

# **SYLLABUS FOR**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**FOR ADMISSION BATCH-2023-24 & ONWARDS**



SHAILABAL WOMEN'S (AUTO) COLLEGE  
CUTTACK, ODISHA

## **REGULATIONS**

1. The Master of Business Administration (MBA) Programme, under CBCS, a full-time professional Degree Programme, shall have four semesters. After successful completion of all the four semesters; degree will be awarded to qualified students.

### **2. Duration:**

The duration of the programme shall be two years with four semesters. Odd semesters will be from July to December (i.e., 1<sup>st</sup> & 3<sup>rd</sup> semester) and even semester will be from January to May (i.e., 2<sup>nd</sup> & 4<sup>th</sup> semester). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

### **3. Number of Papers (Semester wise):**

During the course, a student has to take the following papers with marks along with their respective credits totaling to 130 credits as given below.

<b>Semester</b>	<b>No. of Papers</b>	<b>Credit</b>	<b>Marks</b>
I	8	32	800
II	8	32	800
III	9	36	900
IV	7	30	700
Total	32	130	3200

### **4. Eligibility Criteria for Admission:**

The candidate should have passed Graduation Examination or its equivalent in any discipline with minimum 50% marks in aggregate with 5% relaxation for SC/ST/PWC students. The selection would be based on the guidelines issued by the Department of Higher Education, Odisha.

### **5. Attendance:**

A student has to attend a minimum of 75% of classes in a Semester to be permitted to sit for the semester examination. However, a student with 60% of attendance would be permitted for end semester examination with submission of a medical certificate.

### **6. Classes:**

There will be approximately 40 classes of one hour duration for each 100 marks paper in a semester.

## 7. Examination:

A paper having no practical shall consist of three components as:

- (i) Mid-Semester Exam. 20%
- (ii) End-Semester Exam. 70%

(iii) Continuous evaluation in terms of class tests, Quizzes, class participation etc.  
10%

The papers having practical examinations shall consist of three components as:

- (i) Mid-Semester Exam. (Theory) 10%
- (ii) End-Semester Exam. (Theory) 70%
- (iii) Practical Exam. 20%

A candidate has to secure at least 40% marks both in theory and practical separately to pass the paper and 50% in aggregate in order to pass the examination. The class/division will be awarded on the average performance of the candidate in all the four semesters.

Particulars	For MBA
50%, but less than 60%	2nd Class
60% and above	1st Class

There shall be no provision for third class. A student securing less than 40% in any paper shall be required to sit for the said paper twice within two consecutive next end - term examinations. However, if a candidate has failed in aggregate, she shall have the option of appearing either in all papers or in specified paper (s) of her choice. Her class test and Mid-term marks will remain valid. A student would be required to complete the course within **5 (five)** academic years from the year of admission.

### Special Examination:

If a candidate fails to clear the paper(s), in two repeat chances, she has to sit for a special examination (one chance). In that case her previous Mid-term, Class test and End-term marks of all papers in that semester will be cancelled. She will have to reappear at all components (class test, mid-term test and end term test) again for all the papers in that semester. No more chances will be allowed to a student if she fails in the special examination. Her studentship will be cancelled.

### Hard Case Rule:

1% of grace mark subject to maximum of 5 (five) marks in single paper shall be given to pass in a semester. This shall be applicable in each semester. (\* maximum 8 marks out of total 800 and 10 mark out of 900 per semester)

## 8. Evaluation process:

**(i) Valuation System:**

The semester system of examination will have external system of valuation with 30 marks as internal examination/valuation and the result will be passed by the Conducting Board.

**(ii) Class Tests/ Quizzes/ Presentation:**

There shall be class tests/ quizzes/ presentations, etc. for each paper carrying maximum of 10 marks.

**(iii) Mid Semester Examination:**

The duration of the examination will be of one hour and maximum marks will be 20 marks in a paper. The concerned faculty member should ensure that the coverage prior to mid-term examination is minimum first and second unit of the paper and the questions will be set from the covered units. The questions will be set in such a manner that to answer them knowledge of both the units will be required. If a candidate fails to appear or failed in the mid-term examination, with the permission of the concerned course teacher she can appear at the compensatory mid-term examination before the end semester examination. This would be held once only.

