepreneurial opportunities
C3	To train students on preparing a feasibility study
C4	To throw light on venture capital and various sources of financing
C5	To enable student, understand the challenges in entrepreneurship

UNIT	Details	No. of Hours	Course Objectives
I	Nature and Development of Entrepreneurship. Entrepreneurship and Entrepreneurship. Personality Characteristics of Successful Entrepreneurs. Ethics and Social Responsibility of Entrepreneurs. Types of Start-Up Firms. Process of New Venture Creation. Role of Entrepreneurship in Economic Development. Emerging Trends and Issues in Entrepreneurship	9	C1
II	The Entrepreneurial Process: Identify and Evaluate the Opportunity, develop a Business Plan, Determine the Resources Required, Manage the Enterprise. Managerial Versus Entrepreneurial Decision Making: Strategic Orientation, Commitment to Opportunity, Commitment of Resources, Control of Resources, Management Structure, Entrepreneurial Venturing inside a Corporation, Causes for Interest in Entrepreneurship, Climate for Entrepreneurship, Entrepreneurial Leadership Characteristics.	9	C2
III	Identify and Recognizing Opportunities: Observing Trends and Solving Problems. Creativity: Concept, Components and Types of Creativity, Stages of Creative Process. Sources of New Venture Ideas. Techniques for Generating Ideas. Stages of Analyzing and Selecting the Best Ideas. Protecting the Idea: Intellectual Property Rights and its Components. Linking Creativity, Innovation and Entrepreneurship. Concept of Feasibility Analysis. Four Forms of Feasibility Analysis and its Issues (Product/Service Feasibility Analysis, Industry/Market Feasibility Analysis, Organizational Feasibility Analysis & Financial Feasibility Analysis) Introduction to Business Plan. Guidelines for Writing a Business Plan. Outline of Business Plan.	9	C3
IV	Techniques Available to Assess Industry Attractiveness	9	C4

	(Study Environment and Business Trends &The Five Competitive Forces Model). Competitor Analysis. Identifying Competitors. Sources of Competitive Intelligence. Recruiting and Selecting Key Employees. Lenders and Investors. Funding Requirements: Sources of Personal Financing. Venture Capital. Commercial Banks. Sources of Debt Financing. Key Marketing Issues for New Ventures.		
V	Nature of Business Growth, Planning for Growth, Reasons for Growth. Managing Growth: Knowing and Managing the Stages of Growth, Challenges of Growing a Firm. Strategies for Firms Growth: Internal and External Growth Strategies.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the fundamentals of Entrepreneurship	PO4, PO6, PO8
CO2	Be able to identify entrepreneurial opportunities	PO1, PO2
CO3	Be able to prepare a feasibility study	PO5, PO6, PO7
CO4	Be able to identify sources of venture capital and other sources of financing	PO4, PO5
CO5	Be able to understand the challenges in entrepreneurship and measures to overcome it.	PO3, PO8

Reading List	
1.	Putting entrepreneurship into marketing: the processes of entrepreneurial marketing D Stokes - Journal of research in marketing and entrepreneurship, 2000 - emerald.com
2.	International entrepreneurial marketing strategies of MNCs: Bricolage as practiced by marketing managers, M Yang - International Business Review, 2018 - Elsevier
3.	Entrepreneurial marketing: lessons from Wharton's pioneering MBA courseLM Lodish, H Morgan, A Kallianpur - 2002 - books.google.com
4.	Entrepreneurial marketing: Global perspectives Z Sethna, R Jones, P Harrigan - 2013 - books.google.com

References Books	
1.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc
2.	Nijssen, E.J., Entrepreneurial Marketing – an effectual approach; Routledge
3.	Frederick G Crane, F.G.,Marketing for Entrepreneurs; Sage publications
4.	Afuah, A., Innovation management: strategies, implementation and profits Oxford University Press
5.	Beaver, G., Small business, entrepreneurship and enterprise development. Pearson Education.
6.	Lodish, L.M., Morgan, H.L., and Amy Kallianpur A., Entrepreneurial marketing; John Wileyand Sons Inc

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Financial Institutions and Funding For Entrepreneurs	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To enable the students to understand the concept of Financial Planning
C2	To elucidate the meaning, significance and the process of computing Working Capital
C3	To educate the concept of Institutional Finance
C4	To enable the students to understand the Concept of GST
C5	To explain and elucidate the students on Industrial Sickness and how to overcome it.

UNIT	Details	No. of Hours	Course Objectives
I	Need for financial Planning, Sources of finance- Commercial banks, NBFC, small Business grants, venture capital, angel investor and PE funds.	9	C1
II	Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.	9	C2
III	IDBI, IFCI, ICICI, IRBI, LIC, SFC'S, SIDC, Small Industrial Bank of India, Export Import Bank of India (EXIM Bank).	9	C3
IV	GST, Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.	9	C4
V	Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.	9	C5
		45	

Course Outcomes	On completion of this course, students will	Program Outcomes
CO1	Understand the concept of Financial Planning	PO4, PO6, PO8
CO2	Understand the process of Working Capital	PO1, PO2
CO3	Understand the concept of Institutional Finance	PO5, PO6, PO7
CO4	Understand the Concept of GST	PO4, PO5
CO5	Understand Industrial Sickness	PO3, PO8

Reading List	
1.	Funding accessibility for minority entrepreneurs: An empirical analysis T Bewaji, Q Yang, Y Han - Journal of Small Business and Enterprise …, 2015 - emerald.com

2.	Entrepreneurial finance: new frontiers of research and practice: Editorial for the special issue *Embracing entrepreneurial funding innovations*C Bellavitis, I Filatotchev, DS Kamuriwo… - Venture Capital, 2017 - Taylor & Francis
3.	Entrepreneurial finance: strategy, valuation, and deal structure J Smith, RL Smith, R Smith, R Bliss - 2011 - books.google.com
4.	Entrepreneurial financeJC Leach, RW Melicher - 2020 - **books**.google.com
References Books	
1.	Jeffry A. Timmons and Stephen Spinelli, ―New venture creation‖, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009
2.	SS. KHANKA, Entrepreneurial Development, Third Edition, S. Chand & company, New Delhi 2001.
3.	Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2007
4.	Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
5.	Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005, 3rd Edition
6.	Jeffry A. Timmons and Stephen Spinelli, ―New venture creation‖, seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Effective Business Plan Preparation	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To learn the basic concepts of team finding, formation, planning and delegation of work
C2	To understand the significance and components of a business plan and feasibility study.
C3	To know about the importance of business models and business strategy.
C4	To have in-depth knowledge about economics, cost and profitability and sources of funding for business venture.
C5	To know about market plan, financial performance and budgeting.

UNIT	Details	No. of Hours	Course Objectives
I	Finding your team, art of team formation, teamwork planning, chief mentor/ founder & Co founders, team formation, and delegation of work.	9	C1
II	Meaning and significance of a business plan, components of a business plan, and feasibility study, Iterating the MVP, Digital Presence for Ventures, Clarifying the value proposition, Guidelines for writing BP, pre- requisites from the perspective of investor.	9	C2
III	The importance and diversity of business model, how business model emerge, potential fatal flaws of business models, components of an effective business model, core strategy, strategic resources, partnership network, customer interface.	9	C3
IV	Understanding basics of unit economics cost and profitability, Refining the product/service, Establish the success and operational matrix, Starting Operations. Translate Business Model into a Business Plan, Visioning for venture, Take product or service to market, Deliver an investor pitch to a panel of investors, Identify possible sources of funding for your venture – customers, friends and family, Angels, VCs, Bank Loans and key elements of raising money for a new venture.	9	C4
V	Get to market Plan, Effective ways of marketing for start-ups – Digital and Viral Marketing; Hire and Manage a Team, managing start-up finance: The Concept of Costs, Profits, and Losses, manage your Cash Flow, analyse your Financial Performance, budgeting.	9	C5
		45	

Courses Outcomes		
Course Outcomes	**On completion of this course, students will**	**Program Outcomes**

CO1	Learning the basic concepts of team finding, formation, planning and delegation of work	PO4, PO6, PO8
CO2	Understanding the significance and components of a business plan and feasibility study.	PO1, PO2
CO3	Knowledge about the importance of business models and business strategy.	PO5, PO6, PO7
CO4	In-depth knowledge about economics, cost and profitability and sources of funding for business venture.	PO4, PO5
CO5	Knowing about market plan, financial performance	PO3, PO8
	and budgeting.	

Reading List	
1.	The successful business plan: secrets & strategies RM Abrams, E Kleiner - 2003 - books.google.com
2.	Preparing a winning business plan: how to win the attention of investors and stakeholders M Record - 2003 - books.google.com
3.	Achieving the 21st Century Educational Outcomes through Group Work: A Case of Business Plan Preparation, Presentation and Assessment G Caleb, M Mazanai, M Collen - Journal of Educational and Social …, 2014 - mcser.org
4.	Business Planing, And Service-Learning: Preparing Students For Business Plan Composition And Community Engagement A Kenworthy-U'ren, D Mcstay, B U'ren - 2006 - Wacra.Org

References Books	
1.	Byrd Megginson,,Small Business Management An Entrepreneur's Guidebook 7th ed, Mc GrawHill
2.	Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
3.	Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterwort Heinemann
4.	Ramachandran, Entrepreneurship Development, Mc Graw Hill
5.	Hougaard S. (2005) The business idea. Berlin, Springer
6.	Dr. Rinkesh Chheda, Ms. Falguni Mathews**:** Business Planning and Entrepreneurial Management, 1st Edition, (2019), Himalaya publishing house.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain

Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Entrepreneurial Innovation Management & Design Thinking	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	Expose students to the design process as a tool for innovation.
C2	Develop students' professional skills in client management and communication.
C3	Demonstrate the value of developing a local network and assist students in making lasting connections with the business community.
C4	Students develop a portfolio of work to set them apart in the job market
C5	Provide an authentic opportunity for students to develop teamwork and leadership skills.

