



# AVS

## COLLEGE OF ARTS & SCIENCE (AUTONOMOUS)

Attur Main Road, Ramalingapuram, Salem - 106.

(Recognized under section 2(f) & 12(B) of UGC Act 1956 and  
Accredited by NAAC with 'A' Grade)

(Co - Educational Institution | Affiliated to Periyar University, Salem  
ISO 9001 : 2015 Certified Institution)

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Syllabus for

### Management and Research

CHOICE BASED CREDIT SYSTEM –

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK

(CBCS – LOCF)

(Applicable to the Candidates admitted from 2023-24 onwards)

## VISION

- To attain excellence in the field of education by creating competent scholars with a touch of human values.

## MISSION

- To accomplish eminence in the academic domain.
- To provide updated infrastructure.
- To educate value based education.
- To impart skills through efficient training programs.
- To cultivate culture and tradition with discipline and determination.

## REGULATIONS

### 1. Eligibility for Admission:

Candidates for admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University

### 2. Duration:

The programme shall extend over a period of two academic years consisting of four semesters. Each academic year will be divided into two semesters. The first semester will consist of the period from July to November and the second semester from December to March.

### 3. Eligibility for award of degree:

The candidates shall take 6 core courses (6 theory subjects) in the first semester, 4 core courses, and Practical skill-oriented courses institutional Training in the Second semester. During the vacation between II and III semesters the students have to undertake Institutional Training and Project Research. Apart from this a Course on Human Rights will be taken in the II Semester. There shall be 3 core courses and 3 specialization courses and one EDC in the third semester. Fourth semester consists of 3 specialization courses and a project Study. The completion of SWAYAM courses is mandatory. It is mandatory for a student to qualify in at least one 4 weeks SWAYAM course during the course period.

### 4. Course of Study:

A candidate will be permitted to appear for the University examination only if he/she secures not less than 75% of attendance in the number of working days during each semester (Minimum number of working days in each semester shall be 90).

### 5. Scheme of Examination:

University examinations will be conducted in November/December for odd and April/May for even semester. A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

### 6. Passing Rules:

In the end semester examination, the candidate has to score 50% i.e., 38 out of 75 marks, for a pass. There is no minimum requirement for continuous internal assessment. Putting together (end semester examination and continuous internal assessment), the candidate has to score a minimum of 50 out of 100 marks for a pass in the course.

<b>Programme Outcomes (POs)</b>	
On successful completion of the <b>Management and Research</b>	
<b>PO1</b>	<b>Problem Solving Skill:</b> Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.
<b>PO2</b>	<b>Decision Making Skill:</b> Fostering analytical and critical thinking abilities for data-based decision making.
<b>PO3</b>	<b>Ethical Value:</b> Ability to develop value based leadership attributes.
<b>PO4</b>	<b>Communication Skill:</b> Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
<b>PO5</b>	<b>Individual and Team Leadership Skill:</b> Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.
<b>PO6</b>	<b>Employability Skill:</b> Foster and enhance employability skills through relevant industry subject knowledge.
<b>PO7</b>	<b>Entrepreneurial Skill:</b> Equipped with skills and competencies to become a global entrepreneur.
<b>PO8</b>	<b>Contribution to Society:</b> Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

<b>Program Specific Outcomes (PSOs)</b>	
After the successful completion of <b>Management and Research</b> programme the students are expected to	
<b>PSO1</b>	<b>Problem Solving Skill:</b> Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.
<b>PSO2</b>	<b>Decision Making Skill:</b> Fostering analytical and critical thinking abilities for data-based decision making.
<b>PSO3</b>	<b>Ethical Value:</b> Ability to develop value based leadership attributes.
<b>PSO4</b>	<b>Communication Skill:</b> Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.
<b>PSO5</b>	<b>Individual and Team Leadership Skill:</b> Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PSO6	<b>Employability Skill:</b> Foster and enhance employability skills through relevant industry subject knowledge.
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### Programme Educational Objectives (PEOs)

The **Management and Research** programme describe accomplishments that graduates are expected to attain within five to seven years after graduation.

PEO1	<b>Employability:</b> To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.
PEO2	<b>Entrepreneur:</b> To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.
PEO3	<b>Research and Development:</b> To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.
PEO4	<b>Contribution to Business World:</b> To produce ethical and innovative business professionals to enhance growth of the business world.
PEO5	<b>Contribution to the Society:</b> To work and contribute towards holistic development of society by producing competent MBA professionals.

**CREDIT DISTRIBUTION FOR 2 YEARS MANAGEMENT AND RESEARCH PROGRAMME**

Part	Course Type	Credits per Course	No. of Papers	Total Credits
Part I	<b>Core Theory</b>	4	10	40
	<b>Core Theory</b>	3	3	9
Part II	<b>Extra Disciplinary course</b>	1	1	1
Part III	<b>Specialization course</b>	3	6	18
Part IV	<b>Soft Skill Course</b>	2	4	8
Part V	<b>Summer Internship</b>	2	1	2
	<b>Project</b>	12	1	12
	<b>Human Rights</b>	1	1	1
<b>Total</b>				<b>91</b>

**CONSOLIDATED SEMESTER WISE AND COMPONENT WISE CREDIT DISTRIBUTION FOR 2 YEARS MANAGEMENT AND RESEARCH PROGRAMME**

Parts	Semester I	Semester II	Semester III	Semester IV	Total Credits
<b>Part I Core Theory</b>	<b>24</b>	<b>21</b>	<b>4</b>	<b>-</b>	<b>49</b>
<b>Part II EDC</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Part III Elective</b>	<b>-</b>	<b>-</b>	<b>18</b>	<b>-</b>	<b>18</b>
<b>Part IV Soft skills</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>-</b>	<b>8</b>
<b>Part V HR/Internship / project</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>15</b>
<b>Total</b>	<b>26</b>	<b>27</b>	<b>26</b>	<b>12</b>	<b>91</b>

\*Part I, II and Part III components will be separately taken into account for CGPA calculation and classification for the under graduate programmes and the other components IV and V have to completed during the duration of the programmes as per the norms, to be eligible for obtaining the PG degree.

### METHOD OF EVALUATION

Evaluation	Components	Marks
Internal Evaluation	Continuous Internal Assessment Test	15
	Assignments	3
	Class Participation	2
	Distribution of marks for Attendance (in percentage) 96 – 100: 5 Marks 91 – 95: 4 Marks 86 – 90: 3 Marks 81 – 85: 2 Marks	5
External Evaluation	End Semester Examination	75 Marks
<b>Total</b>		<b>100 Marks</b>

**Note:** 1.PG Programmes- A candidate must score minimum 13 marks in Internal and 38 marks in External Evaluation.

### CONTINUOUS INTERNAL ASSESSMENT

Categorizing Outcome Assessment Levels Using Bloom's Taxonomy

level	Cognitive Domain	Description
K1	Remember	It is the ability to remember the previously learned concepts or ideas.
K2	Understand	The learner explains concepts or ideas.
K3	Apply	The learner uses existing knowledge in new contexts.
K4	Analyze	The learner is expected to draw relations among ideas and to compare and contrast.
K5	Evaluate	The learner makes judgments based on sound analysis.
K6	Create	The learner creates something unique or original.

### Question Paper Blue Print for Continuous Internal Assessment - I & II

Duration: 2 Hours		Maximum: 50 marks					
Section	K level						Marks
	K1	K2	K3	K4	K5	K6	
A (no choice)	10						10 X 1 =10
B (no choice)		1	1				2 X 5 =10
C (either or choice)				3			3 x 10 = 30
<b>Total</b>							<b>50 marks</b>

*Note: K4 and K5 levels will be assessed in the Model Examination whereas K5 and K6 Levels will be assessed in the End Semester Examinations.*

### Question Paper Blue Print for Continuous Internal Assessment - I

Time: 2 Hours

Total Marks: 50 Marks

Minimum Pass: 20 Marks

Unit	Section - A	Section - B	Section - C
I	Q.N. 1, 2, 3, 4, 5	Q.N. 11	Q.N. 13 A, 13 B
I or II	-	-	Q.N. 14 A, 14 B
II	Q.N. 6, 7, 8, 9, 10	Q.N. 12	Q.N. 15 A, 15 B

**SECTION – A (10 X 1 = 10 Marks)**

ANSWER ALL THE QUESTIONS

**SECTION – B (2 X 5 = 10 Marks)**

ANSWER ALL THE QUESTIONS

**SECTION – C (3 X 10 = 30 Marks)**

ANSWER ALL THE QUESTIONS (Either or Choice)



## Question Paper Blue Print for Continuous Internal Assessment - II

Time: 2 Hours

Total Marks: 50 Marks

Minimum Pass: 20 Marks

Unit	Section - A	Section - B	Section – C
III	Q.N. 1, 2, 3, 4, 5	Q.N. 11	Q.N. 13 A, 13 B
III or IV	-	-	Q.N. 14 A, 14 B
IV	Q.N. 6, 7, 8, 9, 10	Q.N. 12	Q.N. 15 A, 15 B

### SECTION – A (10 X 1 = 10 Marks)

ANSWER ALL THE QUESTIONS

### SECTION – B (2 X 5 = 10 Marks)

ANSWER ALL THE QUESTIONS

### SECTION – C (3 X 10 = 30 Marks)

ANSWER ALL THE QUESTIONS (Either or Choice)

## Question Paper Blue Print for Model Examination & End Semester Examination

Duration: 3 Hours		Maximum: 75 marks						
Section		K level						Marks
		K1	K2	K3	K4	K5	K6	
A (no choice, three questions from each unit)		15						15 X 1 =15
B (choice, one question from each unit)			1	1				2 X 5 =10
C (either or choice & two questions from each unit)	<i>Courses with K4 as the highest cognitive level</i>				4	1		5 x 10 = 50
	<i>Course with K5 as the highest cognitive level wherein three K4 questions and two K5 questions are compulsory.</i>				3	2		

	<i>Course with K6 as the highest cognitive level wherein two questions each on K4, K5 and one question on K6 are compulsory.</i>				2	2	1	
Total								75 marks

### **Question Paper Blue Print for Model Examination & End Semester Examination**

Time: 2 Hours

Total Marks: 75 Marks

Minimum Pass: 30 Marks

Unit	Section - A	Section - B	Section - C
I	Q.N. 1, 2, 3	Q.N. 16	Q.N. 21 A, 21 B
II	Q.N. 4, 5, 6	Q.N. 17	Q.N. 22 A, 22 B
III	Q.N. 7, 8, 9	Q.N. 18	Q.N. 23 A, 23 B
IV	Q.N. 10, 11, 12	Q.N. 19	Q.N. 24 A, 24 B
V	Q.N. 13, 14, 15	Q.N. 20	Q.N. 25 A, 25 B

#### **SECTION – A (15 X 1 = 15 Marks)**

ANSWER ALL THE QUESTIONS

#### **SECTION – B (2 X 5 = 10 Marks)**

ANSWER ANY TWO QUESTIONS

#### **SECTION – C (5 X 10 = 50 Marks)**

ANSWER ALL THE QUESTIONS (Either or Choice)

### **Question Paper Blue Print for Model Practical Examination & End Semester Examination (Practical)**

Time: 3 Hours

Total Marks: 60 Marks

Minimum Pass: 24 Marks

Practical Marks	Maximum Mark	Minimum Mark
Internal	25	16
External	75	24
Total	100	40

### Evaluation for End Semester Examinations (Practical)

Record	25marks
Viva-voce	50 marks
<b>TOTAL</b>	<b>75 MARKS</b>

\*Submission of record with due certification is a must for external practical examinations.