**(iv) End Semester Examination:**

The end semester examination will be held on consecutive days. There will be one sitting per day. The duration of the examination will be 3/2 hours for 70 /50 marks in a paper.

**(v) Question Paper Setting:**

The question paper should be set in such a manner that:

- a) The question paper should cover all the units.
- b) 20% of the question should be set from the first two units (covered till mid - term exam.).
- c) 60% of the question should be set from the last three units (covered after mid- term exam.).
- d) 20% for case study / situational analysis shall be included in each paper.

The questions for internal examinations shall be set by the faculty member teaching the subject, where as for the end-term examinations the questions shall be set by the University.

**(vi) Dissertation, Presentation and Viva-Voce:**

During the 4<sup>th</sup> semester, each student will be required to prepare a dissertation on any

topic/ problem of her interest under the guidance of a faculty member. The dissertation shall be evaluated for 70 marks and leaving 30 marks for presentation & viva-voce examination.

The written part of the dissertation will be evaluated by the internal as well as external examiners separately and the viva-voce will be conducted by the external examiner only. Absence in the viva will amount to failure in that paper.

**Grading System:**

Grade Mark Secured from 100 Points

Outstanding	‘O’	100-90	10
Excellent	‘E’	89-80	9
Very Good	‘A’	79-70	8
Good	‘B’	69-60	7
Fair	‘C’	59-50	6
Failed	‘F’	Below 50	0

*N.B. A Candidate has to secure 40% or above to pass in each of the papers.*

A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.

A student’s level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as:

SGPA - Semester Grade Point Average

CGPA - Cumulative Grade Point Average

(a) POINT - Integer e q u i v a l e n t of each letter grade

(b) CREDIT- Integer si g n i f y i n g t h e r e l a t i v e e m p h a s i s o f i n d i v i d u a l c o u r s e i t e m ( s ) i n a s e m e s t e r a s i n d i c a t e d b y t h e C o u r s e s t r u c t u r e a n d s y l l a b u s :

CREDIT POINT - (b) X (a) for each course

item CREDIT INDEX -  $\sum \text{CREDIT}$

POINT of course

$\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

items GRADE POINT AVERAGE -

$\frac{\text{CREDIT INDEX for a semester}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) = CUMULATIVE

GRADE POINT AVERAGE =  $\frac{\text{CREDIT INDEX of all previous semester upto a semester}}{\sum \text{CREDIT}}$

GRADE POINT AVERAGE =

In addition to the points, marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

The regulation is subject to modification as and when necessary. The Syllabus shall remain valid from 2022 Admission Batch onwards.

***\*N.B.: 25 percentages of the courses in each paper shall be kept for self studies by the students. The concerned course teachers are required to declare the same in the classroom.***

## **REGULATIONS**

A candidate has to secure 50% marks in the aggregate and 40% mark in a paper to pass in a semester. A candidate has to appear both in theory and practical papers for pass. Absence in practical component means fail in that paper, but marks in both theory and practical taken together would consider for pass.

The students are required to complete the mid-term examination before end term in case of absence. Marks in mid-term and end term together taken into account for pass. The end term is 70 marks and mid term is 30marks in a paper or as per rules of the University.

**Hard case rule-** A candidate would be given 0.5% mark (4 marks max) in a semester to pass. In case of failure. 4 marks would be awarded in the paper having highest mark in the semester. Maximum 4 marks would be in two papers in case of failure, if a candidate fails in 3 papers she would be declared as failed.

All other rules of the University would apply for MBA.

## CUTTACK

### COURSE STRUCTURE

Semester – I								
Sl. No.	Nature of Course	Course Code	Paper Title	Units	Credits	Marks		
						Mid-Sem.	End-Sem.	Total
1	Hard Core	HC-101	Organization Structure and Process	5	4	30	70	100
2	Hard Core	HC-102	Quantitative Techniques	5	4	30	70	100
3	Hard Core	HC-103	Managerial Economics	5	4	30	70	100
4	Hard Core	HC-104	Organization Behaviour	5	4	30	70	100
5	Hard Core	HC-105	Financial Accounting for Managers	5	4	30	70	100
6	Hard Core	HC-106	Business Communication	5	4	30	70	100
7	Hard Core	HC-107	Business and Corporate Laws	5	4	30	70	100
8	Allied Core	AC-101	Computer Application for Management	5	4	30	70	100
	<b>Total</b>				<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>