UNIT	Details	No. of Hours	Course Objectives
I	Entrepreneurial Thinking- Innovation Management- Opportunity Spotting- Opportunity Evaluation- Industry and Market Research.	9	C1
II	Strategy and Business Models- Financial Forecasting- Business Plans- Entrepreneurial Finance- Pitching to Resource Providers- Negotiating Deals- New Venture Creation.	9	C2
III	Business Model Innovation-White Space and Business Innovation, Four Box Framework- Transforming Existing Markets, Creating New Markets- Dealing with Industry Discontinuity ,Digital Transformation- Design of New Business Models, Model Implementation – Overcoming Challenges	9	C3
IV	Design Thinking and The Design Process -The Design Brief, Scope and Establishing, Design Criteria. Visualisation, Ethnography, Concept, Assumptions Testing -Co-Creation-Business model and design thinking.	9	C4
V	Value creation and delivery through innovation- Various	9	C5
	types of innovation and firm's strategy-Impact of changing trends and markets -Processes for creating and delivering innovation.		
		45	

Course Outcomes	On completion of this course, students will	Program Outcomes
CO1	Understand the implications of digital disruption and the role of innovation	PO4, PO6, PO8
CO2	Identify and decide on the innovation opportunity to pursue	PO1, PO2

CO3	Familiarise with the different tools and techniques for design thinking	PO5, PO6, PO7
CO4	Enhance individual and collaborative skills in design-based problem-solving	PO4, PO5
CO5	Develop a system to formally manage and nurture innovation in a corporate setup	PO3, PO8

Reading List	
1.	Design thinking **for** innovation W Brenner, F Uebernickel - Research and Practice, 2016 - Springer
2.	Entrepreneurial ways of designing and designerly ways of entrepreneuring: Exploring the relationship between design thinking and effectuation theory NF Klenner, G Gemser… - … Innovation Management, 2022 - Wiley Online Library
3.	The handbook of technology and innovation management S Shane - 2009 - books.google.com
4.	Values-based innovation management: Innovating by what we care about H Breuer, F Lüdeke-Freund - 2017 - books.google.com

References Books	
1.	Baron, R. A., & Shane, S. A. (2008). Entrepreneurship: A process perspective (1st ed.). Toronto, ON Nelson.
2.	Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: Wiley.
3.	Kawasaki, G. (2015). The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything. New York, NY: Penguin.
4.	Brown, Tim, and Barry Katz. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business, 2009.
5.	Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)
6.	Design‖: The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger L. Martin

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Managing Start-Ups	Elective	Y	-	-	-	3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.
C2	To provide insights on capital Resource requirements and Estimating start-up cash requirements
C3	To throw light on Funding with Equity, bootstrapping and strategic alliances.
C4	To elucidate on Sustaining Enterprising Model & Organizational Effectiveness
C5	To create awareness on successful Exit Strategies and Selling the business

UNIT	Details	No. of Hours	Course Objectives
I	**Start-up opportunities:** Introduction to Innovation and Entrepreneurial Idea Generation and Identifying Business Opportunities, The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up	9	C1
	- Ideation- Venture Choices - The Rise of The start-up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.		
II	**Start-up Capital Requirements and Legal Environment**: Identifying Start-up capital Resource requirements - Estimating start-up cash requirements - Develop financial assumptions, constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Start-up financing metrics - The Legal Environment- Approval for New Ventures, Taxes or duties payable for new ventures.	9	C2
III	**Starting up Financial Issues:** Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding start-ups with bootstrapping- crowd funding- strategic alliances.	9	C3
IV	**Start-up Survival and Growth:** Management Skills for Entrepreneurs and Managing for Value Creation, Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures, Scaling Ventures – preparing for change - Leadership succession. Creating and Sustaining Enterprising Model & Organizational Effectiveness, Support for growth and sustainability of the venture.	9	C4

V	**Planning for Harvest and Exit**: Dealing with Failure: Bankruptcy, Exit Strategies, Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.	9	C5
		45	

Course Outcomes	**On completion of this course, students will**	**Program Outcomes**
CO1	Be Familiar with the basic concepts of The Entrepreneurial Ecosystem – Entrepreneurship in India, Government Initiatives.	PO4, PO6, PO8
CO2	Understand capital Resource requirements and Estimating start-up cash requirements	PO1, PO2
CO3	Be aware of Funding with Equity, bootstrapping and strategic alliances.	PO5, PO6, PO7
CO4	Use Sustaining Enterprising Model & Organizational Effectiveness	PO4, PO5
CO5	Know option related to Exit Strategies and Selling the business	PO3, PO8

Reading List	
1.	How start-ups successfully organize and manage open innovation with large companies M Usman, W Vanhaverbeke - … Journal of
	Innovation Management, 2017 - emerald.com
2.	A comparative study of new venture top management team composition, dynamics and performance between university-based and independent start-upsMD Ensley, KM Hmieleski - Research policy, 2005 - Elsevier
3.	Harnessing the hidden enterprise culture: Supporting the formalisation of off- the- books business start- ups CC Williams, SNadin - Journal of Small Business and Enterprise …, 2013 - emerald.com
4.	Managing high-tech start-ups D MacVicar, D Throne - 2016 - books.google.com

References	
1.	Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2.	Anjan Rai chaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010. S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
3.	S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4.	Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6.	Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

Methods of Evaluation		
	Continuous Internal Assessment Test	

Internal Evaluation	Assignments	25 Marks
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, short summary or overview	
Application (K3)	Suggest idea/concept with examples, suggest formulae, solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Elective Courses: Production and Operations Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Project Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To enable the students to understand and communicate on the basic concepts of project management										
C2	To enable the students to understand the scope, time and cost of project management										
C3	To learn about quality, resource, stakeholder and procurement management										
C4	To educate the students on the importance of risk and communication management										
C5	To enable the students to understand, and analyze the methods used to manage, measure and evaluate the performance of project										

UNIT	Details	No. of Hours	Course Objectives
I	**Project management overview:** Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection	9	C1
II	**Scope, Time and Cost Management:** Project Organization Structure, Culture – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method.	9	C2

III	**Quality, Resource, Stakeholder and Procurement Management:** Quality assurance and quality control, project audit and quality audit - Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Reducing Project duration: Project Crashing and resource-leveling methods - Leadership styles and skills – Problem-solving skills - Project Manager roles and responsibilities –Stakeholder Management: Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management.	9	C3
IV	**Risk Management and Communication Management:** Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning- Risk registers – Communication Management	9	C4
V	**Performance Management:** Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Enable the students to understand and communicate on the basic concepts of project management	P04, P06
CO2	Enable the students to understand the scope, time and cost of project management	P02, P04, P06
CO3	Educate the students to learn about quality, resource, stakeholder and procurement management	P02, P04, PO6, P07
CO4	Elucidate the students on the importance of risk and communication management	P01, PO2, P04, P06, PO7
CO5	Enable the students to understand, and analyze the methods used to manage, measure and evaluate the performance of project	P01, P02, PO4, P06, P07

Reading List

1.	Josepth Heagney, Fundamentals of Project Management, 5th Edition, Amacom, 2011	
2.	Judy Payne, Steve Simister, Ellen J. Roden, Managing Knowledge in Project Environments, Routledge, 2019	
3.	International Journal of Project Management, Elsevier	
4.	Project Management Journal, Wiley Online Library	
References Books		
1.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.	
2.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.	
3.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute, Project Management: A Managerial Approach, 11th Edition.	
4.	Project management – A Managerial Approach (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., First edition, Wiley.	
5.	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Total Quality Management	Elective	Y	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide insights to the students TQM framework and customer focus on quality.										
C2	To throw light on the principles and philosophies of quality management.										
C3	To familiarize on statistical process control, process capability and reliability concepts.										
C4	To create awareness and importance of QFD process, old and new quality management tools.										
C5	To elucidate on ISO-QMS, quality audits and TQM culture.										
UNIT	**Details**							**No. of Hours**		**Course Objectives**	
I	**Introduction to Quality Management:** Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.							9		C1	
II	**Principles and Philosophies of Quality Management:** Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.							9		C2	
III	**Statistical Process Control and Process Capability:** Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and							9		C3	

	parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.		
IV	**Tools and Techniques for Quality Management:** Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.	9	C4
V	Quality Systems Organizing and Implementation: Introduction to ISO 9001, 9004– quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Have insights to the students TQM framework and customer focus on quality.	P01, P02, P04, P06
CO2	Possess knowledge on the principles and philosophies of quality management.	P03, P05, P06
CO3	Possess knowledge on statistical process control, process capability and reliability concepts.	P02, P06, P07
CO4	Have better understanding on QFD process, old and new quality management tools.	P01, P04, P06
CO5	Learn and understand ISO-QMS, quality audits and TQM culture.	P03, P05, P07, P08

Reading List	
1.	The TQM Journal, Emerald Insight
2.	International Journal of Quality, & Reliability Management, Emerald Publishing
3.	Sanjay L. Ahire,Robert Landeros,Damodar Y. Golhar, Components of successful total quality management, The TQM Magazine, Emerald Insight
4.	Juan José Tarí , Total Quality Management: A Literature Review and an agenda for future research, Wiley Online Library

References Books	
1.	Dale H.Besterfield et al, Total Quality Management, 3rd edition, Pearson Education, First Indian Reprints, 2004
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya

	Publishing House, First Edition, 2002.	
3.	PoornimaM.Charantimath, Total Quality Management, Pearson Education, 2nd Edition, 2011.	
4.	Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.	
5.	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Six Sigma	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To acquaint the students with the fundamentals of Six Sigma philosophies, techniques and apply the DMAIC approach to improving business processes
C2	To gain insights about the importance of processing mapping and measurement practices.
C3	To use data analysis and stats to identify your root cause along with ways to brainstorm improvement ideas and priorities them
C4	To make aware of the scientific tools for quality improvement and demonstrate off-line quality control for quality improvement.
C5	To attain knowledge of control charts for attributes and process capability analysis.