\*\*A student should complete all requires experiments to get 25 marks for the record

### Scheme of Examination for Management and Research

#### **First Year – Semester - I**

Part	Course Code	Course Title	Ins. Hrs	Credit	CIA	ESE	Total
Part-I	23PBACT01	Core - I Management Principles And Business Ethics	4	4	25	75	100
	23PBACT02	Core - II Quantitative Techniques And Research Methods in Business	4	4	25	75	100
	23PBACT03	Core - III Managing Organizational Behavior	4	4	25	75	100
	23PBACT04	Core - IV Accounting for Managers	4	4	25	75	100
	23PBACT05	Core - V Managerial Economics	4	4	25	75	100
	23PBACT06	Core - VI Legal Systems in Business	4	4	25	75	100
Part-II	23PBASO01	Soft Skills - I Executive Communication	1	2	25	75	100
<b>Total</b>			<b>25</b>	<b>26</b>			

#### **First Year – Semester - II**

Part	Course Code	Course Title	Ins. Hrs	Credit	CIA	ESE	Total
Part-I	23PBACT07	Core - VII Applied Operations Research	3	3	25	75	100
	23PBACT08	Core - VIII Human Resource Management	3	3	25	75	100
	23PBACT09	Core - IX Marketing Management	3	3	25	75	100

	23PBACT10	Core - X Operations Management	3	4	25	75	100
	23PBACT11	Core - XI Financial Management	3	4	25	75	100
	23PBACT12	Core - XII Strategic Management	3	4	25	75	100
Part-II	23PCAED02	Non Major Elective Course - Fundamentals of computers and communication	2	1	25	75	100
	23PBASO02	Soft Skills - II Business Etiquette	2	2	25	75	100
	23PBASO03	Soft Skills - III Computing Skills	2	2	25	75	100
	23PSOCCC01	Fundamentals of Human Rights	1	1	25	75	100
<b>Total</b>			<b>25</b>	<b>27</b>			

### Second Year – Semester - III

Part	Course Code	Course Title	Ins. Hrs	Credit	CIA	ESE	Total
Part-I	23PBACT13	Core – XIII Information Systems for Business	5	4	25	75	100
	23PBAFE01	Elective – I **Choose any one from The list	3	3	25	75	100
	23PBAFE02	Elective – II **Choose any one from The list	3	3	25	75	100
	23PBAFE03	Elective – III **Choose any one from The list	3	3	25	75	100
	23PBAFE04	Elective – IV **Choose any one from The list	3	3	25	75	100
	23PBAFE05	Elective – V **Choose any one from The list	3	3	25	75	100
	23PBAFE06	Elective – VI **Choose any one from The list	3	3	25	75	100
Part-II	23PBASO04	Soft Skills – IV Leadership and Team Building Skills	2	2	25	75	100
		***Summer Internship	-	2	25	75	100
<b>Total</b>			<b>25</b>	<b>26</b>			

## Second Year – Semester - IV

Part	Course Code	Course Title	Ins. Hrs	Credit	CIA	ESE	Total
Part-I	23PBAPR01	#Project Work & Viva- Voce	-	12	75	225	300
<b>Total</b>			-	<b>12</b>			

**\*\*Ins. Hrs** – Instructional Hours, **CIA**- Continuous Internal Assessment, **ESE**- End Semester Examination

<b>Semester: I</b>	<b>Course Code: 23PBACT01</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - I MANAGEMENT PRINCIPLES AND BUSINESS ETHICS</b>			

### Course Overview:

1. To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions
2. To provide insights on Planning & Decision Making
3. To throw light on Organizing, Managing Change and Innovation

### Learning Objectives:

1. To elucidate on Leadership, Communication and Controlling.
2. To create awareness and importance of Business Ethics and Social Responsibility.

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Nature of Management – Concepts and Foundations of Management - Managerial Functions Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management

<b>Unit - II</b>	<b>Planning &amp; decision making</b>	<b>12 Hours</b>
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Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan - Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models

<b>Unit - III</b>	<b>Nature of organizing</b>	<b>12 Hours</b>
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Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation

<b>Unit - IV</b>	<b>Leadership and control</b>	<b>12 Hours</b>
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Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE)

<b>Unit - V</b>	<b>Business ethics</b>	<b>12 Hours</b>
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Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.

#### Reference Books:

1. Mukherjee, K., Principles of Management, 2<sup>nd</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
2. S. K. Mandal., Management Principles and practice, 3<sup>rd</sup> Edition, Jaico Publishing House, Jan.2011
3. Griffin, R. W., Management, 11<sup>th</sup> Edition, South-Western College Publication, January 2018.

#### Web Resources:

1. <https://deb.ugc.ac.in> In
2. <http://www.managementconcepts.com>
3. International journal of Management Concepts and Philosophy
4. Journal of Management, Sage Publications

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions	K1
CO2	Possess knowledge on planning & decision making.	K2
CO3	Have insights on organizing, managing change and Innovation	K3
CO4	Learn leadership, communication and controlling skills.	K4
CO5	Learn leadership, communication and controlling skills.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	<b>2</b>	-	<b>2</b>	-	<b>2</b>	-
<b>CO2</b>	<b>2</b>	<b>3</b>	-	-	-	-	-	-	-
<b>CO3</b>	-	-	-	-	<b>2</b>	<b>2</b>	<b>2</b>	-	-
<b>CO4</b>	-	-	-	<b>3</b>	<b>3</b>	-	-	-	-
<b>CO5</b>	-	-	<b>3</b>	-	-	-	-	<b>3</b>	-

**3 - Strong, 2 – Medium, 1 – Low**

<b>Semester: I</b>	<b>Course Code: 23PBACT02</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - II QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS</b>			

**Course Overview:**

1. To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.
2. To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.
3. To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.

**Learning Objectives:**

1. To recognize the principles and characteristics of the multivariate data analysis techniques
2. To become familiar with the process of drafting a report that poses a significant problem

<b>Unit – I</b>	<b>Introduction</b>	<b>17 Hours</b>
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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; Maxima, Maxim in, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.

<b>Unit – II</b>	<b>Research Methods</b>	<b>10 Hours</b>
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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.

<b>Unit – III</b>	<b>Data Preparation and Analysis</b>	<b>15 Hours</b>
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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.



<b>Unit – IV</b>	<b>Multivariate Statistical Analysis</b>	<b>09 Hours</b>
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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

<b>Unit – V</b>	<b>Report Writing and Ethics in Business Research</b>	<b>09 Hours</b>
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Research Reports - Different Types - Report Writing Format - Content of Report - Need For Executive Summary - Cautioning - Framing the Title of the Report - Different Styles Of Referencing - Academic Vs. Business Research Reports - Ethics In Research.

### Reference Books:

1. Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2. Srivastava, T.N. and Redo, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3. Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.
4. Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5. Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6. Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

### Web Resources:

1. [https://www.dartmouth.edu/~chance/teaching\\_aids/books\\_articles/probability\\_book/amsbook.mac.pdf](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](https://onlinecourses.nptel.ac.in/noc18_ma07/preview)
4. <https://hbr.org/1964/07/decision-trees-for-decision-making>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	K1
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	K2
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis	K3
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions	K4
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3	3	-	-	-	3	3	-	-
<b>CO2</b>	-	-	-	3	-	3	-	-	-
<b>CO3</b>	-	-	-	2	-	2	-	-	-
<b>CO4</b>	-	-	-	2	-	2	-	-	-
<b>CO5</b>	-	-	-	2	-	3	-	-	-

**3 - Strong, 2 – Medium, 1 – Low**

<b>Semester: I</b>	<b>Course Code: 23PBACT03</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - III MANAGING ORGANIZATIONAL BEHAVIOUR</b>			

**Course Overview:**

1. To familiarize the students to the basic concepts of managing Organizational Behavior in order to aid in understanding how an men behave in an Organization.
2. To provide insights on Individual Differences, perception, learning, Attitudes values and motivation
3. To throw light on Group Dynamics and Interpersonal Communication

**Learning Objectives:**

1. To elucidate on Leadership, Politics, Conflicts and Negotiation.
2. To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.

<b>Unit - I</b>	<b>Introduction to Organizational Behavior</b>	<b>12 Hours</b>
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Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behavior. Theory – social theory - Organizational Citizenship Behavior

<b>Unit - II</b>	<b>Individual Difference and motivation</b>	<b>12 Hours</b>
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**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

<b>Unit - III</b>	<b>Group Dynamics and Interpersonal Communication</b>	<b>12 Hours</b>
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**Group Dynamics** – Foundations of Group Behaviors – 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

<b>Unit - IV</b>	<b>Leadership and Conflict and Negotiation</b>	<b>12 Hours</b>
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**Leadership** – Trait, Behavioral and Contingency theories, Leaders vs Managers Power and **Politics**: Sources of Power – Political Behaviors in Organizations – Managing Politics.

**Conflict and Negotiation**: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.

<b>Unit - V</b>	<b>Work Stress and Emotional Intelligence</b>	<b>12 Hours</b>
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**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.

#### Reference Books:

1. Prasad .L.M., Organizational Behaviour ,Sultan Chand and Sons, 2019
2. C.B. Guptha, A Textbook Of Organizational Behaviors ,S. Chand & Company,2019
3. K. Aswattappa, Organizational Behaviour, Himalaya Publishing House, 12<sup>th</sup> Edition, 2016.
4. Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.
6. Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.

#### Web Resources:

1. [www.himpub.com](http://www.himpub.com)
2. <https://iedunote.com/organisational-behaviour>
3. [www.yourarticlelibrary.com/organisation/](http://www.yourarticlelibrary.com/organisation/)
4. Journal of Organizational Behaviour – Wiley Online Library

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	K1
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	K2
CO3	Have insights on Group Dynamics and Interpersonal Communication	K3
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	K4
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

Mapping (COs vs POs)								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	-	-	-	2	-	-	-	-
<b>CO2</b>	-	-	3	-	-	3	-	-
<b>CO3</b>	-	3	-	3	3	-	-	-
<b>CO4</b>	-	-	-	-	3	-	-	-
<b>CO5</b>	-	-	-	-	-	3	-	2

**S - Strong, M – Medium, L – Low**

<b>Semester: I</b>	<b>Course Code: 23PBACT04</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - IV ACCOUNTING FOR MANAGERS</b>			

**Course Overview:**

1. To acquaint the students with the fundamentals of principles of financial, cost and management accounting
2. To enable the students to prepare, analyses and interpret financial statements
3. To acquaint the students with the tools and techniques of financial analysis

**Learning Objectives:**

1. To enable the students to take decisions using management accounting tools.
2. To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS

<b>Unit - II</b>	<b>Financial Statement Analysis</b>	<b>12 Hours</b>
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Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.