Semester – II								
Sl. No.	Nature of Course	Course Code	Paper Title	Units	Credits	Marks		
						Mid-Sem.	End-Sem.	Total
1	Hard Core	HC-201	Human Resource Management	5	4	30	70	100
2	Hard Core	HC-202	Operations Management	5	4	30	70	100
3	Hard Core	HC-203	Marketing Management	5	4	30	70	100
4	Hard Core	HC-204	Financial Management	5	4	30	70	100
5	Hard Core	HC-205	Economic & Business Environment	5	4	30	70	100

6	Hard Core	HC-206	Management Information System & DSS	5	4	30	70	100
7	Hard Core	HC-207	Research Methodology	5	4	30	70	100
8	Hard Core	HC-208	Cost and Management Accounting	5	4	30	70	100
<b>Total</b>					<b>32</b>	<b>240</b>	<b>560</b>	<b>800</b>

Semester – III								
Sl. No.	Nature of Course	Course Code	Paper Title	Units	Credits	Marks		
						Mid-Sem.	End-Sem.	Total
1	Hard Core	HC-301	Business Policy and Strategic Management	5	4	30	70	100
2	Hard Core	HC-302	Project Planning, Control and Management	5	4	30	70	100
3	Hard Core	HC-303	Summer Training Project	5	4	30	70	100

4	Core	CE-304		5	4	30	70	100
5	Core	CE-305		5	4	30	70	100
6	Core	CE-306		5	4	30	70	100
7	Core	CE-307		5	4	30	70	100
8	Core Elective - II	CE-308		5	4	30	70	100
9	Core Elective - II	CE-309		5	4	30	70	100
	<b>Total</b>				<b>36</b>	<b>270</b>	<b>630</b>	<b>900</b>

Semester – IV								
Sl. No.	Nature of Course	Course Code	Paper Title	Units	Credits	Marks		
						Mid-Sem.	End-Sem.	Total
1	Hard Core	HC-401	Business Ethics and Corporate Governance	5	4	30	70	100
2	Hard Core	HC-402	Dissertation & Viva – Voce	5	4	30	70	100
3	Allied Core	AC-401	Women and Society	3	3	15	35	50
4	Allied Core	AC-402	Disaster Management	3	3	15	35	50
5	Core	CE-404		5	4	30	70	100
6	Core	CE-405		5	4	30	70	100
7	Core	CE-406		5	4	30	70	100
8	Core	CE-407		5	4	30	70	100
	<b>Total</b>			<b>30</b>	<b>30</b>	<b>210</b>	<b>490</b>	<b>700</b>

<b>SEMESTER – 1</b>	<b>SEMESTER – 2</b>
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HC – 101. Organization Structure and Process HC – 102. Quantitative Techniques HC – 103. Managerial Economics HC – 104. Organization Behaviour HC – 105. Computer Applications for Mgt HC – 106. Financial Accounting for Managers HC – 107. Business Communication AC 101. Business & Corporate Laws	HC – 201. Human Resource Management HC – 202. Operations Management HC – 203. Marketing Management HC – 204. Financial Management HC 205. Economic & Business Environment HC – 206. MIS & DSS HC – 207. Research Methodology HC 208. Cost and Management Accounting
<b>SEMESTER – 3</b>	<b>SEMESTER – 4</b>
HC – 301. Business Policy & Strategic Mgt HC – 302. Project Planning, Control & Mgt HC – 303. Summer Training Project CE - 304. Elective – I: Paper - I CE - 305. Elective – I: Paper - II CE - 306. Elective – I: Paper - III CE - 307. Elective – II: Paper - I CE - 308. Elective – II: Paper – II CE - 309. Elective II: Paper III	HC – 401. Business Ethics & Corporate Governance HC – 402. Dissertation & Viva – Voce AC – 401. Women and Society AC – 402. Disaster Management CE - 404. Elective – I: Paper - IV CE - 405. Elective – I: Paper - V CE - 406. Elective – II: Paper - IV CE - 407 Elective II: Paper V