UNIT	Details	No. of Hours	Course Objectives
I	OVERVIEW OF SIX SIGMA Underlying concept of variation, the relationships to related Quality Management approaches, basic Six Sigma tools, international ISO standards for Six Sigma, and the nature of Six Sigma improvement projects, DMAIC Methodology Overview, Financial Benefits of Six Sigma, The Impact of Six Sigma to The Organization. Project Definition: Project Charter, developing a Business Case, chartering a Team, Defining Roles and Responsibilities, Gathering Voice of the Customer, Support for Project, Translating Customer Needs into Specific Requirements (CTQs), SIPOC Diagram.	9	C1
II	MEASURE Process Mapping (As-Is Process), Data Attributes (Continuous Versus Discrete), Measurement System Analysis, Data Collection Techniques, Data Collection Plan, Understanding Variation, Measuring Process Capability, Calculating Process Sigma Level, Visually Displaying Baseline Performance. Statistics, Probability and Probability Distribution, Measurement System Analysis, Process Performance Analysis.	9	C2
III	ANALYZE Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram), Detailed (Lower Level) Process Mapping of Critical Areas, Value-Added Analysis, Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa), Affinity Diagram, Data	9	C3

	Segmentation and Stratification, Verification of Root Causes, Determining Opportunity (Defects and Financial) for Improvement. Data Analysis, Test of Hypothesis, Design of Experiment, FMEA and QFD.		
IV	IMPROVE Design of Experiment, FEMA and QFD, Brainstorming, Multi-Voting, Quality Function Deployment (House of Quality), Selecting a Solution, Failure Modes and Effects Analysis (FMEA), Poka Yoke (Mistake Proofing Your New Process), Piloting Your Solution, Implementation Planning. Control: Assessing the Results of Process Improvement, Statistical Process Control (SPC) Overview, developing a Process Control Plan, Documenting the Process.	9	C4
V	CONTROL Statistical Process Control, Operating Characteristic (OC) Curve for Variable Control, charts Attribute Control charts, Minitab Application, Acceptance Sampling, Design for Six Sigma (DFSS), DMADV, DMADOV and DFX	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Provide a comprehensive understanding of six sigma principles and Utilize DMAIC in analysis of operational processes.	PO1, PO2, PO5
CO2	Have insight on processing mapping and Process Performance Analysis.	PO2, P06
CO3	Apply diverse statistical knowledge and techniques such as Design of Experiment and hypothesis inference to solve quality problems	PO2, P05, PO6
CO4	Understand the Lead & execute process-level improvement projects and Select proper resources by using QFD analysis	PO5, PO6
CO5	Demonstrate the ability to design, use, and interpret control charts and perform analysis of process capability.	PO2, PO6, PO8

Reading List

1.	https://www.mtcbh.net/mt-content/uploads/2017/01/6-sigma-handnbook.pdf
2.	https://www.apo-tokyo.org/00e-books/IS-09_SixSigma/IS-09_SixSigma.pdf
3.	M.K. Tiwari, Effective Decision Support for Lean and Six Sigma Methodologies, International Journal of Production Research, 2008
4.	Arnheiter, E.D. and Maleyeff, J., 2005. The integration of lean management and Six Sigma. The TQM Magazine, [e-journal] 17.

References Books

1.	Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc. First Edition, July 2004	
2.	Mitra, Amitava. Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd, third Edition, 2013.	
3.	Montgomery, D C. Design and Analysis of Experiments, Wiley, 10th Edition, 2019.	
4.	Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley, 7th Edition, 2013.	
5.	T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication, 3rd Edition, 2018.	
6.	Pyzdok, Thomas (2003) "The Six-Sigma Guide for GB, BB and Managers at all levels", McGraw Hill, New York.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Materials Management	Elective	3				3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the basic concepts materials management
C2	Understand the scope of inventory management
C3	To learn about vendor and procurement management
C4	The importance of materials handling
C5	Understand the quality management

UNIT	Details	No. of Hours	Course Objectives
I	**INTRODUCTION** Introduction to Materials Management, Production Planning: Demand Forecasting Aggregate planning, Master Scheduling, BOM, MRP, Capacity Planning, Production Scheduling.	9	C1
II	**INVENTORY MANAGEMENT** Stores and Warehousing, Stock assessment, Cost of Inventory, Selective Inventory Control, MUSIC 3D, JIT Inventory Management.	9	C2
III	**PROCUREMENT & VENDOR MANAGEMENT** Foundations of Strategic Sourcing and Supply Management, P2P Process, Strategy Development; Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing, Procurement Cost; Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP), Supplier Performance Management.	9	C3
IV	**MATERIAL HANDLING** Material Handling System: Cranes, Conveyors, Feeders, Pipelines, Processing of materials and Cost.	9	C4
V	**QUALITY MANAGEMENT** Quality Management and Audit; Supply Quality Management; Inspection, Acceptance Sampling, Quality Control of supplies; Supply Base Integration.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Possess the knowledge of the basic concepts of materials management.	PO1, PO2, PO5, PO7, PO8

CO2	Possess knowledge about inventory management.	PO1, PO3, PO5, PO6
CO3	Possess knowledge about procurement and vendor management.	PO2, PO4, PO6, PO7
CO4	Have an understanding of materials handling	PO1, PO3, PO6, PO8
CO5	Develop knowledge about quality management	PO1, PO2, PO5, PO6
Reading List		
1.	International Journal of Purchasing and Materials Management - Science gate	
2.	Introduction to materials management - JRT Arnold, SN Chapman - books.google.com	
3.	International Journal of Purchasing and Materials Management	
4.	Handbook of materials management – By Gopalakrishnan.	
References Books		
1.	Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.	
2.	Joseph L. Cavinato, Ralph G. Kauffman, (2000). The Purchasing Handbook, 6th edition, McGraw Hill.	
3.	Fred B. Sollish, John Semanik, (2012),The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.	
4.	Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).	
5.	Materials Management: An Integrated Approach. Gopalakrishanan. Paperback.`	
6.	Introduction to Materials Management | Eighth Edition | By Pearson. N. Chapman Stephen. Paperback,	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Service Operations Management	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To familiarize with service operations and strategy
C2	To provide insights on service design
C3	To throw light on waiting time management
C4	To elucidate service quality, managing service experience, six sigma for service process improvement, yield management
C5	To have insights on queuing models.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Services:** Introduction to Services - Service Operations and Strategy-Formulating Strategy-New Service Development and Managing Service	9	C1
II	**Service Design:** Designing the Service Delivery System - Selecting the Location for a Service Operation-Managing the Service Experience-Service Site Performance Evaluation-Outsourcing and Offshoring	9	C2
III	**Waiting Time Management:** Waiting Time Management -Front-Office / Back-Office Interface-Team Meeting/Work Time- Using Technology in Service Operations	9	C3
IV	**Quality Management** - Revenue, Quality - Service Quality & Strategy – SERVQUAL - Managing Service Experience- Six Sigma for service process improvement, Managing Capacity and Demand-Yield Management	9	C4
V	**Queuing Models** Queuing Models and Capacity Planning-Tools for Managing Service	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Be familiarized with service operations and strategy	PO1, PO2, PO5, PO6, PO7
CO2	Have insights on service design	PO1, PO2, PO5, PO6, PO7
CO3	Have an understanding on the waiting time management	PO5, PO6
CO4	Possess knowledge on service quality, managing service experience, six sigma for service process improvement, yield management	PO2, PO6
CO5	Have insights on queuing models.	PO6, PO7
Reading List		
1.	Stephen Mclaughlin, Service Operations Management, Researchgate	
2.	Johnston Robert, Clark Graham, Shulver Michael, Service Operations Management: Improving Service Delivery, Pearson Education, 2017	
3.	Journal of Service Management, Emerald Insight	
4.	Journal of Operations Management, Wiley Publications.	
References Books		
1.	Richard D Metters, (2012), Successful Service Operations Management, 2nd edition, Cengage Learning.	
2.	Collier, Evans, Ganguly, (2016), Operations management– A South Indian Perspective, 3rd edition, Cengage Learning.	
3.	Haksever C, Render B, Russell S. R,Murdick R. G, (2007), Service Management and Operations, 2nd edition, Prentice Hall.	
4.	James A. Fitzsimmons, Mona J. Fitzsimmons, (2014), Service Management: Operations, Strategy, Information Technology, 8th edition, McGraw Hill.	
5.	Johnston (2017), Service Operations Management Improving Service Delivery, 4Th Edition, Pearson India.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Process Management	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To familiarize students with fundamentals of process management
C2	To provide inputs on the process flow, variability and principles
C3	To elucidate on process modelling and simulation
C4	To give insights on innovative manufacturing concepts
C5	To throw light on process dash boards, process metrics, benchmarking and data analytics.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** The Process View of Organizations - Service and manufacturing processes – Nature of Service Processes, process structure in services, Process structure in Manufacturing, Value Chain – Core and support processes, adding value with processes; Managing Processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice	9	C1
II	**Process Flow:** Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process- Mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows	9	C2
III	**Process Modeling:** Process Modeling - empirical models, deterministic models, stochastic models; simulating business, Process – Application, simulation process, discrete event simulation, computer simulation	9	C3
IV	**Process Planning:** Constraint Management – theory of constraints, measuring capacity, Utilization, and Performance in TOC, key principles; Strategic Capacity Management –Tools for capacity Planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous Improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement.	9	C4