<b>Unit - III</b>	<b>Marginal Costing</b>	<b>12 Hours</b>
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Marginal Costing - Definition - distinction between marginal costing and absorption costing – Break - even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system - key factor analysis, make or buy decisions, export decision, sales mix decision - Problems.

<b>Unit - IV</b>	<b>Budget</b>	<b>12 Hours</b>
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Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.

<b>Unit - V</b>	<b>Cost Accounting</b>	<b>12 Hours</b>
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Cost Accounting: meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision - making. Reporting - Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software - Open Source.

#### Reference Books:

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- End. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T. Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013

#### Web Resources:

1. <http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/>
2. [accounting%20for%20managers.pdf](#)
3. [http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09\\_chapter%201.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf)
4. <http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	K1
CO2	Be able to prepare, analyze and interpret financial statements	K2
CO3	Be able to use the tools and techniques of financial analysis.	K3
CO4	Be able to take decisions using management accounting tools.	K4
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	-	-	2	-	2	-
<b>CO2</b>	3	3	-	3	-	3	2	-	-
<b>CO3</b>	3	3	3	-	-	3	2	-	-
<b>CO4</b>	3	3	-	-	-	3	3	-	-
<b>CO5</b>	-	3	3	3	-	3	2	2	-

**3 - Strong, 2 – Medium, 1 – Low**



<b>Semester: I</b>	<b>Course Code: 23PBACT05</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE – V MANAGERIAL ECONOMICS</b>			

**Course Overview:**

1. To familiarize the students about managerial economics and to know the Fundamental concepts affecting business decisions.
2. To understand the concept of utility and demand analysis and demand Forecasting
3. To know about production function and market structure

**Learning Objectives:**

1. To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.
2. To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalize, and Equip - marginal Concept, the Time Perspective, Discounting Principle, and Opportunity Cost Principle - Micro and Macro Economics.

<b>Unit - II</b>	<b>Utility Analysis and the Demand Curve</b>	<b>12 Hours</b>
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Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input - Output Analysis – Consumer Behavior - Consumer Equilibrium

<b>Unit - III</b>	<b>The Production Function</b>	<b>12 Hours</b>
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Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions - Returns to Scale – Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.

<b>Unit - IV</b>	<b>Macro - Economic Variables</b>	<b>12 Hours</b>
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Macro - Economic Variables – National Income - Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contra cyclical Policies – Role of Economic Policy – Indian Economic Planning

<b>Unit - V</b>	<b>Commodity and Money Market</b>	<b>12 Hours</b>
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Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation - Role of Fiscal Policies - Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA – GST - Industrial Policy in India and its effects on growth.

#### Reference Books:

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.

#### Web Resources:

1. [http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-](http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530)
2. [tools-todays-decision-makers6e-6/9788131733530](http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530)
3. [http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial](http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207)
4. [economics/?courseid=4207](http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207)
5. [https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-](https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857)
6. [76225857](https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857)
7. The Indian Economic Journal - SAGE Journals

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making Process.	K1
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	K2
CO3	Have better idea and understanding about production function and market structure	K3
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	K4
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	2	-	3	-	-	-	-	-
<b>CO2</b>	-	-	-	3	-	2	2	-	-
<b>CO3</b>	-	-	-	-	-	3	3	-	-
<b>CO4</b>	-	-	-	-	-	-	-	2	-
<b>CO5</b>	-	-	-	-	-	-	2	-	-

**S - Strong, M – Medium, L – Low**

<b>Semester: I</b>	<b>Course Code: 23PBACT06</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - VI LEGAL SYSTEMS IN BUSINESS</b>			

**Course Overview:**

1. To create knowledge and understanding on law of contracts
2. To describe about sale of goods and Negotiable instrument act
3. To have an overall understanding about partnership act and company law.

**Learning Objectives:**

1. To familiarize various labor laws for effective administration of Human Resource of an organization.
2. To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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**The Law of Contracts:** Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts Remedies for Breach of Contracts.

<b>Unit - II</b>	<b>Sale of Goods Act</b>	<b>12 Hours</b>
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**Sale of Goods Act:** Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

**Negotiable Instruments Act:** Negotiable Instruments in General: Cheque, Bills of Exchange and Promissory Notes – Definition and Characteristics

<b>Unit - III</b>	<b>Partnership Act</b>	<b>12 Hours</b>
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**Partnership Act:** Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. **Company Law:** Evolution of Company Form of Organization – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up

<b>Unit - IV</b>	<b>Lab our Law</b>	<b>12 Hours</b>
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**Lab our Law:** Factories Act, Minimum Wages Act, Industrial Disputes Act, 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 & Redressed) Act 2013 - Contract Labour (Regulation and Abolition) Act - Four Labour Codes and Rules - RTI Act 2005.

<b>Unit - V</b>	<b>Consumer Protection Act</b>	<b>12 Hours</b>
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Consumer Protection Act, Competition Act 2002 Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.

#### Reference 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, 15<sup>th</sup> Edition, Taxman Publications Pvt. Ltd., 2012.
4. Publications Pvt. Ltd., 2012.
5. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17<sup>th</sup> Edition, Taxman Publications Pvt. Ltd., 2012.
6. Taxman Publications Pvt. Ltd., 2012.
7. Intellectual Property Laws, Universal Law Publishing, 2012.

**Web Resources:**

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/>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Have knowledge on understandings on law of contract.	K1
CO2	Know the sale of Goods & Negotiable instrument act.	K2
CO3	Have understandings on partnership and company law	K3
CO4	Have familiarized with various lab our laws.	K4
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	2	-	2	2	-	-
<b>CO2</b>	-	-	-	-	-	2	-	-	-
<b>CO3</b>	-	-	-	-	-	2	2	-	-
<b>CO4</b>	-	-	-	-	2	2	2	-	-
<b>CO5</b>	-	-	-	-	-	-	-	2	-

**S - Strong, M – Medium, L – Low**

<b>Semester: I</b>	<b>Course Code: 23PBASO01</b>	<b>Hours/Week: 4</b>	<b>Credit: 2</b>
<b>COURSE TITLE: SOFT SKILLS - I EXECUTIVE COMMUNICATION</b>			

**Course Overview:**

1. To acquire communication awareness they are going to get for the industry.
2. To make the customer realize that you can provide them with information and other essential things
3. To explore the skill of writing business proposals

**Learning Objectives:**

1. To develop a plan for the meetings and interviews
2. To analyze the skills required for non-verbal communication

<b>Unit – I</b>	<b>Communication</b>	<b>06 Hours</b>
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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.

<b>Unit – II</b>	<b>Business Correspondence</b>	<b>06 Hours</b>
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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, 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.

<b>Unit – III</b>	<b>Business Reports and Proposals</b>	<b>06 Hours</b>
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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

<b>Unit – IV</b>	<b>Conducting Meetings and Interviews</b>	<b>06 Hours</b>
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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.

<b>Unit – V</b>	<b>Non - verbal Communication</b>	<b>06 Hours</b>
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Personal Appearance – Posture - Body Language - Reading Nonverbal Messages - Use of Charts. Diagrams and Tables - Visual and Audio - visual Aids for Communication.

### Reference Books:

1. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2. Chaturvedi, Business Communication, Person, 2 edition, 2011
3. Bovec L. Courtland and John V. Thrill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4. American Management Association, the AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5. Garson, Sharan J., and Steven M Garson, Technical Writing: Process and Product, Person Education, New Delhi, 2008.

### Web Resources:

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>
5. <https://www.habitsforwellbeing.com/9-effective-communication-skills>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning



**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understanding of theories and concepts, types and various modes of communication in organizations.	K1
CO2	Development of skills on developing Business Correspondence	K2
CO3	Development of skills on preparing Business Reports and Proposals	K3
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	K4
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	3	-	3	-	-	-
<b>CO2</b>	-	-	-	3	-	3	-	-	-
<b>CO3</b>	-	-	-	3	-	3	-	-	-
<b>CO4</b>	-	-	-	3	-	3	-	-	-
<b>CO5</b>	-	-	-	3	-	3	-	-	-

**3 - Strong, 2 – Medium, 1 – Low**

**SEMESTER - II**

<b>Semester: II</b>	<b>Course Code: 23PBACT07</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: CORE – VII APPLIED OPERATIONS RESEARCH</b>			

**Course Overview:**

1. To provide the students with introduction on OR and its models to aid in Understanding its applicability in the various functional areas of management.
2. To understand the concept of linear programming models in determining profit maximization and cost minimization
3. To learn about various methods adopted in transportation and Assignments Models.

**Learning Objectives:**

1. To determine about inventory models, replacement models, job sequencing, networking model and Queuing model
2. To throw light on dynamic model and game models and the application of pure And mixed strategies in competitive environment.

<b>Unit - I</b>	<b>Introduction</b>	<b>08 Hours</b>
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Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management

<b>Unit - II</b>	<b>Linear programming problem</b>	<b>12 Hours</b>
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Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.

<b>Unit - III</b>	<b>Transportation problem</b>	<b>12 Hours</b>
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Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.

<b>Unit - IV</b>	<b>Project scheduling and resource management</b>	<b>18 Hours</b>
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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 Scheduling.

<b>Unit - V</b>	<b>Game Theory and Strategies</b>	<b>10 Hours</b>
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Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions - Goal Programming; Simulation; Integer programming and Dynamic programming.

#### Reference Books:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14<sup>th</sup> Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3. Hiller, F., Liebermann, Nag and Base, Introduction to Operations Research, 11<sup>th</sup> Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021

#### Web Resources:

1. [www.cbom.atozmath.com](http://www.cbom.atozmath.com)
2. [http://www.pondiuni.edu.in/storage/dde/downloads/mbaii\\_qt.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf)
3. [http://164.100.133.129;81/econtent/Uploads/Operations\\_Research.pdf](http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf)

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

#### Learning Outcomes:

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

COs	Statements	Bloom's Level
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	K1
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	K2
CO3	Be well versed with the concept of transportation and Assignments models	K3
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	K4
CO5	Be imparted knowledge on the various methods of game model	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>									
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	-	-	-	2	-	2	-	-	-
<b>CO2</b>	3	2	-	-	-	2	2	-	-
<b>CO3</b>	3	3	-	-	-	3	2	-	-
<b>CO4</b>	3	3	-	-	-	2	2	-	-
<b>CO5</b>	-	3	-	-	-	-	2	-	-

**3 - Strong, 2 – Medium, 1 – Low**

<b>Semester: II</b>	<b>Course Code: 23PBACT08</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: CORE - VIII HUMAN RESOURCE MANAGEMENT</b>			

**Course Overview:**

1. To embark importance of HRM role, functions and need
2. To assimilate theoretical and practical implications of HRP
3. To critically use appropriate training tools

**Learning Objectives:**

1. To analyze and implement an effective performance management
2. To extrapolate and design compensation management techniques

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and Scope, Human Resource Accounting and Audit - Gig economy.