### LIST OF ELECTIVE PAPERS

Units – 5   Credits – 4   Mid-Sem Marks – 30   End-Sem Marks – 70   Total - 100	
Sl. No.	Course Name
FINANCIAL MANAGEMENT (FM)	FM – 3101 Security Analysis & Portfolio Mgmt  FM – 3102 Financial Markets and Institutions FM – 3103 International Financial Management FM – 3104 Financial Services FM – 3105 Corporate Tax Planning and Management FM – 3106 Mergers and Acquisition  FM – 3107 Derivatives Management
MARKETING MANAGEMENT (MM)	MM – 3201 Consumer Behavior  MM – 3202 Integrated Marketing communication MM – 3203 Sales & Distribution Management MM – 3204 Marketing Research MM – 3205 Product & Brand Management  MM – 3206 International Marketing  MM – 3207 Marketing Services
HUMAN RESOURCE MANAGEMENT	HR – 3301 Management of Industrial Relations  HR – 3302 Human Resource Development Strategies and System  HR – 3303

(HRM)	HR – 3304 Human resource Planning HR 3305 Management of Training and Development Compensation Management
INFORMATION AND TECHNOLOGY MANAGEMENT (ITM)	ITM – 3501 E – Commerce ITM – 3502 Object-Oriented Modelling and Design ITM – 3503 Engineering Database Management System ITM – 3504 Advanced DBMS ITM 3505 Tele Communications for Business
OPERATIONS MANAGEMENT (OM)	OM – 3401 Total Quality Management OM – 3402 Logistics and Supply Chain Management OM – 3403 Services Operations Management OM – 3404 Technology Management OM – 3405 Purchasing and Material Management

OM – 3406 Operation Planning and Control

OM – 3407 World Class Manufacturing

**Evaluation:** End Term: 70 Marks

Mid- Term, Unit Test and Quiz: 30 Marks, (including Assignment and Presentation)

**Project Report :** Thesis: 70 marks, Viva – Voce: 30 marks

**Minimum Total Marks= 3200**

**Minimum Credit Points:** Hard Core 88 + Core Elective 40 = 128

### **PROGRAMME OUTCOMES (POs)**

**PO-1:** Enrich the students with professional etiquettes and proficiencies in the business world, making them capable of competing with the outside environment and best coping with the situation on the basis of their skill sets.

**PO-2:** Students will enhance their managerial skill sets by acquiring professionalism in their daily lives,

which will help them in their future career development.

**PO-3:** Equip students with digital skills through the use of information technology in order for them to compete in a technologically evolving society, as well as insights into Industry 4.0, in order for their existence to be sustainable in the corporate world.

**PO-4:** Students will be able to conduct their own SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and will be exposed to practical and industry interface to help them choose a career path.

**PO-5:** Produce entrepreneurs in their respective sectors of ideation and field of interest, thereby creating employment opportunities for others and contributing to societal growth.

**PO-6:** Acquaint students with different functional areas of business management, like general administration, operations, marketing, finance, HR, IT, etc.

**PO-7:** Propel students with an aptitude for teaching and research to pursue careers in the fields of education, research, and corporate development.

**PO-8:** Enhance students' ability for employability in consulting and entrepreneurship so as to forecast the future and design futuristic organizations.

**PO-9:** Familiarize students with financial knowledge and awareness, smart investment, legal compliances in business, the legality of the organizations, dynamic market structure, and ever-changing customer expectations.

**PO-10:** Develop an attitude of lifelong learning among the students and make them strive for holistic development to successfully maintain a balance between the personal and professional lives

### **PROGRAMME SPECIFIC OUTCOMES**

**PSO1:** To groom students so that they can be adaptable to multifunctional roles with respect to their specializations and work as successful business development executives.

**PSO2:** To develop competent management professionals with strong ethical values capable of assuming a pivotal role in various sectors of Indian economy and society aligned with the national priorities.

**PSO3:** To enrich students with the ability to identify entrepreneurial opportunities and develop leadership skills so as to carry forward their respective family Business.

**PSO4:** To facilitate students with analytical thinking which will enable them to find out potential risk associated with dynamic market structure and take appropriate decision as an efficient finance professional.