V	**Process Optimization:** Optimizing business process performance, Process Metrics, Business Intelligence, Process Dashboards – creating flexible organizations – optimization process– early management –capability development, sustainability; process benchmarking with data envelopment analysis	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Be able to understand the fundamentals of process management	PO4, PO6, PO7
CO2	Possess knowledge on the process flow, variability and principles	PO2, PO6, PO7
CO3	Get a deeper insight on process modelling and simulation	PO1, PO2, PO5, PO6
CO4	Understand innovative manufacturing concepts	PO2, PO6, PO7
CO5	Gain knowledge on process dash boards, process metrics, benchmarking and data analytics.	PO6, PO7

Reading List	
1.	Fundamentals of Business Process Management, Springer, 2011
2.	Business Process Management, Routledge, 2013
3.	Business Process Management Journal, Emerald Publishing
4.	International Journal of Business Process Integration and Management, Inderscience Publishers.

References Books	
1.	Burlton, Roger. *Business Process Management: Profiting from Process.* Indianapolis, IN: Sams Publishing, May 2001.
2.	Hammer, Michael, and James Champy. *Reengineering the Corporation: A Manifesto for Business Revolution.* New York, NY: HarperCollins Publishers, 1993
3.	Harrington, H.J. *Business Process Improvement: The Break-through Strategy for Total Quality, Productivity, and Competitiveness.* New York, NY: McGraw-Hill, 1991.
4.	Garvin, David A. *Managing Quality: The Strategic and Competitive*

	Edge. New York, NY: Free Press, 1988	
5.	*Out of the Crisis.* Cambridge, MA: MIT Center for Advanced Engineering Study, 1986.	
6.	Crosby, Philip. *Quality without Tears.* New York: McGraw-Hill, 1984.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Product Design		Y				3	3	25	75	100

Course Objectives	
C1	To understand product design & development with its process, concept generation evaluation
C2	To familiarize the product concept
C3	To be aware of product data management
C4	To be familiar with design tools
C5	To explore patent

UNIT	Details	No. of Hours	Course Objectives
I	**PRODUCT DESIGN & DEVELOPMENT** Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, adapting to product types; Product planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.	9	C1
II	**PRODUCT CONCEPT** Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.	9	C2
III	**PRODUCT DATA MANAGEMENT (PDM)** PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM Data, Architecture of PDM systems, Product data interchange, Portal integration, PDM Acquisition and implementation; Product Life Cycle management - strategy, Change Management for PLM.	9	C3
IV	**DESIGN TOOLS** Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development-Prototyping, failure rate curve, product use testing-Product development economics, scoring Model, financial analysis.	9	C4

V	**PATENTS** Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	understand product design & development with its process, concept generation evaluation	PO1
CO2	familiarize the product concept	PO4, PO5
CO3	be aware of product data management	PO5,PO6
CO4	be familiar with design tools	PO1,PO2
CO5	explore patent	PO7,PO8

Reading List	
1.	Karl Ulrich, Steven Eppinger, Product Design and Development,5th edition Mc graw hill
2.	Rajiv D. Banker,Indranil Bardhan,Ozer Asdemir, Understanding the Impact of Collaboration Software on Product Design and Development informs pubs onlie
3.	Karl T. lrich, Steven D. Eppinger, product design and development fifth edition, Mcg raw hill
4.	A.J. Peters, E.M. Rooney, J.H. Rogerson, R.E. McQuater, M. Spring, B.G. Dale , New product design and development: a generic model The TQM Magazine, 1999

References Books	
1.	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2.	Kenneth B.Kahn, New Product Planning, Sage, 2010.
3.	A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4.	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5.	Product Design And Manufacturing, Chitale, Avinash K.GUPTA, R. C., SIXTH EDITION, PHI

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Supply Chain Analytics	Elective	3	0	0	-	3	3	25	75	100

Course Objectives	
C1	To Understand the importance of the basics of Supply Chain Analytics and Optimization
C2	To analyze the warehousing using Mathematical Programming Models
C3	To describe the various inventory tools and strategies for analytics deployment depending on supply chain drivers.
C4	Toeducate on the concept of Transportation Network Models and their applications.
C5	To describe the various techniques for analytics based on the multi criteria decision-making model.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.	9	C1
II	**Warehousing Decisions:** Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods	9	C2
III	**Inventory Management:** Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.	9	C3
IV	**Transportation Network Models:** Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Schedulin g Algorithms-Deficit function Approach and Linking	9	C4

	Algorithms		
V	**MCDM Models:** Analytic Hierarchy Process (AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.	9	C5
		45	

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Recognizing the fundamentals of supply chain analytics	PO2, PO7
CO2	Ability to design warehouse models to enhance supply chain performance.	PO1, PO2,
CO3	Realization of the superseding significance of Inventory aggregation Models	PO5, PO6, PO7
CO4	Ability to understand network models in transportation.	PO4, PO7
CO5	Ability to make decision using multi-criteria in applications of SCM	PO1, PO6

Reading List	
1.	https://scg-lm.s3.amazonaws.com/pdfs/opentext-wp-dummies-guide-to-sca-100318.pdf
2.	https://library.oapen.org/bitstream/id/4398d7e1-4779-44bb-ab90-d9e7e54f829c/2021_Book_NextGenerationSupplyChains.pdf
3.	Wendy Tate, Journal of Supply Chain Management,2022
4.	Yuan Li, Journal of Management Analytics,2021
References Books	
1.	Chopra S, Meindl P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education, USA, 6th Edition, 2016.
2.	Muthu Mathirajan, Chandrasekharan Rajendran, SowmyanarayananSadagopan, Arunachalam Ravindran, Parasuraman Balasubramanian, Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd., 1st Edition, 2016.
3.	Feigin G, Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA, 1st Edition, 2011.
4.	Tayur S,Ganeshan R, Michael,M. Quantitative Models for Supply Chain Management. Kluwer Academic Publishers. 1st Edition, 1999.
5.	Joel D Wisner, G. Keong Leong, Keah-Choon Tan, (2012), Supply Chain Management – A Balanced Approach, 3rd edition Cengage Learning,3rd Edition, 2012.
6.	Handfield R, Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA, 1st Edition, 2006.

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	

	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Operations Strategy	Elective	3	0	0	-	3	3	25	75	100
Course Objectives											
C1	To familiarize students with the fundamentals of business strategies										
C2	To provide inputs on developing operations strategy										
C3	To orient students on the impact of technology in strategy formulation.										
C4	To enable students, understand strategy implementation										
C5	To acquaint students with financial perspectives in operations strategy.										

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining Operations Strategy in Overall Environment; Process of Operations Strategy Formulation	9	C1
II	**Principles of Operations Strategy:** Principles and Concepts of Developing Operations Strategy; Methodology of Developing Operations Strategy; Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion, Capacity Sizing & Investment; Facility Strategy & Globalization: Infrastructure Development; Supply Network Strategy: Capacity Location, Global Network & Off-shoring, Strategic Sourcing, Coordinating the Supply Chain.	9	C2
III	**Process Technology Strategy:** Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Production Implications of Corporate Marketing Decisions; Strategy Development and Practices; Improvement & Innovation; New Product & New Service Development; Product Variety Impact in Operations Strategy; Operations Strategy Process – Sustainable Alignment.	9	C3
IV	**Implementation:** Implementation of Operations Strategy; Business Implication of Process Choice: Dynamics of process-product life cycles, Product Profiling, Improving Operations Process by Process Positioning; Cross-Cutting Capability; Operations Strategy Process – Implementation; Pre-requisites of Organized and Focused Operations Strategy & Unit; Principles and Concepts of Factory-within Factory; Involvement of Human Aspects	9	C4

V	Operations Redefining & Restructuring; Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy.	9	C5
		45	

Course Outcomes	On completion of this course, students will;	**Program Outcomes**
CO1	Become familiarized and have good understanding on the fundamentals of business strategies	PO4, PO6, PO7
CO2	Have valuable inputs and understanding on developing operations strategy	PO1, PO2, PO5, PO6
CO3	Have an orientation on the impact of technology in	PO5, PO6
	strategy formulation.	
CO4	Have a better understanding on strategy implementation	PO4, PO5, PO6, PO7
CO5	Be acquainted with financial perspectives in operations strategy.	PO1, PO2, PO6, PO7

Reading List	
1.	Nigel Slack, Michael Lewis, Mohita Gangwar Sharma, Operations Strategy, Pearson Education, 2018
2.	Robert H. Hayes, Gary P.Pisano, Strategic Operations: Competing Through Capabilities, Free Press, 1996
3.	Journal of Operations and Strategic Planning, Sage Publications
4.	Journal of Operations Management, ScienceDirect

References Books	
1.	Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed 2007
2.	Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann 2004
3.	Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley 2011
4.	Lowson. Strategic Operations Management, Routledge, Taylor & Francis, 2015
5.	Jay Heizer, Barry Render, et al. Operations Management Twelfth Edition | By Pearson, 2017

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Elective Courses: Tourism and Hospitality Management

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Destination Tourism		Y				3	3	25	75	100
Course Objectives											
C1	To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques										
C2	To familiarize with the destination branding practices										
C3	To introduce advanced analysis and research in the field of destination development										
C4	To understand the factors that influence the tourism planning process and										
C5	To develop awareness about the destination selection process.										