<b>Unit - II</b>	<b>Human Resource Planning</b>	<b>12 Hours</b>
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Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection,

Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management.

<b>Unit - III</b>	<b>Training, Development And Career Management</b>	<b>12 Hours</b>
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Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.

<b>Unit - IV</b>	<b>Performance Management</b>	<b>12 Hours</b>
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Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work - life balance; Quality of work - life; HR Analytics.

<b>Unit - V</b>	<b>Compensation Management</b>	<b>12 Hours</b>
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Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP - Financial and nonfinancial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards And Recognition.

#### Reference Books:

1. Ashwathappa, K., Human Resource Management, 9<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
2. Ivaneceovich, J.M., Human Resource Management, 12<sup>th</sup> Edition, Tata McGraw Hill Education Pvt. Ltd., 2020.
3. Gary Dressler & Biju Variety, Human Resource Management, 16<sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.

#### Web Resources:

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>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Gain an understanding of HRM policies and importance.	K1
CO2	Implement appropriate HRP in workplace.	K2
CO3	Apply feasible Training method and manage career progressions. .	K3
CO4	Demonstrate managing performance of human resources.	K4
CO5	Design and justify compensation framework.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	M	-	M	-	-	-
<b>CO2</b>	-	-	-	-	-	M	-	-	-
<b>CO3</b>	-	-	-	-	S	S	M	-	-
<b>CO4</b>	-	-	-	-	-	M	M	-	-
<b>CO5</b>	-	-	-	M	-	M	M	-	-

**S - Strong, M – Medium, L – Low**

<b>Semester: II</b>	<b>Course Code: 23PBACT09</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: CORE – IX MARKETING MANAGEMENT</b>			

**Course Overview:**

1. To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.
2. To provide with opportunities to analyze marketing activities within the firm
3. To analyze and explore the buyer behavior pattern in marketing situations.

**Learning Objectives:**

1. To understand the branding, pricing and strategies in marketing a product.
2. To upgrade the knowledge and awareness of Consumer Rights in the Market

<b>Unit – I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Marketing Management Philosophies – What is marketing - The concepts of marketing Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.

<b>Unit – II</b>	<b>Strategic Marketing</b>	<b>12 Hours</b>
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Strategic Marketing – Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting – Techniques. Marketing Tactics, The Mix Service and Retail Marketing.

<b>Unit – III</b>	<b>MIS</b>	<b>12 Hours</b>
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Marketing Information Systems - Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation Marketing Analytics

<b>Unit – IV</b>	<b>Buyer Behaviour</b>	<b>12 Hours</b>
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Factors Influencing Consumer Behaviour – Buying situation – Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation: Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.

Unit – V	Product Policies	12 Hours
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Consumer and Industrial Product Decisions, Branding, Packaging and Labeling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Cooperation and Conflict Management – Vertical, Horizontal and Multi - channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.

### Reference Books:

1. Pilli & Baghawathy, Marketing Management, S. Chand, 2010.
2. Gupta Prachi, Aggarwal Ashita, et al., Marketing Management: Indian Cases, 1st Edition, 2017.
3. G. Shainesh Philip Kotler, entail., Marketing Management; Indian Case Studies included, 16th Edition, Pearson, 2022
4. Global Marketing Management, 8thEdition, Pearson, 2017.
5. Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.
6. Philip Kotler and Kevin Lane Keller, Marketing Management, 15th Edition, Pearson, 2015

### Web Resources:

1. <https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketingmanagement-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>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning



**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	K1
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	K2
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	K3
CO4	Think strategically about branding, pricing and marketing issues.	K4
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	2	-	2	2	-	-
<b>CO2</b>	-	-	-	3	-	3	-	-	-
<b>CO3</b>	-	-	-	2	-	2	2	-	-
<b>CO4</b>	-	-	2	2	-	2	2	-	-
<b>CO5</b>	-	-	-	-	-	2	-	2	-

**S - Strong, M – Medium, L – Low**

<b>Semester: II</b>	<b>Course Code: 23PBACT10</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - X OPERATIONS MANAGEMENT</b>			

**Course Overview:**

1. To understand the production function, production design & capacity planning,
2. Exploring the Make or Buy decision, and thus understanding the role of inventory management
3. 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.

**Learning Objectives:**

1. To elucidate the importance and usefulness of work-study and quality control Tools
2. To provide insights on service operations management and waiting line analysis

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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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..

<b>Unit - II</b>	<b>Facility Design</b>	<b>12 Hours</b>
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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.

<b>Unit - III</b>	<b>Inventory Control and Maintenance</b>	<b>12 Hours</b>
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Basic Inventory Models - Economic Order Quantity - Economic Batch Quantity - Reorder Point - Safety Stock - Inventory Costs - Classification and Codification of Stock - ABC Classification - Materials Requirement Planning (MRP) – JIT - Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance - Group Replacement Vs Individual Replacement Breakdown Time Distribution - Maintenance of Cost Balance - Procedure for Maintenance.

<b>Unit - IV</b>	<b>Design of work Systems and Quality Control</b>	<b>14 Hours</b>
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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

<b>Unit - V</b>	<b>Service Operations Management</b>	<b>10 Hours</b>
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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.

#### Reference Books:

1. Aswathappa K and Shidehara Bhatt K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021
2. Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3. Russell and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4. William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.

#### Web Resources:

1. [www.shsu.edu/~mgt\\_ves/mgt560/ServiceManagement.ppt](http://www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt)
2. [zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf](http://zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf)
3. <https://www.emerald.com/insight/publication/issn/0144-3577>

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand the concepts of production and its design, Capacity planning and make or buy decisions.	K1
CO2	Be cognizant of the complexity involved in plant Location decisions and utilization of plant layout.	K2
CO3	Understand the Inventory models and the importance of maintenance techniques.	K3
CO4	Be aware of work-study procedures and the importance on quality control tool	K4
CO5	Have insight on service operations, service delivery and Waiting line Analysis.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	2	-	2	-	-	-	-	-
<b>CO2</b>	-	2	-	-	-	-	2	-	-
<b>CO3</b>	-	-	-	-	-	2	2	-	-
<b>CO4</b>	2	2	-	-	-	2	2	-	-
<b>CO5</b>	-	2	-	-	-	2	2	-	-

3 - Strong, 2 – Medium, 1 – Low



<b>Semester: II</b>	<b>Course Code: 23PBACT11</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - XI FINANCIAL MANAGEMENT</b>			

**Course Overview:**

1. To create an understanding and familiarize the students to the fundamentals of Financial management and create awareness on the various sources of finance.
2. To create awareness on the various investment techniques on the investment decision making
3. To throw light on the concept of cost of capital and familiarize on the technique Of identifying the right source of capital.

**Learning Objectives:**

1. To educate on the concept of capital structure and the create understanding on The concept of dividend.
2. To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity International Financial Management - Financial Planning - Behavioral Finance - Capital Market Money Market - Micro Finance - Financial Information System

<b>Unit - II</b>	<b>Investment and capital budgeting</b>	<b>12 Hours</b>
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Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money DCF Techniques – Net Present Value, Profitability Index and Internal Rate of Return - Problems - Risk analysis in Capital Budgeting - Introduction to Fin tech – Digital Currency - Crypto currency – Financial Modeling; Hurdle Rate.

<b>Unit - III</b>	<b>Cost of capital</b>	<b>12 Hours</b>
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Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT - EPS Analysis - Operating Leverage - Financial Leverage - problems



<b>Unit - IV</b>	<b>Capital structure and dividends</b>	<b>12 Hours</b>
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Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends - Dividend policy general, determinants of dividend policy.

<b>Unit - V</b>	<b>Working Capital Management</b>	<b>12 Hours</b>
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Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports - Financial Analytic.

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

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

#### **Reference Books:**

1. S.N. Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019
2. I.M. Pander Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
3. Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.
4. Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019
5. Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.
6. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.

**Web Resources:**

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

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Be aware of the basic concepts of financial management and understand the various sources of Finance.	K1
CO2	Possess knowledge on investment decision making.	K2
CO3	Have insights on the cost of capital and would have familiarized them with the technique of calculating the cost of capital.	K3
CO4	Have learnt the concept of capital structure and Dividend	K4
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	-	-	-	2	-	2	2	-
<b>CO2</b>	2	3	-	-	-	2	2	-
<b>CO3</b>	-	2	-	-	-	-	3	-
<b>CO4</b>	-	-	-	-	-	2	3	-
<b>CO5</b>	2	2	-	3	-	-	2	-

**S - Strong, M – Medium, L – Low**

<b>Semester: II</b>	<b>Course Code: 23PBACT12</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - XII STRATEGIC MANAGEMENT</b>			

**Course Overview:**

1. To enable the students understand the importance of vision and mission in Framing corporate strategy.
2. To provide insights on how business is responsible socially and ethically.
3. To highlight on the environmental analysis framework.

**Learning Objectives:**

1. To throw light on strategic formulation and strategic choice.
2. To understand strategic implementation and strategic control.

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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Strategy – Strategic Management Process – Developing a Strategic Vision – Mission - Setting Objectives – Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework - Corporate Governance – Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills

<b>Unit - II</b>	<b>Corporate Policy and Planning in India</b>	<b>12 Hours</b>
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Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies - Implementation of Policies. Society and Business: Social Responsibility of Business – Corporate Governance and Ethical Responsibility.

<b>Unit - III</b>	<b>Environmental Analysis</b>	<b>12 Hours</b>
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Environmental Scanning - Industry Analysis - The Synthesis of External Factors – Internal Scanning – Value Chain Analysis SWOT Audit – Scenario planning - Creating an Industry Matrix.

<b>Unit - IV</b>	<b>Strategy Formulation and Analysis</b>	<b>12 Hours</b>
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Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy - TOWS Matrix – Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS



Unit - V	Strategy Implementation	12 Hours
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Strategy Implementation - Corporate Culture – Matching Organization Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance - Problems in Measurement of Performance - Strategy Audit - Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

### Reference Books:

1. V S P Rae, Strategic Management Text and Cases, 2nd edition 2013.  
Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
2. Dress, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
3. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
4. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
5. Wheeled, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

### Web Resources:

1. Strategic Management Journal – Wiley online Library
2. Journal of strategy and Management – Emerald Insight
3. Mastering Strategic Management – [www.opentextbooks.org.hk](http://www.opentextbooks.org.hk)
4. Mastering Strategic Management – [www.saylor.org](http://www.saylor.org).