**PSO5:** To foster knowledge in students for proper understanding of market segments so as to meet customer needs by applying a suitable pricing strategies while playing the role of a marketing executive.

**PSO6:** To equip students with the principles of operations & supply chain domain to be capable of improving the performance of organizations by applying classical practices into emerging business models.

### **SEMESTER-I**

### **HC-101: ORGANIZATION STRUCTURE & PROCESS**



CO1	2	5	4	5	4	4	2	2	4	4
CO2	5	5	4	4	5	4	2	4	4	2
CO3	4	5	2	5	4	5	4	5	4	2
CO4	4	5	4	4	4	5	5	5	4	4
CO5	4	5	2	5	4	5	4	5	4	5

## HC \_ 102: QUANTITATIVE TECHNIQUES

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Gain knowledge about the basic concepts of statistics and its techniques.
2. Use correlation and regression analysis for estimation and forecasting.
3. Apply time series and index numbers in business organizations.
4. Understand the basics of probability and its application in business like random binomial distribution and Poisson distribution.
5. Estimate the population characteristics using point and interval estimators, standard errors, ANOVA, T-tests, F-tests, and their applications.

**UNIT – I: Basic and Descriptive Statistics:** Introduction to statistics, origin and growth of statistics; Application of inferential statistics in managerial decision-making; Limitations of statistics; primary and secondary classification of data; Frequency distribution and their analysis; Data presentation; Measure of Central tendency; measure of Dispersion; Skewness; Kurtosis.

**UNIT – II: Correlation and Regression Analysis:** Meaning and uses: Simple, partial and multiple correlation; Various methods of calculation of coefficients and implications; Regression analysis deals with the construction of predictive models based on statistical data; Business application of correlation and regression.

**UNIT \_III: Time Series Analysis and Index Number:** Variations in time series; Trend analysis Cyclical variations; Seasonal variations; Irregular variations; Time series analysis for forecasting and their applications in business decision-making; Construction of Index number and their uses.

**UNIT – IV: Probability and Probability Distribution:** Basic concepts; Approaches; Theorems- addition, multiplication, conditional and Bayesian analysis; Business application of probability; Random variable; Expected value of random variable; Binomial distribution; Poisson distribution; Normal distribution and Exponential distribution.

**UNIT – V: Statistical Inference on Estimation and Hypothesis Testing:** Sampling theory concerns the use of sample data as a guide for statistical inference; Estimation of population characteristics; using point and interval estimators; Construction and interpretation of confidence intervals; Basic concepts; Standard error; Central limit theorem; Large sample tests; Formulation of hypothesis; Small sample test s; Test for means; Tests for variances; Tests for proportions; Tests for paired observations; Techniques of association of attributes and testing; Nonparametric tests; Analysis of variance (ANOVA).

**RECOMMENDED BOOKS:**

1. Gupta S.P.: Statistical Methods, Sultan Chand and Sons, New Delhi.
2. Bharadwaj: Quantitative Techniques for Business Managers, HPH.
3. Hooda R.P.: Statistics for Business and Economics, Macmillan, New Delhi.
4. Tulsian P.C. and Vishal Pandey: Quantitative Techniques, Pearson Education, New Delhi.
5. Agarwal D.R.: Business Statistics, Vrinda, New Delhi.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	2	2	5	5	5	5	4
CO2	4	5	5	2	2	5	5	5	4	4
CO3	2	5	5	4	2	5	5	5	2	4
CO4	4	5	5	4	2	5	5	5	2	2
CO5	2	2	5	2	2	5	5	5	4	4

**HC – 103. MANAGERIAL ECONOMICS****DURATION: 3 HOURS****MARKS: 100 (70+30)****Course Outcomes**

After going through this paper, students will be able to:

1. Get a general understanding of decision making and long-term planning in terms of economic viability.
2. Understand the law of demand and supply control and the movements of a particular market.
3. Analyze the cost structure and the production functions.
4. Have conceptual clarity of pricing strategies and market structure.
5. Understand the national income and employment scenario in relation to fiscal and monetary policies.

**UNIT-I**

Definition, Nature, Significance, and Scope of Managerial Economics – Role of Managerial Economics in business – objective of the Firm, concept of economic profit, Theory of Consumer behavior: Diminishing Marginal Utility – Equi-Marginal Utility, Indifference Curve analysis, Budget line, Consumer's equilibrium, Price, Income and Substitution effect.