UNIT	Details	No. of Hours	Course Objectives
I	Destination Tourism - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning and guidelines - Destination Selection Process-The Values of Destination Tourism.	9	C1
II	Destination Planning, Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Destination Tourism Development - Contingency Planning-Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.	9	C2
III	Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web - Case Study of Tamil Nadu Tourism as a brand.	9	C3

IV	Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.	9	C4
V	Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning - Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping.	9	C5
	Total	**45**	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Understand the management system of a tourism destination organization	PO4, PO6, PO7	
CO2	Identify destination offerings determinants	PO2, PO4	
CO3	Apply the marketing mix concept to a tourist destination	PO5,PO6	
CO4	Analyse tourist destination attractiveness and competitiveness	PO4, PO7	
CO5	Understand the importance of planning in the development of destination tourism	PO6, PO7,PO8	
Reading List			
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.		
2.	Stefan Hartman, Ben wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020		
3.	Hikina Whakatutuki, Components of a destination management plan, Ministry of business, innovation & employment		
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010		
References Books			
1.	Nigelmorgan,annettepritchard&rogerpride(2001),destinationbranding:creatingtheuniqueproposition,*butterworth andheinemann.*		
2.	Richard w.butler (2006), the tourism area life cycle:		
3.	Claire,haventang&eleriellisjones(2005),tourismsmes,servicequalityanddestination competitiveness,*cabi publishing.*		
4.	Shalinisingh,dallenj.timothy&rosskingstondowling(2003),tourismindestinationcommunities,*cabipublishing.*		
5.	Geoffrey ian crouch, j.r. Brent ritchie & horst-herbert g. Kossatz(2003),thecompetitivedestination:asustainabletourismperspective,*cabipubl*		

	ishing.	
6.		
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Tourism Principles And Practices	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To understand the fundamentals concepts and history of tourism
C2	To know about the forms of tourism
C3	To throw light on Tourism Industry structure and infrastructure.
C4	To have knowledge about tourism theory and system.
C5	To provide insights about tourism organizations.

UNIT	Details	No. of Hours	Course Objectives
I	**History and Concepts of Tourism:** Tourist/ Visitor/ Traveler/ Excursionist, Early and Medieval Period of Travel: Renaissance and Its Effects on Tourism - Birth of Mass Tourism, Old and New Age Tourism, Concept of Tourism: Nature - Scope - Characteristics - Components - Significance of Tourism - Tourism System: Interdisciplinary Approaches -- Motivations and Deterrents to Travel – Emerging Areas and Practices.	9	C1
II	**Forms of Tourism:** Inbound, Outbound, National, International- Alternative Tourism – Inclusive Tourism, Current Trends in Domestic and Global Tourism: Tourism Statistics- Need for Measurement of Tourism - Tourism Demand and Supply.	9	C2
III	**Tourism Industry:** Structure, Functions and Constituents - Direct, Indirect and Support Services - Basic Components of Tourism: Transport - Accommodation- Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & superstructure	9	C3
IV	**Tourism Theory and System:** Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model- Gunn's Tourism Planning Model.	9	C4
V	**Tourism Organizations:** UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understanding the fundamentals concepts and history of tourism	PO4, PO6
CO2	Possess knowledge and develop an understanding about the forms of tourism	PO4, PO6
CO3	Get familiar about Tourism Industry structure and infrastructure.	PO4,PO6
CO4	Possess knowledge about tourism theory and system.	PO4, PO6
CO5	Having insights about tourism organizations.	PO6, PO7
Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben wielenga, Jasper Hessel Heslinga, The future of tourism	
	destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020	
3.	Hikina Whakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	Goeldner, C., & Ritchie, J.R. Tourism, Principles, Practices, Philosophies. New Jersey: John Wiley, 2011.	
2.	Swain, S.K. & Mishra, J.M. Tourism Principles and Practices. New Delhi: OUP, 2011.	
3.	Tribe, J. (Ed.). (Philosophical Issues in Tourism. United Kingdom: Channel View Publications, 2009.	
4.	Cooper, C. Tourism Principles and Practice. New Delhi: Prentice Hall, 2008.	
5.	Jamal, T., & Robinson, M. (Eds.). The SAGE Handbook of Tourism Studies. United Kingdom: Sage Publications, 2009	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Tourism Products of India		Y				3	3	25	75	100

Course Objectives	
C1	To familiarize the students to the physiographic boundaries of India and destination tourism
C2	To provide insights on tourism products of northern ranges
C3	To throw light on tourism plains of Central India
C4	To explore tourism products of the peninsular regions, coastal plains and islands
C5	To create awareness and importance of medical tourism

UNIT	Details	No. of Hours	Course Objectives
I	India: General introduction, states & capitals, physiographic units, seasons and climatic regions & their impacts on tourism. Natural vegetation & wild animals of India & wild life tourism, India: a destination for all reasons & seasons.	9	C1
II	The Northern Mountains: General introduction of the Himalayas & other ranges, their importance for religious, hill station & adventure tourism. A case study of Sri Nagar, Shimla, Nainital, Darjeeling & Gangtok..	9	C2
III	The Central Plains: General introduction of deserts & central plains. Their Importance for cultural, religious & adventure tourism. A case study of Amritsar, Jaipur, Delhi, Lucknow, Kolkata.	9	C3
IV	The Peninsula: General features of Indian peninsula with their tourism Significance. A case study of Bhopal, Khajuraho, Hyderabad, Banglore, Ooty The coastal plains and islands: General features of coastal regions, their Importance for religious, cultural & beach tourism. A case study of Mumbai, Goa, Cochin, Chennai, Andaman & Nicobar.	9	C4
V	Nature and scope of medical Tourism, Rise of Medical Tourism in Asia, Hospitality industry and Medical Tourism, International healthcare accreditation. Regulatory laws, Ethical issues for Medical Tourism, Travel formalities, Marketing Medical Tourism Indian health care therapy and medicine - drug treatments ayurveda, yoga, naturopathy, homoeopathy and span India, Potential impact of Medical Tourism on the health workforce and health systems in India	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understand the physiographic boundaries of India and destination tourism	PO4
CO2	Explore and design tourism products for northern ranges	PO1, PO3
CO3	Develop tourism products from plains of Central India	PO4,PO5
CO4	Plan tourism products of the peninsular regions, coastal plains and islands	PO3,PO6
CO5	Understand and improve the scope of medical tourism	PO7,PO8
Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020	
3.	Hikina Whakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	Robinet Jacob, Tourism Products of India: A National Perpective, Abhijeet Publications, 2012.	
2.	Goh Cheong Long: An Economics Atlas of India, Oxford University, 2018.	
3.	Chatak G.R. : Medical Tourism(Codes and Guidelines), Neha Publishers & Distributors, 2010.	
4.	Renée-Marie Stephano, Esquire : Medical Tourism "An International Healthcare Guide For Insurers, Employers and Governments".Global Health Insurance Publications, 2010.	
5.	C. Michael Hall : Medical Tourism (The Ethics, Regulation, and Marketing of HealthMobility), Routledge, 21-Aug-2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application	Suggest idea/concept with examples, Suggest formulae, Solve problems,	

(K3)	Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Strategic Tourism Management	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To develop the understanding of strategic tourism management
C2	To impart knowledge on micro and macro strategic tourism management.
C3	Discover the basic concepts, principles, and practices associated with strategy formulations and implementation
C4	Apply a variety of strategic planning tools (i.e. SWOT analysis) to develop business strategies.
C5	Establish vision, mission, and core values to set company direction.