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

<b>Learning Outcomes:</b> Upon successful completion of this course, the student will be able to:		
<b>COs</b>	<b>Statements</b>	<b>Bloom's Level</b>
CO1	Be able to frame vision and mission statements.	K1
CO2	Be social and ethically responsible.	K2
CO3	Possess insights on making environmental analysis.	K3
CO4	Possess knowledge on learning strategic Formulation & strategy choice.	K4
CO5	Understanding strategic implementation and Control.	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>									
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	-	-	3	2	-	-	3	-	-
<b>CO2</b>	-	-	3	-	-	-	-	3	-
<b>CO3</b>	-	-	2	-	-	-	-	3	-
<b>CO4</b>	-	2	-	-	3	-	-	2	-
<b>CO5</b>	-	-	-	3	3	-	-	3	-

**Strong, 2– Medium, 3 – Low**

<b>Semester: II</b>	<b>Course Code: 23PCAED02</b>	<b>Hours/Week: 3</b>	<b>Credit: 1</b>
<b>COURSE TITLE: NON MAJOR ELECTIVE COURSE - FUNDAMENTALS OF COMPUTERS AND COMMUNICATION</b>			

**Course Overview:**

1. Know the basics of Computers
2. Learn the internal Components of Computers
3. Understand the OS and its types

**Learning Objectives:**

1. Study the basics of networks and Internet
2. Get a clear idea on DBMS and its concepts

<b>Unit - I</b>	<b>Introduction</b>	<b>12 Hours</b>
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What is computer – Components of Computers – Advantages and Disadvantages of using computers – Computer Software – Categories of Computers - Elements of information systems. The Components of the Systems Unit: Processor – Data representation – Memory – Mobile Computers and Devices.

<b>Unit - II</b>	<b>Input and Output Device</b>	<b>12 Hours</b>
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What is input – what are input devices – keyboard – pointing device – mouse – other pointing devices – Voice input – Digital Cameras – Video input – Scanners and Reading devices Terminals – Biometric input - Input devices for physically challenged users-Output: What is output – display devices – Monitors – Printers – Speakers, Headphones and Ear phones – output device for physically challenged users – Storage devices

<b>Unit - III</b>	<b>Operating Systems and Utility Programs</b>	<b>12 Hours</b>
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System software – Operating system – Operating system functions – types of operating systems – standalone operating systems – network operating systems – embedded operating system. Application Software: Application software – Business software – Graphics and Multimedia Software – Application software for Communication

<b>Unit - IV</b>	<b>Internet and World Wide Web</b>	<b>12 Hours</b>
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Internet – History of the Internet – How the Internet works – WWW – E-commerce – Communications and Networks: Communications – Uses of Computer Communications – Networks – Communication software – Communication devices – Communications Channel – Physical transmission media and Wireless transmission media.

<b>Unit - V</b>	<b>Database Management</b>	<b>12 Hours</b>
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Databases, Data and Information, The Hierarchy of data – Maintaining data – File processing versus databases – database management systems – relational, object oriented and multi - dimensional databases – web databases – database administration. Computer Security: Computer security risks – Internet and network attacks –Unauthorized access and use.

**Text Book(s):**

1. Gary B. Shelly, Thomas. Cushman, Misty E. Vermaat, "Introduction to Computers, "Cengage Learning, 2008

**Reference Books:**

1. Reema Tarija, "Fundamentals of Computers", Oxford Univ. Press,2015
2. Deborah Morley, Charles Sparker, "Understanding Computers-Today and Tomorrow", 14th Edition, Thomson Course Technology, 2012
3. Alexis Leon, Mathew's Leon, "Fundamentals of Computer Science and Communication Engineering", Vikas Publishing House, New Delhi, 1998.

**Web Resources:**

1. <https://nptel.ac.in/noc/courses/noc20/SEM1/noc20-cs17/>
2. [https://www.mooc-list.com/tags/fundamentals of computer](https://www.mooc-list.com/tags/fundamentals%20of%20computer)

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Know the basics and internal parts of Computers	K1
CO2	Gain the knowledge on OS and its types	K2
CO3	Understand the basics of networks and Internet	K3
CO4	Learn the databases and DBMS concepts	K4
CO5	Understand the role of RDBMS in IT	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

<b>Mapping (COs vs POs)</b>									
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	S	S	S	S	S	S	S	M	S
<b>CO2</b>	S	S	S	S	S	S	S	M	S
<b>CO3</b>	S	S	S	S	S	S	S	M	S
<b>CO4</b>	S	S	S	S	S	S	S	M	S
<b>CO5</b>	S	S	S	S	S	S	S	M	S

S - Strong, M – Medium, L – Low

<b>Semester: II</b>	<b>Course Code: 23PBASO02</b>	<b>Hours/Week: 2</b>	<b>Credit: 2</b>
<b>COURSE TITLE: SOFT SKILLS – II BUSINESS ETIQUETTE</b>			

#### Course Overview:

1. To analyze the Business etiquette at workplace
2. To determine the Principles of exceptional work behavior
3. To explore Tech etiquette in using various telecommunication devices and Channels

#### Learning Objectives:

1. To successfully handle Multi-cultural challenges
2. To ascertain sensitivity to new and emerging issues in etiquette

<b>Unit - I</b>	<b>Introduction to business etiquette</b>	<b>06 Hours</b>
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The ABCs of etiquette Meeting and greeting scenarios - Developing a culture of excellence The principles of exceptional work behavior - 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.

<b>Unit - II</b>	<b>Meeting and Boardroom Protocol</b>	<b>06 Hours</b>
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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

<b>Unit - III</b>	<b>Telephone Etiquette</b>	<b>06 Hours</b>
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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

<b>Unit - IV</b>	<b>Business Attire &amp; Professionalism</b>	<b>06 Hours</b>
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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 Courtesies for blind or visually impaired - Courtesies for the deaf - People with speech impairments.

<b>Unit - V</b>	<b>Business Ethics</b>	<b>06 Hours</b>
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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. The Management Accountant Journal - icmai-rnj.in

#### Reference 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. Noola: HarperCollins
3. Patter, 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 Jiao Publishing House
5. Travis, R. (2013). Tech Etiquettes: OMG, 2 Edition, RLT Publishing.

**Web Resources:**

1. <https://accountingexplained.com/managerial/capital-budgeting/>
2. <http://www.studyfinance.com/lessons/workcap/>
3. Journal of International Financial Management & Accounting

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Learn using business etiquette at work place	K1
CO2	Be able to acquire knowledge about the Principles of exceptional work behavior	K2
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices And channels.	K3
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	K4
CO5	Become sensitive to new and emerging issues in etiquettes	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>CO1</b>	-	-	-	2	-	2	2	-
<b>CO2</b>	-	-	-	2	-	2	2	-
<b>CO3</b>	-	-	-	2	-	2	2	-
<b>CO4</b>	-	-	-	2	-	2	2	-
<b>CO5</b>	-	-	-	2	-	2	2	-

**S - Strong, M – Medium, L – Lo**

<b>Semester: II</b>	<b>Course Code: 23PBASO03</b>	<b>Hours/Week: 2</b>	<b>Credit: 2</b>
<b>COURSE TITLE: SOFT SKILLS - III COMPUTING SKILLS</b>			

**Course Overview:**

1. To create awareness and understanding on the basic functions of MS Excel.
2. To elucidate the students on the various advanced functions of MS Excel.
3. To educate the students on MS Access and its application in database Management.

**Learning Objectives:**

1. To enable the students to understand the functions and usage of various cloud Based apps like Google Drive, Google Sheets and Google Docs.
2. To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

<b>Unit - I</b>	<b>MS Excel</b>	<b>09 Hours</b>
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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.

<b>Unit - II</b>	<b>MS Excel Advanced Functions</b>	<b>12 Hours</b>
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MS Excel Advanced Functions – V lookup – H lookup – Charts – Count – Count if – Sum – Sum if – Product – Sum product. Functions: Mathematical - Financial - logic – Text – Statistical

<b>Unit - III</b>	<b>MS Access</b>	<b>12 Hours</b>
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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.

<b>Unit - IV</b>	<b>Cloud based apps</b>	<b>12 Hours</b>
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Cloud based apps – Google Drive, Google Sheets, Google Docs,

<b>Unit - V</b>	<b>Cloud based apps</b>	<b>12 Hours</b>
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Cloud based apps - Google Forms, Google Slides – Google Cloud Print



**Reference 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. Noola: 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 Etiquettes: OMG, 2 Edition, RLT Publishing.

**Web Resources:**

1. Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2. Richard Roost, 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

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Have awareness and understanding on the basic functions of MS Excel	K1
CO2	Know the advanced functions of MS Excel	K2
CO3	Possess knowledge on MS Access and its application in database management	K3
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	K4
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides And Google Cloud Printing.	K5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>									
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>
<b>CO1</b>	-	-	-	3	-	3	3	-	-
<b>CO2</b>	-	-	-	3	-	3	3	-	-
<b>CO3</b>	-	3	-	3	3	3	3	-	-
<b>CO4</b>	-	-	-	3	3	3	3	-	-
<b>CO5</b>	-	-	-	3	-	3	3	-	-

1. Strong, 2– Medium, 3 – Low

<b>Semester: II</b>	<b>Course Code: 23PSOCCC01</b>	<b>Hours/Week: 1</b>	<b>Credit: 1</b>
<b>COURSE TITLE: FUNDAMENTALS OF HUMAN RIGHTS</b>			

#### Course Overview:

- To learn about Basic Facets of Human Rights
- To understand the development of human rights in India
- To know the various rights pertaining to marginalized and other disadvantaged people.

#### Learning Objectives:

- To help the students to know various human rights movements.
- To make the students to be aware of human rights redressed mechanisms

<b>Unit - I</b>	<b>Introduction</b>	<b>04 Hours</b>
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Meaning and Definitions of Human Rights – Characteristics and Importance of Human Rights – Evolution of Human Rights – Formation, Structure and Functions of the UNO - Universal Declaration of Human Rights – International Covenants – Violations of Human Rights in the Contemporary Era.

<b>Unit - II</b>	<b>Human Rights in India</b>	<b>04 Hours</b>
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Development of Human Rights in India – Constituent Assembly and Indian Constitution – Fundamental Rights and its Classification – Directive Principles of State Policy – Fundamental Duties.

<b>Unit - III</b>	<b>Rights of Marginalized and other Disadvantaged People</b>	<b>04 Hours</b>
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Rights of Women – Rights of Children – Rights of Differently Aabled – Rights of Elderly - Rights of Scheduled Castes – Rights of Scheduled Tribes – Rights of Minorities – Rights of Prisoners – Rights of Persons Living with HIV AIDS – Rights of LGBT.

<b>Unit - IV</b>	<b>Human Rights Movements</b>	<b>04 Hours</b>
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Peasant Movements (Tehama and Telangana) – Scheduled Caste Movements (Maher and Ad - Dharma) – Scheduled Tribes Movements (Santhal and Monad) – Environmental Movements (Chipko and Narmada Bachao Angolan) – Social Reform Movements (Viacom and Self Respect).