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Strategic Tourism Management:**Strategic Management– Concept, Origin and evolution, Scope and Process; levels at which strategy operates, Strategic Thinking; Global competitiveness; Strategists and their role in hospitality and tourism, Key Players in Indian Hospitality and Tourism Industry, strategic and conventional decision making in hospitality and tourism.	9	C1
II	**Micro and Macro Strategic Environment:** The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment,	9	C2
	Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage, Value-adding Activities, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organization Structure and Culture, Knowledge-Based Resources, General Organizational Resources.		
III	**Strategic Direction & Formulating Basic Strategies:** Strategic Direction-Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate-Level Strategy and Restructuring - Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring, Portfolio Management.	9	C3

IV	**Implementing Strategies and Establishing Control Systems:** Interrelationship between formulation and implementation of strategies, Inter-organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- types of designs, Organizational Structures design, Organizational Control, power and politics, role of behavioral implementation in tourism.	9	C4
V	**Strategies For Hospitality Entrepreneurship:** Strategies for Entrepreneurship and Innovation - Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not-for-profit organization and Small & Medium Size Enterprises.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Apply knowledge of tourism concepts along with the management theories and practices to solve business related problems in tourism domain	PO1,PO2, PO7, PO8
CO2	Contextualize tourism within broader cultural, environmental, political and economic dimensions of society	PO1,PO2, PO6, PO7, PO8
CO3	Foster analytical and critical thinking abilities for data-	PO1, PO2, PO4, PO7
	based decisionMaking	
CO4	Identify and understand how new ideas, concepts or products emergewithin relevant fields	PO4,PO6, PO7
CO5	Critique tourism practices for their implications locally and globally.	PO3,PO8

Reading List	
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.
2.	Stefan Hartman, Ben wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020
3.	Hikina Whakatutuki, Components of a destination management plan, Ministry of business, innovation & employment
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010
References Books	
1.	David,F.R.(2010).StrategicManagement(13thed.).PrenticeHall.
2.	Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.).Wiley.

3.	Hill,C.W.L., &Jones,G.R.(2009).Strategic Management:An IntegratedApproach(9thed.).South-Western College, Pub.	
4.	Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for HospitalityandTourism (1st ed.).Butterworth-Heinemann.	
5.	Olsen,M.,&Zhao,J.(Eds.).(2008).HandbookofHospitalityStrategicManagement.Butterworth-Heinemann.	
6.	Nigel Evans (2020) Strategic Management for Tourism, Hospitality and Events 3rd Edition	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
(K5)		
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Hospitality Management	Elective	Y				3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Hospitality industry										
C2	To provide insights on front office management										
C3	To throw light on House keeping management										
C4	To elucidate on food, beverages, organization and restaurant menu										
C5	To impart knowledge on evaluating hotel management										

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction to Hospitality Industry** Distinctive Characteristics: Inflexibility-Intangibility-,Perishability-Fixed Location- Relatively Large Financial Investment etc.; Concepts of "Atithi Devo Bhavah"; Hotel and Lodging facilities; Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E- Hospitality; Ethical and Regulatory Aspects in a Hotel, International Hotel Regulations, Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India.	9	C1
II	**Front Office** Duties and Responsibilities: Reservation & Registration-Meal Plans- Room Assignments- Check-in- Departure-Handling Guest Mail- Message Handling- Guest Paging Methods of Payment; Guest Services: Type of Hotel Guests- Types of Meal Plans- Wake-up call.		
III	**Housekeeping** Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping	9	C3
	Management; Types of Accommodation; Activities in Accommodation Management: Room Service- Room supplies- Types of Room- Types of Bedding and Other Related Types of Service; Liaison with Other Departments.		

IV	**Food & Beverage:** Hierarchy, Duties & Responsibilities of Staff; Food Production **Organization:** Kitchen-Buffets-Beverages Operation &Functions; Outlets of F & B; Types of **Restaurant Menu;** Catering Services: Food Service for the Airlines- Banquette- Corporate- MICE- Retail Food Market- Business/Industrial Food Service- Healthcare Food Service- Club Food Services; Trends in Lodging and Food Services.	9	C4
V	**Evaluating Hotel Performance:** Methods of Measuring Hotel Performance: Occupancy Ratio- Average Daily Rate: Average Room Rate Per Guest- Rev PAR- Market Share Index- Evaluation of Hotel by Guest; Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Familiarize the students to the basic concepts of Hospitality industry	PO3,PO6
CO2	Provide insights on front office management	PO1, PO2
CO3	Have knowledge on House keeping management	PO4,PO5
CO4	Elucidate on food, beverages, organization and restaurant menu	PO6,PO7
CO5	knowledge on evaluating hotel management	PO3,PO8

Reading List	
1.	Philip nailon, Theory in hospitality management, Volume 1, Issue 3, 1982, Pages 135-143, Elsevier
2.	Bob Brotherton, Towards a definitive view of the nature of hospitality and hospitality management, International journal of contemporary hospitality management, 1999
3.	Clayton W. Barrows, Robert H. Bosselman, Hospitality management education, The Haworth hospitality press
4.	Clarke chen, International Hospitality Management, Concepts and Cases, Edition1st,2007, London Imprint Routledge
References Books	
1.	Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.

2.	Raghubalan, G., & Smritee, R. (2015). Hotel Housekeeping operations and Management.New Delhi: Oxford University Press.	
3.	Negi, J. (1984) .Hotels for Tourism Development: Economic Planning & Financial Management. New Delhi: S. Chand.	
4.	Tewari, J.R. (2016). Hotel front office operations and Management. New Delhi: Oxford publication.	
5.	Wood, R.C. (2013). Key Concepts of Hospitality Management. London: SAGE Publications, London.	
6.	Mark ciampa, Introduction to Healthcare Information Technology. 2012	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	E Tourism	Elective	Y				3	3	25	75	100
Course Objectives											
C1	To familiarize the concept of Digital tourism enterprise										
C2	To give inputs on digital tourist consumer behavior										
C3	To enable students, understand the impact of Digital marketing on tourism										
C4	To orient students, on Social Media Marketing										
C5	To enable students, use Digital Marketing Analytics:										

UNIT	Details	No. of Hours	Course Objectives
I	Electronic Market - Physical Economy vs. Digital Economy - Drivers of Digital Tourism Business - Digital Tourism Business Models – Opportunities & challenges of Digital Business**.**	9	C1
II	Online Consumer Behavior: Consumer decision journey and Marketing funnel – Value of online communities, user-generated content (UGC) – Online reviews and reputation management – Unique features of online market research – Sentiment analysis for decision-making		
III	Characteristics: Process for Products & Services – Online Segmentation-Targeting-Positioning – Inbound Vs Outbound Marketing – Search engine marketing: search engine optimization and search engine advertising. Tourism Initiatives taken by Central and State Govts.	9	C3
IV	Social Media Campaign Process - Social Media Marketing – Development of Social Media Content and Communities - Deliver Social Media Promotions - Measure Social Media Performance - Manage Social Media Activities.	9	C4
V	Organizational Maturity - Maturity Model - Digital Analytics, Maturity Model - Management, Governance, and Adoption, Objective and Scope, Team and Expertise, Continuous Improvement, Process and Methodology, Tools, Technology and Data Integration	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Become familiar with the concept of Digital tourism enterprise	PO4,PO6, PO7

CO2	Be able to understand digital tourist consumer behavior	PO3, PO4
CO3	Understand the impact of Digital marketing on tourism	PO4,PO6,PO7
CO4	Appreciate Social Media Marketing in tourism	PO2,PO3
CO5	Will be able to use Digital Marketing Analytics	PO1,PO6
Reading List		
1.	Helmut Berger, Michael Dittenbach, Dieter Merkl, Anton Bogdanovych, Simeon Simoff & Carles Sierra, Opening new dimensions for e-Tourism, Virtual Reality, Volume 11, 2017.	
2.	Laura Sebastia, inam farcia, eva onaindia and cesar guzman, *e-TOURISM*: A TOURIST RECOMMENDATION AND PLANNING APPLICATION, International journal on artificial intelligence tools, vol 18.	
3.	Chulwon Kim, E- Tourism An Innovative Approach for the Small and Medium – Sized Tourism Enterprises (SMTES), in Korea, OECD	
	Julian Candratoy, E-Tourism: Concept and Evloution	
References Books		
1.	Bones, C., & Hammersley, J. (2015). Leading Digital Strategy: Driving Business Growth	
2.	Morabito, V. (2016). Trends and Challenges in Digital Business Innovation. London: Springer Publications.	
3.	Rogers, D.L. (2016). The Digital Transformation Playbook – Rethink Your Business for the Digital Age. Columbia: Columbia Business School Publishing.	
4.	HBR. (2014). Leading Digital: Turning Technology into Business Transformation. London:Harvard Business Review Press.	
5.	Chaffey, D. (2014). Digital Business and E-Commerce Management. New Delhi Pearson Education Limited, New Delhi.	
6.	Chaffey, D. (2013). E-Business and E-Commerce Management: Strategy, Implementation and Practice. England: Prentice Hall..	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate	Longer essay/ Evaluation essay, Critique or justify with pros and cons	

(K5)	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Travel Agency and Tour Operations Management	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To manage all the travel requirements of the companies while providing ease and sort of convenience to the customers.
C2	To add value to the travel sector of different companies. To offer the traveling services at very reasonable prices.
C3	To foster better knowledge of various cultures.
C4	To instill pride in one's traditional culture and identity.
C5	This can happen at any time during the tour booking process, from the beginning to the completion of the tour package.