<b>Unit - V</b>	<b>Redressal Mechanisms</b>	<b>04 Hours</b>
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Protection of Human Rights Act, 1993 (Amendment 2019) – Structure and Functions of National and State Human Rights Commissions – National Commission for SCs – National Commission for STs – National Commission for Women – National Commission for Minorities – Characteristics and Objectives of Human Rights Education.

#### Reference Books:

1. Sudarshanam Gandhi, Human Rights in India: Prospective and Retrospective, Raw at Publications, Jaipur, 2019.
2. Stavanger Juss, Human Rights in India, Rout ledge, New Delhi, 2020.
3. Namita Gupta, Social Justice and Human Rights in India, Rawat Publications, Jaipur, 2021..
4. Mark Freeze, The Sociology of Human Rights, John Willy & Sons, U.K. 2014.
5. Travis, R. (2013). Tech Etiquettes: OMG, 2 Edition, RLT Publishing.
6. Chiranjivi J. Nirmal, Human Rights in India: Historical, Social and Political Perspectives, Oxford University Press, New York, 2000.

#### Web Resources:

1. Humphrey M Richard Rost, Learning MS Access Kindle Edition, 2013
2. Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
3. Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

<p><b>Teaching Methodology:</b> Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk &amp; Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning</p>
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**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand the basic facets of human rights	K1
CO2	Comprehend the Constitutional provisions of human rights in India	K2
CO3	Grasp the rights of the marginalized and other disadvantaged people in India	K3
CO4	Know the historical background of the various human rights movement in India.	K4
CO5	Understand the redressed mechanism of the human rights violations	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	-	-	-	3	-	3	3	-	-
<b>CO2</b>	-	-	-	3	-	3	3	-	-
<b>CO3</b>	-	3	-	3	3	3	3	-	-
<b>CO4</b>	-	-	-	3	3	3	3	-	-
<b>CO5</b>	-	-	-	3	-	3	3	-	-

**Strong, 2– Medium, 3 – Low**

**SEMESTER - III**

<b>Semester: III</b>	<b>Course Code: 23PBACT13</b>	<b>Hours/Week: 4</b>	<b>Credit: 4</b>
<b>COURSE TITLE: CORE - XIII INFORMATION SYSTEMS FOR BUSINESS</b>			

**Course Overview:**

1. To enable students to understand the fundamentals of information system and its role of information in managerial decision making
2. To throw light on fundamentals of information systems like TPS, DSS, and EIS.
3. To manage system applications and data to best support functional areas of Business

**Learning Objectives:**

1. To provide insights in securely managing database and information using the process of
2. To elucidate the need and importance of ERP, its selection and implementation in workplace

<b>Unit – I</b>	<b>Introduction to information system</b>	<b>09 Hours</b>
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Introduction to information system - The management, structure and activities - Information needs and sources - Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

<b>Unit – II</b>	<b>Transaction Processing information system</b>	<b>09 Hours</b>
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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.

<b>Unit – III</b>	<b>Functional Management Information System</b>	<b>09 Hours</b>
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Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

<b>Unit – IV</b>	<b>System Analysis and Design</b>	<b>09 Hours</b>
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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 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.

<b>Unit – V</b>	<b>Enterprise Resource Planning (ERP) System</b>	<b>09 Hours</b>
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Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organization & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.

**Text Book(s):**

1. Information Systems for Business and beyond – open text books .site.
2. Management Information Systems: Managing the Digital firm –
3. [www.textbooks.com](http://www.textbooks.com)
4. Information systems Journal – Wiley Online Library.
5. Information Systems management in Business and development organizations – Hare Krishna Misra – PHI Learning.

**Reference Books:**

1. Azam, M., Management Information System, McGraw-Hill Education, 2012
2. Laud on, K., Laud on, J. and Doss, R., Management Information Systems –
3. Managing the Digital Firm, 11<sup>th</sup> Edition, Pearson, 2010.
4. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern
5. Management, 3<sup>rd</sup> Edition, PHI, 2011.
6. O’Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems,
7. 9<sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Learn the importance of data and information in Managerial decision making.	PO4, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO4, PO6, PO7
CO3	Understand the application of IS on the various function Accounting, Finance, Marketing, Operations and HR	PO2, PO7
CO4	To study the various models and new technologies	PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO6, PO7

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2	-	-	-	3	-	-
<b>CO 2</b>	-	-	3	-	3	-	-	3
<b>CO 3</b>	2		3	-	2	-	-	3
<b>CO 4</b>	3	3	-	-	-	2	3	-
<b>CO 5</b>	3	2	-	-	2	-	-	3

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBASO04</b>	<b>Hours/Week: 2</b>	<b>Credit: 2</b>
<b>COURSE TITLE: SOFT SKILLS - IV LEADERSHIP &amp; TEAM BUILDING SKILLS</b>			

**Course Overview:**

1. To understand the characteristics, style, traits of leaders, and theories of leadership.
2. To learn more about self-leadership and developing team-building skills through Case studies and examples.
3. To understand how to form, manage and lead the team.

**Learning Objectives:**

1. To understand the measures of conflict in a team
2. To explore team roles & processes in developing and managing a team

<b>Unit – I</b>	<b>Leadership Theories</b>	<b>09 Hours</b>
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Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

<b>Unit – II</b>	<b>Leadership Styles</b>	<b>09 Hours</b>
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Leadership qualities - styles of leadership – attitudes - role models & new leadership - cultural differences and diversity in leadership - leader behavior leadership in different countries - leadership ethics & social responsibility.

<b>Unit – III</b>	<b>Leadership Skills</b>	<b>09 Hours</b>
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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 our group members - communication and conflict resolution skills.

<b>Unit – IV</b>	<b>Team Work</b>	<b>09 Hours</b>
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Working in group & teams - characteristics of effective team – types - team development: Tuchman's team development stages - Belbin team roles - Ginnett - team effectiveness leadership model.



<b>Unit – V</b>	<b>Exploring Team Roles &amp; Processes</b>	<b>09 Hours</b>
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Mapping the stages of group development - Building: and developing teams - overcoming resistance coping and conflict and Ego - leading a team managing meetings.

**Text Book(s):**

1. Uday Kumar Holder, 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

**Reference Books:**

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehta, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noola: 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.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO6
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to Improve leadership skills.	PO2, PO7
CO4	Development of skills in effective leadership and professional communication	PO6, PO7
CO5	Demonstrate effective written communication skills for Plans, strategies and outcomes.	PO6, PO7
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

Mapping (COs vs POs)								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	3	-	-
CO 2	-	-	3	-	3	-	-	3
CO 3	2		3	-	2	-	-	3
CO 4	3	3	-	-	-	2	3	-
CO 5	3	2	-	-	2	-	-	3

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAFE01</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>Course Title: F - ELECTIVE - I CORPORATE FINANCE</b>			

#### Course Overview:

- To familiarize the students with the fundamental understanding of corporate finance.
- To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.
- To throw light on the investment techniques on the investment decision making

#### Learning Objectives:

- To educate the students on the various sources of international finance available to the Indian companies.
- To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.

<b>Unit – I</b>	<b>Introduction to Corporate Finance</b>	<b>09 Hours</b>
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Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts

<b>Unit – II</b>	<b>Indian Capital Market</b>	<b>09 Hours</b>
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Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI – Stock Markets - Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages

<b>Unit – III</b>	<b>Investment Decision</b>	<b>09 Hours</b>
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Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.

<b>Unit – IV</b>	<b>Finance from international sources</b>	<b>09 Hours</b>
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Role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions

<b>Unit – V</b>	<b>Foreign Collaboration</b>	<b>09 Hours</b>
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FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational 09 C5 60 Corporations; Global Minimum Tax

### Text Book(s):

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

### Reference Books:

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12th Edition, Paperback, Tata McGraw Hill Publishers, 2018.
2. Damodaran, A., Applied Corporate Finance, 4th Edition, Wiley, 2015.
3. Damodaran, A., Corporate Finance: Theory and Practice, 2nd Edition Paperback, Wiley India Pvt Ltd. 2007.
4. Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt .Ltd. 2011.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Learn the importance of data and information in Managerial decision making.	PO4, PO6
CO2	Possess on the various IS and the its relevance to Organizational environment	PO4, PO6, PO7
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO2, PO7
CO4	To study the various models and new technologies	PO6, PO7
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO6, PO7

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	3	2	–	–	–	3	–	–
<b>CO 2</b>	–	–	3	–	3	–	–	3
<b>CO 3</b>	2	–	3	–	2	–	–	3
<b>CO 4</b>	3	3	–	–	–	2	3	–
<b>CO 5</b>	3	2	–	–	2	–	–	3

**3-Strong    2-Medium    1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAFE02</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: F- ELECTIVE - II SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>			

**Course Overview:**

1. 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.
2. To provide an overview of the operation of the securities markets and the Mechanics of trading securities in stock exchanges.
3. To ensure acquaintance of in-depth understanding of fundamental analysis Tools to make optimum investment decision.

**Learning Objectives:**

1. To analyze stock price behavior in market, that is affected by various factors by Calculating various technical indicators using Technical Analysis.
2. To enable the students with a basic introduction to portfolio theory and study Various methods of modeling the risk associated with stock investment.

<b>Unit – I</b>	<b>Investment</b>	<b>09 Hours</b>
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Concept of investment – importance - alternate forms of investment - LIC schemes - bank deposits - government securities - mutual fund schemes - post office schemes - provident fund - company deposits - real estate - Gold and Silver - Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk are measured in terms of standard deviation and variance, the relationship between risk and return.

<b>Unit - II</b>	<b>Securities Market</b>	<b>09 Hours</b>
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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.

<b>Unit - III</b>	<b>Fundamental Analysis</b>	<b>09 Hours</b>
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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.

<b>Unit - IV</b>	<b>Technical Analysis</b>	<b>09 Hours</b>
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Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

<b>Unit - V</b>	<b>Portfolio Management</b>	<b>09 Hours</b>
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Portfolio analysis - Selection – Capital Asset Pricing model – Revision – Portfolio Evaluation

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

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 Journal of Portfolio Management, Springer
4. Financial Markets and Portfolio Management, Scimago Journal and Country Rank

#### **Reference 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.

<b>Teaching Methodology:</b> Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning
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**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand the role of Risk Return propositions in Securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Analyze the investment decisions with the help of Fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Appraise the stock price movements and its behavior With the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Write the benefit of diversification of holding a Portfolio of assets, and the importance played by the market portfolio.	PO6, PO7
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

Mapping (COs vs POs)								
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	-	3	-	-	-	3	3	-
CO 2	-	3	-	2	-	3	-	-
CO 3	-	3	-	3	-	2	-	-
CO 4	-	-	-	2	-	3	3	-
CO 5	-	-	-	-	-	2	3	-

3-Strong 2-Medium 1-Low

<b>Semester: III</b>	<b>Course Code: 23PBAFE03</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: F - ELECTIVE - III MERCHANT BANKING AND FINANCIAL SERVICES</b>			

**Course Overview:**

1. 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.
2. To familiarize the students with public issue management mechanism, role of Issue manager, SEBI guidelines and marketing of securities.
3. To create an understanding on the trends in financial services, merger and Acquisition, portfolio management services and credit rating.