UNIT	Details	No. of Hours	Course Objectives
I	History & Growth of Travel Agency Business, Emergence of leading private travel agencies (Thomas Cook & American Express), Emergence of Travel Intermediaries, Indian Travel Agents & Tour Operators. Interplay of Push & Pull Factors.	9	C1
II	Travel Agents & Tour Operators: Differentiation and Interrelationship. Functions and Organisational Structures of Travel Agency and Tour Operators. Linkages of Tour Operation Business with Principal Suppliers, Government and Other Agencies. Incentive and Concessions Applicable to Tour Operators in India.		
III	How to Set up Travel Agency/Tour Operation Business: Sources of Funding, Comparative Study of Various Type of Organisation, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation,	9	C3

	Documentation, Sources of Earning: Commissions, Service Charges etc.		
IV	Itinerary Preparation: Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Do Not's of Itinerary Preparation Tour Costing: Tariffs, FITS & GITS. Confidential Tariff. Packaging: Types and Forms of Package Tour.	9	C4
V	Travel Documentation: Familiarization with TIM (Travel Information Manual), Passport & VISA- Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form for Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, customs, currency, baggage and airport information.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Demonstrate and understanding and importance of the travel and tourism industry	PO4, PO5
CO2	Articulate a clear and well-structured understanding of travel agency management	PO3, PO4
CO3	Demonstrate the skills necessary to identify sales and marketing strategies for travel agencies	PO6,PO7
CO4	Evaluate customer service trends and skills as they relate to the travel and tourism industry	PO2,PO8
CO5	Integrate management concepts to achieve positive results in the travel and tourism industry	PO1,PO6

Reading List	
1.	L K Sighn, Management of travel agency,Isha Books
2.	**Yaron Peril Aviad Isreal, Crisis management in the travel agency sector: A case study, Journal of vocation marketing**
3.	**Marion Bennett, Information technology and travel agency: A customer service perspective, Elsevier**
4.	A K Bhattia, The business of travel agency, & Tour operations management

References Books	
1.	D.L. Foster , The Business of Travel agency Operation &Administration (1991)
2.	Malik, Haris & Chatterjee,Indian TravelAgents (2006)
3.	J.M.S. Negi, Travel Agency & Tour Operatiuons: Concepts &Principles (2006)
4.	C.Y. Gee,TravelIndustry 3rd edition 2006
5.	Yale P,The Business of TourOperations (1995)
6.	Travel agency and tour operators management by A K Bhatia Sterling Publishers pvt Ltd (2013)

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	

	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Tourism Entrepreneurship	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To understand the basics of Entrepreneurship
C2	To comprehend the role of creativity and innovation
C3	To develop a feasibility report in Tourism
C4	To know the funding options for Entrepreneurship
C5	To understand the growth of empowerment in tourism

UNIT	Details	No. of Hours	Course Objectives
I	**Entrepreneurship** Theories & Approaches; Types of Entrepreneurs– Entrepreneurial Motivation – Entrepreneurial Climate- Myths about Entrepreneurship - Role of Entrepreneurship in Economic Development.	9	C1
II	**Creativity & Innovation**	9	C2
	Process of Creativity-Roadblocks for Creativity- Innovation-Types of Innovation- Role of Creativity & Innovations in Travel & Tourism Businesses- Contemporary Trends		
III	**Entrepreneurship in Tourism:** Opportunity Identification –Sources of Ideas- New Product Development -Business Plan - Feasibility Report – Technical Feasibility vs. Economic Viability	9	C3
IV	**Funding Options**: Sources of Finance for Tourism Enterprises, Subsidies & Incentives - Promotion and Development of Tourism - Institutional Framework - Venture Creation-Forms Of Organization- Management	9	C4
V	**Managing Growth: :** Business Integration – Diversification-Mergers & Acquisitions-Business Failure-Causes for failure-Revival of Sick Enterprises-Strategies for revival-Women Empowerment in Tourism	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	To understand the basics of Entrepreneurship	PO2, PO4
CO2	Comprehend the role of creativity and innovation	PO3, PO5
CO3	Create a feasibility report in Tourism	PO2,PO4
CO4	Explore the funding options for Entrepreneurship	PO7,PO8
CO5	Handle growth in Tourism Entrepreneurship	PO1,PO6

Reading List

1.	Sølvi SolvollGry Agnete Alsos &Oxana Bulanova, Tourism Entrepreneurship – Review and Future Directions, Taylor and Francis 2015	
2.	Jovo Ateljevic, Stephen J. Page, Tourism and Entrepreneurship, Elsevier	
3.	Vanessa Rattan, Tourism entrepreneurship research: a perspective, Torism review	
4.	WeibingZhaoJ.R. BrentRitchieCharlotte M.Echtner, Social capital and tourism entrepreneurship, science direct	
References Books		
1.	Arthur, S. J., & Hisrich, R. D. (2011). Entrepreneurship through the ages: Lessons learned. Journal of Enterprising Culture, 19(01), 1-40.	
2.	Bezbaruah, M.P. (2000). Beyond the Millennium. New Delhi: Gyan Pub House	
3.	"Drucker, P.F. (1985). Innovation & Entrepreneurship. New York: Harper & Row.	
4.	Kuratko, D.F. & Hodgets, R.M. (2008), Entrepreneurship. New York: Harcourt College Publishers.	
5.	Jeffrey, T. (1984). New Venture Creation. Illinois: Homewood.2014	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Eco Tourism and Sustainable Development		Y				3	3	25	75	100

Course Objectives	
C1	To understand the significance of ecotourism
C2	To comprehend the theories and practices of ecotourism
C3	To be familiar with the model ecotourism projects
C4	To Use the theoretical knowledge to manage ecotourism resources. demonstrate a high level of competence in knowledge on principles of sustainable tourism development
C5	To recognize the organizations efforts in regulating responsible ecotourism.

UNIT	Details	No. of Hours	Course Objectives
I	**FUNDAMENTALS OF ECOLOGY** Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints -	9	C1
	Relationship between Tourism & Ecology- Ecotourism-Evolution, Principles, Trends and Functions of Ecotourism- Environmentalism, sustainable development-Pollution-Ecological Foot Prints.		
II	**TOURISM & ECOLOGY** Mass Tourism Vs Ecotourism-Typology of Eco-tourists-Ecotourism Activities & Impacts-Quebec Declaration 2002 - Kyoto Protocol 1997- Ecotourism and globalization.	9	C2
III	**ECOTOURISM POLICIES, PLANNING** Carrying Capacity - Alternative Tourism-Responsible Ecotourism- Community Participation - Types of Participation - Ecotourism Projects – Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project - Nandadevi Biosphere Reserve - Gulf of Mannar - Kruger National Park, South Africa.	9	C3

IV	**SUSTAINABLE DEVELOPMENT** Ecotourism Development - Sustainable Ecotourism - Resource Management - Socioeconomic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism Programming.Evolution - Principles, Major Dimensions of Sustainability- 10 R's- Stockholm Conference 1972 - Brundtland Commission – The Rio Declaration 1992 – World Conference on Sustainable Tourism 1995 - WSSD 2002, The Cape Town Declarations	9	C4
V	**QUALITY STANDARDS FOR SUSTAINABLE TOURISM** ISO 14000 – Role of WTTC, PATA, UNEP, IUCN - Code of Conduct for Accommodation and Transport Operators - Tourism Code & Tourism Bill of Rights - Case Studies on Island Tourism in Andaman & Nicobar-Hill Tourism in Udhagamandalam and Sikkim-Beach Tourism in Goa. Ecotourism Development Agencies-Eco-friendly Practices - Role of International Ecotourism Society - UNWTO, WWF, UNDP - Department of Forest and Environment - Government of India- ATREE-EQUATIONS.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Students would procure cognizance of the theories and practices of ecotourism.	PO1, PO3, PO6
CO2	Understand the need and importance of relationship between ecology and tourism	PO3, PO4

CO3	Be familiar with the model ecotourism projects	PO2,PO5
CO4	Learners will be familiarized with various approaches and practices for sustainabletourism development.	PO7,PO8
CO5	Understand the commitment towards the preservation of environment through ecotourism	PO3,PO6
Reading List		
1.	Honey.M, Ecotourism and sustainable development. Who owns paradise?, Island press, USA	
2.	Buchsbaum, Bernardo Duha, Ecotourism and Sustainable Development in Costa Rica, Virgina Tech	
3.	Tuğba Kiper, Role of Ecotourism in Sustainable Development, https://tamug-ir.tdl.org/bitstream/handle/1969.3/28978/InTechRole_of_ecotourism_in_sustainable_development_[1].pdf?sequence=1	
4.	Susan Place, Ecotourism for Sustainable Development: Oxymoron or Plausible Strategy?, GeoJournal, Vol. 35, No. 2,	
References Books		
1.	Ballantyne, R. and Packer, J. International Handbook on Ecotourism. United Kingdom: Edward Elgar Publishing Ltd, first Edition, 2013.	
2.	Fennel, D. A.Ecotourism Policy and Planning. USA: CABI Publishing, first Edition, 2003.	
3.	Fennell, D.A.Ecotourism New York: Routledge Publication, third Edition, 2008.	
4.	Middleton, V.T.C and Hawkins, R.Sustainable Tourism: A Marketing Perspective, Butterworth – Heinemann, Oxford.first Edition, 1998.	
5.	Strange, T., and Bayley, A. (2008). Sustainable Development. Linking Economy, Society,Environment. Paris: OECD. first Edition,2009.	
6.	Sukanta K Chaudhury, Cultural, Ecology and Sustainable Development, Mittal, New Delhi. first Edition,2006.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate	Longer essay/ Evaluation essay, Critique or justify with pros and cons	

(K5)	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Automation in Hospitality industry	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To understand the basics ofHospitality Industry
C2	To comprehend the Hospitality Products & Services
C3	To understand the hospitality distribution channels
C4	To know the current scenario
C5	To understand the growth of empowerment in tourism