**Learning Objectives:**

1. Provide exposure to fund based financial services such as leasing and hire Purchasing, financial evaluation.
2. Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

<b>Unit - I</b>	<b>Merchant Banking</b>	<b>09 Hours</b>
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Introduction – An Overview of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act – SERA - SEBI Guidelines - FEMA, etc. – Relation with Stock Exchanges and OTCEI..

<b>Unit - II</b>	<b>Issue management</b>	<b>09 Hours</b>
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Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off-Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.



<b>Unit - III</b>	<b>Fee based financial services</b>	<b>09 Hours</b>
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Mergers and Acquisitions - Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.

<b>Unit - IV</b>	<b>Fund based financial services</b>	<b>09 Hours</b>
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Leasing and Hire Purchasing Basics of Leasing and Hire purchasing – Financial Evaluation.

<b>Unit - V</b>	<b>Other fund based financial services</b>	<b>09 Hours</b>
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Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

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

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, Research gate
4. Journal of Corporate Finance, Elsevier

#### **Reference Books:**

1. M. Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2<sup>nd</sup> Edition, 2010.
4. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,

<p><b>Teaching Methodology:</b> Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk &amp; Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning</p>
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**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations Governing the Indian securities market.	PO4, PO6
CO2	Identify the public issue management mechanism, various forms of issues, Role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as Leasing and hire purchasing, financial evaluation.	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	-	3	-	-	-	3	3	-
<b>CO 2</b>	-	3	-	2	-	3	-	-
<b>CO 3</b>	-	3	-	3	-	2	-	-
<b>CO 4</b>	-	-	-	2	-	3	3	-
<b>CO 5</b>	-	-	-	-	-	2	3	-

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAFE04</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: F - ELECTIVE - IV BANKING AND INSURANCE</b>			

**Course Overview:**

1. To provide a basic understanding of the insurance mechanism and principle of insurance.
2. To provide an overview of Indian insurance industry.
3. To understand the basics of Banking and the emergence of Banking in India.

**Learning Objectives:**

1. To get acquainted with the functionality of the Banks.
2. To know the meaning and use of commonly used technologies in Banking.

<b>Unit - I</b>	<b>Indian Financial System</b>	<b>09 Hours</b>
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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.

<b>Unit - II</b>	<b>Basics of Banking</b>	<b>09 Hours</b>
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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

<b>Unit - III</b>	<b>Electronic Banking</b>	<b>09 Hours</b>
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Current Trends and Role of information & Communication Technology in Banking – Current Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E- Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – **NACH** Global Trends in Banking Technology .

<b>Unit - IV</b>	<b>Insurance</b>	<b>09 Hours</b>
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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.

<b>Unit - V</b>	<b>General Insurance</b>	<b>09 Hours</b>
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Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance – Medical Insurance – Group Medic 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.

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

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, Publishing India

#### **Reference Books:**

1. Bhattacharya, H. Banking Strategy, Credit Appraisal and Lending Decisions, Oxford University Press, 2nd Edition, 2011.
2. IndianInstituteofBankingandFinance,PrinciplesandPracticesofBanking, Macmillan India Ltd, Fifth Edition, 2015.
3. Maheshwari, S.N. and Maheshwari, S.K. Banking Law and Practice, Kalyani Publishers, 11th Edition, 2014.
4. Muraleedharan, Modern Banking: Theory and Practice, PHIL earning, Second Edition, 2014.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand, analyze and communicate on the Indian Financial System	PO4, PO6, PO7
CO2	Explain the basics of Banking and the emergence of Banking in India and its lending practices	PO4, PO6, PO7
CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7
CO4	Summarize the basics of the insurance mechanism And principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
<b>CO 1</b>	-	3	-	-	-	3	3	-
<b>CO 2</b>	-	3	-	2	-	3	-	-
<b>CO 3</b>	-	3	-	3	-	2	-	-
<b>CO 4</b>	-	-	-	2	-	3	3	-
<b>CO 5</b>	-	-	-	-	-	2	3	-

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAFE05</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: F - ELECTIVE - V CAPITAL MARKET AND FINANCIAL SERVICES</b>			

**Course Overview:**

1. To acquire knowledge on Indian financial systems and its regulators
2. To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.
3. To understand leasing and hire purchase

**Learning Objectives:**

1. To familiarize with credit rating and securitization
2. To know Depositories & Contemporary Issues

<b>Unit - I</b>	<b>Indian Financial System</b>	<b>09 Hours</b>
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**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.

<b>Unit - II</b>	<b>Listing and trading of Securities</b>	<b>09 Hours</b>
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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.

<b>Unit - III</b>	<b>Leasing and Hire Purchase</b>	<b>09 Hours</b>
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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

<b>Unit - IV</b>	<b>Credit rating &amp; Securitization</b>	<b>09 Hours</b>
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**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.

<b>Unit - V</b>	<b>Depositories &amp; Contemporary Issues</b>	<b>09 Hours</b>
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Depository 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.

**Text Book(s):**

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*.

**Reference 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*, 10th Edition, Cengage Learning, 2014.

4. Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4th edition, McGraw-Hill Education, 2014.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

<b>Learning Outcomes:</b>		
Upon successful completion of this course, the student will be able to:		
<b>COs</b>	<b>Statements</b>	<b>Bloom's Level</b>
CO1	Estimate the Indian financial systems and its Regulators	PO3,PO6
CO2	Summarize the listing and trading securities, Risk Management in BSE & NSE, Index management.	PO6, PO7
CO3	Explain the leasing and hire purchase	PO7
CO4	Prioritize the credit rating and securitization	PO2,PO6,PO7
CO5	Summarize the depositories & contemporary Issues	PO6,PO7
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>								
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	–	–	2	–	–	2	–	–
<b>CO 2</b>	–	–	–	–	–	3	3	–
<b>CO 3</b>	–	–	–	–	–	–	3	–
<b>CO 4</b>	–	3	–	–	–	2	3	–
<b>CO 5</b>	–	–	–	–	–	2	2	–

**3-Strong    2-Medium    1-Low**



<b>Semester: III</b>	<b>Course Code: 23PBAFE06</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: F - ELECTIVE - VI FINANCIAL PLANNING AND WEALTH MANAGEMENT</b>			

**Course Overview:**

1. To give clarity on the concept of Personal Financial Planning
2. To acquire knowledge on the process of Comprehensive Financial Planning
3. To understand the concept of Insurance & Retirement Planning

**Learning Objectives:**

1. To throw light on the Concept of Wealth Management
2. To provide knowledge on tax planning & issues

<b>Unit - I</b>	<b>Personal Financial Planning</b>	<b>09 Hours</b>
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Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.

<b>Unit - II</b>	<b>Comprehensive Financial Planning</b>	<b>09 Hours</b>
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The role of debt and financial pressure from debt - Debt counseling. Investment for Liquidity and Financial Goals. Risk returns principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios.

<b>Unit - III</b>	<b>Insurance Planning &amp; Retirement Planning</b>	<b>09 Hours</b>
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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.

<b>Unit - IV</b>	<b>Wealth Management</b>	<b>09 Hours</b>
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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.

Unit - V	Tax Planning & Contemporary Issues	09 Hours
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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.

**Text Book(s):**

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., & Linda mood, 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*.

**Reference Books:**

1. Dun, Bradstreet, *Wealth Management*, Tata McGraw Hill, India, 2009.
2. JoydeepSen - *Financial Planning & Wealth Management: Concepts and Practice*, 1st Edition, Shroff Publishers & Distributors Limited, 2020
3. Sunder 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

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

<b>Learning Outcomes:</b> Upon successful completion of this course, the student will be able to:		
<b>COs</b>	<b>Statements</b>	<b>Bloom's Level</b>
CO1	Express the concept of Personal Financial Planning	PO2, PO7
CO2	Demonstrate the process of Comprehensive Financial Planning	PO2,PO6,PO7
CO3	Explain the concept of Insurance & Retirement Planning	PO2,PO5
CO4	Assess the concept of Wealth Management	PO7
CO5	Appraise on the tax planning & issues	PO2, PO7
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>								
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	–	–	2	–	–	2	–	–
<b>CO 2</b>	–	–	–	–	–	3	3	–
<b>CO 3</b>	–	–	–	–	–	–	3	–
<b>CO 4</b>	–	3	–	–	–	2	3	–
<b>CO 5</b>	–	–	–	–	–	2	2	–

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAHE01</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - I HUMAN RESOURCES DEVELOPMENT</b>			

**Course Overview:**

1. To understand the requirements of HRD Professional in the present content With the developmental perspective of HRD.
2. To analyses and explore the models and factors influencing employee behavior And Learning.
3. To explore the developing needs of Human capacity and its impact of HRD Initiatives

**Learning Objectives:**

1. To understand the training need & explore the technique for development.
2. To explore the recent trends in career planning & development

<b>Unit - I</b>	<b>Introduction</b>	<b>09 Hours</b>
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Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organization of HRD Function.

<b>Unit - II</b>	<b>Human Resource Development System Learning and HRD</b>	<b>09 Hours</b>
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**Human Resource Development System:** HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour.

**Learning and HRD:** Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.

<b>Unit - III</b>	<b>Developing Human Capacity</b>	<b>09 Hours</b>
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**Developing Human Capacity** Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development.

**Evaluating HRD:** Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom - line of an organization.

<b>Unit - IV</b>	<b>Training and Development</b>	<b>09 Hours</b>
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**Training and Development:** Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA - Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.

<b>Unit - V</b>	<b>Career Planning and Development Recent Trends in HRD</b>	<b>09 Hours</b>
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**Career Planning and Development:** Definition - objectives – importance – career development – Career path defining - principles of theories career planning – steps involved – succession planning.

**Recent Trends in HRD:** Training for trainers and HRD professionals – Goal - directed work system behavior - Dynamics of HR & Employee Engagement - Sustainable Human Development - Promoting Research in HRD.

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

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. Kirs Wayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.

#### **Reference Books:**

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3<sup>rd</sup> Edition, Palgrave Macmillan, 2011.
2. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011

3. Noe, R. and Deo, A., Employee Training and Development, 5<sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.
4. Rishi pal, Training and Development Methods, S. Chand, 2011.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
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

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

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

**3-Strong 2-Medium 1-Low**

<b>Semester: III</b>	<b>Course Code: 23PBAHE02</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - II PERFORMANCE MANAGEMENT</b>			

**Course Overview:**

1. To summarize basic concepts of performance management.
2. To employ, and design performance management process.
3. To interpret optimal use of performance analysis techniques.

**Learning Objectives:**

1. To elucidate role of Performance Management system and standards in place.
2. To constitute and appraise high performance teams.

<b>Unit - I</b>	<b>Introduction</b>	<b>09 Hours</b>
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Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.

<b>Unit - II</b>	<b>Performance Management Process</b>	<b>09 Hours</b>
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Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.

<b>Unit - III</b>	<b>Performance Planning</b>	<b>09 Hours</b>
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Ongoing support and coaching Theories of Goal - setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO9001/27001/14001/18001 - Crisis Management - Performance Analysis Process.

<b>Unit - IV</b>	<b>Performing Review and Discussion</b>	<b>09 Hours</b>
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Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

<b>Unit - V</b>	<b>Managing Team Performance</b>	<b>09 Hours</b>
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**Managing Team Performance:** Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.

**Text Book(s):**

1. Sir John Whitmore, ‘Coaching for Performance’
2. Andrew S Grove, ‘High output Management’
3. Camille Fournier, ‘The Manager’s Path’

**Reference Books:**

1. Aguinis, H., Performance Management, 4<sup>th</sup> 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, 1<sup>st</sup> Edition, Kogan Page, 2018.
3. T V Rao, Performance Management: Toward Organizational Excellence, 2<sup>nd</sup> Edition, SAGE response, 2015.
4. Armstrong, M., Armstrong’s Handbook of Performance Management, 4<sup>th</sup> Edition, Kogan Page, 2012.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning



<b>Learning Outcomes:</b>		
Upon successful completion of this course, the student will be able to:		
<b>COS</b>	<b>Statement</b>	<b>Bloom's Level</b>
<b>CO1</b>	Recognize and apply performance management Techniques.	PO2, PO6
<b>CO2</b>	Design performance management process across Various business units.	PO2, PO8
<b>CO3</b>	Formulate, comply and implement performance Analysis tools and standards.	PO2, PO4, PO7
<b>CO4</b>	Construct performance review and employ Performance Management system.	PO1, PO5
<b>CO5</b>	Critique team management strategies.	PO1, PO5
K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create		

<b>Mapping (COs vs POs)</b>								
	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>PO 7</b>	<b>PO 8</b>
<b>CO 1</b>	–	M	–	–	–	M	–	–
<b>CO 2</b>	–	M	–	–	–	–	–	M
<b>CO 3</b>	–	M	–	M	–	–	M	–
<b>CO 4</b>	M	–	–	–	S	–	–	–
<b>CO 5</b>	M	–	–	–	S	–	–	–

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

<b>Semester: III</b>	<b>Course Code: 23PBAHE03</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - III ORGANIZATIONAL DEVELOPMENT</b>			

**Course Overview:**

1. To generalize a fair comprehension of basic concepts on OD.
2. To assimilate design elements of OD
3. To summarize the effects of Organizational culture and reinforcing Techniques

**Learning Objectives:**

1. To illustrate the effectiveness of working in teams.
2. To interpret constructs of well-being and approaches to achieving a balance.

<b>Unit - I</b>	<b>Introduction</b>	<b>09 Hours</b>
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Introduction – evolution - basic values and assumptions - foundations of OD - Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force - collecting, analyzing - feedback of diagnostic information.

<b>Unit - II</b>	<b>Approaches</b>	<b>09 Hours</b>
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Key Organizational Designs – Procedures - Differentiation & Integration - Basic Design – Dimensions Determination of Structure - Forces Reshaping Organization – Life Cycles in Organization.

<b>Unit - III</b>	<b>Organizational culture</b>	<b>09 Hours</b>
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Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.

<b>Unit - IV</b>	<b>Groups &amp; teams</b>	<b>09 Hours</b>
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Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder

<b>Unit - V</b>	<b>Wellbeing</b>	<b>09 Hours</b>
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Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.

**Text Book(s):**

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’

**Reference Books:**

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, 5<sup>th</sup> Edition, Sage Publication 2019.
2. W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3<sup>rd</sup> Edition, Pearson FT Press, 2015.
3. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6<sup>th</sup> Edition, Pearson Higher Education, 2017
4. Cummings, T., Theory of Organization Development and Change, 9<sup>th</sup> Edition, South-Western, 2011

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COS	Statement	Bloom's Level
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

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)								
	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**

<b>Semester: III</b>	<b>Course Code: 23PBAHE04</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - IV STRATEGIC HRM</b>			

**Course Overview:**

1. To familiarize the students with the basic concepts of Strategic Management
2. To provide insights into Environmental Forecasting
3. To throw light on Human Resource Strategy

**Learning Objectives:**

1. To elucidate on Strategic Human Resource Processes
2. To create awareness and importance of New Economic Policy and HRM Strategy

<b>Unit - I</b>	<b>Strategic Management</b>	<b>09 Hours</b>
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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;

<b>Unit - II</b>	<b>Environment Forecasting</b>	<b>09 Hours</b>
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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.

<b>Unit - III</b>	<b>Human Resource Strategy (HRS)</b>	<b>09 Hours</b>
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Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation

<b>Unit - IV</b>	<b>Strategic Human Resource Processes</b>	<b>09 Hours</b>
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Workforce 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 Employee development.

<b>Unit - V</b>	<b>New Economic Policy and HRM Strategy</b>	<b>09 Hours</b>
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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.

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

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*.

#### **Reference Books:**

1. Amanda Das Gupta, *Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage*, Productivity Press New York-Roulade, 1<sup>st</sup> Edition 2020.
2. Tanuja Agarwala, *Strategic Human Resource Management*, Oxford University Press, 1<sup>st</sup> Edition 2007.
3. Gary Rees & Paul Smith, *Strategic Human Resource Management An International Perspective*, Sage, 3rd Edition, 2021.
4. Murielle G. Heijltjes, *Strategic Human Resource Management*, Sage Publications Ltd. (UK), 1<sup>st</sup> Edition 2000.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning

**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Comprehend the application of Strategic Management	K1
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	K2
CO3	Develop strategies, approaches for higher Organisational Performance	K3
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	K4
CO5	Analyse and formulate New Economic Policy and HRM Strategy	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	M	M	-	-	-	S	M	-	-
CO2	M	-	-	-	-	S	M	-	-
CO3	M	M	-	-	-	S	-	-	-
CO4	M	-	-	-	-	M	M	-	-
CO5	-	M	-	-	-	M	M	-	-

S-Strong, M-Medium, L-Low

<b>Semester: III</b>	<b>Course Code: 23PBAHE05</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - V HUMAN CAPITAL PLANNING</b>			

**Course Overview:**

1. To understand the basic concepts of Human resource planning
2. To know the sources of recruitment and recent trends in recruitment.
3. To explore selection and induction processes in an organization.

**Learning Objectives:**

1. To know and use various promotions, transfers and separations.
2. To learn ethical issues in human capital planning.

<b>Unit - I</b>	<b>Human Resource Planning (HRP)</b>	<b>09 Hours</b>
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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.

<b>Unit - II</b>	<b>Sources of Recruitment</b>	<b>09 Hours</b>
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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.

<b>Unit - III</b>	<b>Selection &amp; Induction</b>	<b>09 Hours</b>
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**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

<b>Unit - IV</b>	<b>Promotion</b>	<b>09 Hours</b>
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Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.

<b>Unit - V</b>	<b>Ethical Issues</b>	<b>09 Hours</b>
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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.

**Text Book(s):**

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

**Reference Books:**

1. Heneman III. H.G, Judge. T.A, R.L. Heneman, 1<sup>st</sup> 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.  
Tewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th Edition, McGraw-Hill.

**Teaching Methodology:** Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk & Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning



**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Understand about the basic concepts of Human resource planning	K1
CO2	Know the sources of recruitment and recent trends in recruitment.	K2
CO3	Use appropriate selection and induction processes in an organization.	K3
CO4	Know various promotions, transfers and separations.	K4
CO5	Learn the ethical issues in human capital planning.	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

Mapping (COs vs POs)									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	–	–	–	–	–	–	–	–
CO2	–	M	–	–	–	–	–	–	–
CO3	–	–	–	M	–	–	–	–	–
CO4	–	S	–	–	–	–	–	–	–
CO5	–	–	M	–	–	–	–	M	–

3 - Strong, 2 – Medium, 1 – Low

<b>Semester: III</b>	<b>Course Code: 23PBAHE06</b>	<b>Hours/Week: 4</b>	<b>Credit: 3</b>
<b>COURSE TITLE: HR - ELECTIVE - VI STRESS MANAGEMENT</b>			

**Course Overview:**

1. To understand the concept of stress management
2. To understand the impact of stress
3. To analyses the stress reduction techniques

**Learning Objectives:**

1. To study the strategies to cope up with stress
2. To develop resilience to stress

<b>Unit - I</b>	<b>Introduction to Stress Management</b>	<b>09 Hours</b>
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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.

<b>Unit - II</b>	<b>Impact of stress</b>	<b>09 Hours</b>
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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.

<b>Unit - III</b>	<b>Stress Reduction Techniques</b>	<b>09 Hours</b>
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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.

<b>Unit - IV</b>	<b>Coping Strategies</b>	<b>09 Hours</b>
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Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model.

<b>Unit - V</b>	<b>Developing Resilience to Stress</b>	<b>09 Hours</b>
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Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management.

**Text Book(s):**

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

**Reference Books:**

1. Kajal A. Sharma, Cary L. Cooper, D.M. Peptone, Organizational Stress Around the World Research and Practice, Rout ledge, 1<sup>st</sup> Edition, 2022.
2. Rachel Lewis, Joanna Yorker, Emma Donaldson-Fielder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1<sup>st</sup> Edition, 2011.
3. Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1<sup>st</sup> Edition, 2014.
4. Emily Nagasaki , Amelia Nagasaki , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1<sup>st</sup> Edition, 2019.

<p><b>Teaching Methodology:</b> Videos, Audios, PPT, Role Play, Quiz, Field Visit, Seminar, Chalk &amp; Talk, Lecturing, Case Study, Demonstration, Problem Solving, Group Discussion, Flipped Learning</p>
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**Learning Outcomes:**

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

COs	Statements	Bloom's Level
CO1	Have a clear understanding on the concept of stress management	K1
CO2	Illustrate the impact of stress and predict Stress warning signals	K2
CO3	Develop ability to analyses the stress reduction Techniques	K3
CO4	Acquire the ability to identify the strategies to cope up with stress	K4
CO5	Develop resilience strategies to stress	K5

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyze, K5 – Evaluate, K6 – Create

**Mapping (COs vs POs)**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	–	–	M	–	–	–	–	–	–
<b>CO2</b>	–	M	–	–	–	–	–	–	–
<b>CO3</b>	M	–	–	S	–	–	–	–	–
<b>CO4</b>	–	–	–	–	M	M	–	–	–
<b>CO5</b>	–	–	–	–	–	–	M	M	–

**3 - Strong, 2 – Medium, 1 – Low**