UNIT	Details	No. of Hours	Course Objectives
I	**Hospitality Industry – Profile:** Meaning & definition, Historical evolution & development, Hospitality as an industry, Inter relation with tourism industry and its sectors, Contribution to Indian and global economy	9	C1
II	**Hospitality Products & Services:** Hospitality accommodation- the various types Structured and non-structured accommodations- Hotels, Resorts, Condominiums, Guest Houses, Bread and Breakfast outlets etc., Food & Beverage facilities- Structured and Non structured, Ancillary services- Spa, Health Club, Recreational facilities, Shopping Arcades etc. Support services-Transport, Guides, Travel desk, Banking, Insurance etc. Hospitality and Tourism Organizations- WTO, FHRAI, IH&RA, IATA, PATA, DOT,	9	C2
III	**Hospitality Distribution Channels:** Meaning & definition, Functions & levels of distribution channels,Major hospitality distribution channels – Travel agents, Tour operators, Consortia and reservation system,	9	C3
	Global Distribution System (GDS), Internet.		
IV	**Current Scenario:** Major players in the industry –5 in India and 5 worldwide, Present trends in industry, Emerging markets,Impact of international and national events, Latest technology in Industry.	9	C4
V	**Information Technology and Hospitality Industry:** Information Technology and Hospitality Industry Automation of Operations - Distributed Database -The World of Enterprise Resource Planning - Internet Applications –Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology	9	C5
	Total	**45**	

Course Outcomes

Course Outcomes	On completion of this course, students will;	
CO1	Understand the basics ofHospitality Industry	PO2
CO2	Comprehend the Hospitality Products & Services	PO1, PO3
CO3	Understand the hospitality distribution channels	PO4,PO6
CO4	Have knowledge on the current scenario	PO5,PO7
CO5	Have knowledge on the growth of empowerment in tourism	PO4, PO6
Reading List		
1.	Students would procure cognizance of the theories and practices of ecotourism.	
2.	Understand the need and importance of relationship between ecology and tourism	
3.	Be familiar with the model ecotourism projects	
4.	Learners will be familiarized with various approaches and practices for sustainable tourism development.	
References Books		
1.	Marketing for Hospitality and Tourism – Philip Kotler and Jon Bowen, James Makens Pearson, 5th edition 2010	
2.	Advertising Management – Aaker , Mayer and Batra,Pearson,5th Edition 2004	
3.	A Complete Travel marketing handbook NTC Andrew Vladmir, , Business Books, Illinois,2001	
4.	Entrepreneurship. New York: Harcourt, Kuratko, D.F. & Hodgets, R.M. (2008), College Publishers.	
5.	Computer Fundamentals: Architecture and Organization, by B Ram, New Age International Publisher,2018	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Special Interest Tourism	Elective	Y				3	3	25	75	100

Course Objectives	
C1	Understand the growth and development of special interest tourism over the past years
C2	Analyse and compare the characteristics of a range of different tourism niche and micro-niche markets;
C3	Critically assess different types of special interest tourism from perspectives including tourists, operators and destinations.
C4	Identify and discuss possible future scenarios about developments in the tourism industry;
C5	Develop a Special Interest Tour.

UNIT	Details	No. of Hours	Course Objectives
I	Special Interest Tourism: Meaning, Characteristics, kinds of special interest tourism, types of special interest tourism – Factors influencing special interest tourism – Importance of Special interest tourism - Specialized tourism.	9	C1
II	Adventure Tourism: Definition, Concepts, Classification (Surface/Air/Water) and grading, GIS and weather and climate and their relationship with adventure tourism, Facilities required – equipment, clothing, instructors; Guiding Principles for adventure activities, legal liabilities, risk assessment and management, associations.	9	C2
III	Wildlife and Ecotourism: Definition, concept, principles, environmental issues in tourism, responsibility of visitors, involvement of local community in tourism, case study of a project in North Eastern states/Kerala/Tamil Nadu	9	C3
IV	Historical and Heritage Tourism: Concepts, difference between historical and heritage tourism, types of heritage tourism – Features of heritage tourism – Benefits of heritage tourism - developing historical and heritage tourism in India, Case Studies of Historical and Heritage sites in India.	9	C4
V	Health and Wellness Tourism: Concepts, introduction to natural living, Physical and mental well-being, Medical tourism and Wellness Tourism, Ayurveda, Siddha, Unani, Homeopathy, Aromatherapy, Yoga, Spa (Water Therapy) Role of Ayurveda in Health Tourism - Basic Principle of Ayurveda – four Aspects of Life, Scope of Health Tourism In India.	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Develop the understanding about tourism, its origin, and development over the ages	PO3, PO6
CO2	develop ongoing professional development strategies and plans to enhance industry knowledge and leadership skills for tourism industry sectors.	PO1, PO2
CO3	Learning about the concept of Ayurveda and wellness tourism.	PO3,PO7
CO4	In depth knowledge the typology of various wellness products in India.	PO4,PO8
CO5	Identify various issues related to development of wellness tourism in India.	PO5,PO6
Reading List		
1.	Bob Mckercher, Andrew Chan, How Special Is Special Interest Tourism?,August 1, 2005 Research Article, Sage Journals	
2.	BirgitTrauer, Conceptualizing special interest tourism—frameworks for analysis, Tourism Management, Volume 27, Issue 2, April 2006, Pages 183-200. Science direct	
3.	Bongkosh N. Rittichainuwat, Special Interest Tourism, 3rd Edition, Cambridge scholars publishing	
4.	BOB BROTHERTON &BÜLENT HİMMETOĞLU, Beyond Destinations—Special Interest Tourism, An International Journal of Tourism and Hospitality Research, Volume 8, 1997 – Issue 3	
References Books		
1.	Ashworth, G.J.: The touristHistoriccity:Retrospect andProspect of ManagingtheHeritage City A Pergamon Title; 1st edition (7 November 2000)	
2.	Dr.S.P.Bansal.,Sushma,Sonia&ChanderMohan:TourismintheNewMillenium.(2002)	
3.	ErletCater&GwenLowman:Ecotourism (1994)	
4.	Foster,D.S.: TheBusinessofTravelAgencyOperationand Administration(1991)	
5.	Local Agenda21,U.N-WorldTourismOrganisation (2002)	
6.	Malik,S.S.: AdventureTourism (2000)	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Service Quality Management In Hospitality	Elective	Y				3	3	25	75	100

Course Objectives	
C1	To understand the basics ofService Quality and to learn ways to measure it.
C2	To comprehend the Hospitality Industry
C3	To understand the various types of ownerships of hotels and classification of hotels
C4	To know the ethics of hospitality
C5	To know about Information Technology and Hospitality Industry

UNIT	Details	No. of Hours	Course Objectives
I	**Introduction:** Concept of Service Quality -Measuring Service Quality -Impact of Service Quality in Customer Satisfaction and Loyalty -ISO 9000: Universal Standard of Quality - Bench Marking	9	C1
II	**Hospitality Industry:** Introduction-Hospitality and Product Service-Classification of Hotels-Basis of Room Tariff-Operation and Terminology-Fundamentals of Food and Beverage Service-Reservation skills-Employability skills	9	C2
III	**Types of Ownership and Hotel Classification:** Various forms of ownership- Franchise, Chain Concept, Time Share, Management Contract Classification of Hotels: Norms and Standards, Procedure, Classification/ Types, Classifying bodies.	9	C3
IV	**Society and Ethics:**The need for Ethics in Hospitality Industry – Importance of Ethics in Hospitality Industry Code of Ethics –Ethics in Hospitality Industry – Responsibility of Hospitality Business -Environmental Auditing in Hospitality Industry	9	C4
V	**Information Technology and Hospitality Industry:** Automation of Operations - Distributed Database -The World of Enterprise Resource Planning -Internet Applications –Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology on Hospitality Industry	9	C5
	Total	**45**	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Service quality basics	PO3

CO2	Understand the basics ofService Quality and to learn ways to measure it.	PO1, PO2
CO3	Have comprehensive knowledge to comprehend the Hospitality Industry	PO3,PO7
CO4	Understand the various types of ownerships of hotels and classification of hotels	PO4,PO8
CO5	Possess knowledge on the ethical practices in the hospitality industry	PO5,PO6
Reading List		
1.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure, 1st Edition, eBook Published5 January 2001 Pub. LocationNew York, Imprint Routledge	
2.	CésarCamisón, Total quality management in hospitality: an application of the EFQM model,Tourism Management, Volume 17, Issue 3, May 1996, Pages 191-201	
3.	Josep Llach, Maria Del Mar Alonso lmeida, Jordi Martí, Alfredo Rocafort , Effects of quality management on hospitality performance in different contexts, Industrial Management & Data Systems, ISSN: 0263-5577, June 2016	
4.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure	
References Books		
1.	Service Quality Management in Hospitality, Tourism and Leisure – Jay Kandampully, Haworth Hospitality Press 2001	
2.	Marketing for Hospitality and Tourism – Philip Kotler and Jon Bowen, James Makens Pearson, 5th edition 2010	
3.	TQM and Organisational Creativity in the Hotel Industry: An Exploration of the Effect of Total Quality Management Implementation on Organisational Creativity in Jordanian Resort, Mukhles Al-Ababneh,2012	
4.	Quality Assurance in the Hospitality Industry,Stephen S Hall,1990	
5.	Exceptional Service in Hospitality Six Sigma Way ,Gajanan Shirke **,** Shroff Publishers January 2017	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate	

	between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

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

S-Strong M-Medium L-Low

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S.A.C. SEPT'2022