## UNIT-II

**Demand Analysis and Forecasting:** meaning of demand; Individual Demand- Law of demand-determinants of demand, Functions of Demand - demand elasticity: Price, Income, Advertising and cross elasticity of demand along with problems- change in demand and change in quantity demanded- Demand forecasting.

## UNIT-III

**Production Analysis:** Short run Production function and Long run production function, production iso-cost and production iso-quant, Cobb-Douglas Production function – Estimating a production function. **Cost Analysis: cost structure, various cost concepts-** TC, MC & AC; FC, VC & MC;-short run cost function-long run cost function – Short run cost curves, long run cost curves, Problems on cost theory and Analysis-Linear Programming.

## UNIT-IV

**Market Analysis:** Price and Output decision under perfect Competition, Monopoly, Monopolistic Competition, Oligopoly & duopoly market structure along with problems- Price Discrimination. Market Failure, Price Ceiling and Price Floor.

## UNIT-V

**Macro-economic Analysis:** Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

### RECOMMENDED BOOKS:

1. Petron and Lewis-Managerial Economics-Prentice Hall of India.
2. D. M. Mithani, Managerial Economics, Himalaya Publishers, New Delhi
3. P. Baishya - Business Economics, Global Publishing House (India)

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	2	2	5	5	5	5	4
CO2	4	5	5	2	2	5	5	5	4	4
CO3	2	5	5	4	2	5	5	5	2	4
CO4	4	5	5	4	2	5	5	5	2	2
CO5	2	2	5	2	2	5	5	5	4	4

## **HC \_ 104: ORGANIZATIONAL BEHAVIOUR**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Understand aspects of an organization's essence of behaviour, manage diversity, and engage in ethical behaviour.
2. Obtain a concrete idea on professional groups, team building, and group development.
3. Develop conflict management skills to manage the organizational power structure.
4. Create an innovative organizational culture and atmosphere that fosters individual creativity, innovation, and communication.
5. Understand the trends and patterns of organizational behaviour from a global perspective.

### **Unit-1-A: OB The Emerging Challenges**

Definition, need and importance of organizational behavior – nature and scope – frame work – organizational behaviour, development, research and models. Managing Diversity – Career Management – Talent Management – Changing Demographics of Workforce – Changed Employee Expectations – Globalisation – Technology Transformation – Promoting Ethical Behaviour and CSR – Organisational Justice.

### **UNIT-1: Foundations Of Individual Behaviour**

Personal Factors – Environmental Factors – Organisational Systems and Resources – Models of Individual Behaviour, Intelligence – Types of Intelligence – Theories of Intelligence – Measurement of Intelligence – Factors Influencing Intelligence – Intelligence and OB, Emotional Intelligence and OB. Personality – type – factors influencing personality – theories – learning – types of learners – the learning process – learning theories – organizational behavior modification. Attitudes – characteristics – components – formation – measurement. Perceptions – importance – factors influencing perception – interpersonal perception, Developing perceptual skills to reduce perceptual errors. Motivation – importance – types – effects on work behavior, theories of motivation.

### **UNIT \_II: Group Behaviour**

Nature of Groups – Types of Groups – Why do People Join Groups? – Group Development – Usefulness of Groups in Organisations – Pitfalls of Groups – Determinants of Group Behaviour – Group Structuring – Group Decision Making – Groups and OB. Nature of Teams – Teams vs. Groups – Benefits from Teams – Types of Teams – Implementing Teams in Organisations – Team Issues – Effective Teamwork – Typical Teams in Organisations – Can Groups Become Teams

### **UNIT \_ III: Leadership Power and Politics**

Leadership, styles – theories – leaders Vs managers – sources of power – power centers – power and politics, Ethics of Power and Politics – conflict and negotiation – Nature of Conflict – Changing Views of Conflict – Functional and Dysfunctional Conflict – The Process of Conflict – Levels of Conflict – Conflict Resolution – Managerial Implications – Negotiation and Conflict Resolution – Deviance –

Psychological Contract \_ Trust.

**UNIT \_IV: Dynamics Of Organizational Behaviours**

Organizational culture and climate, effectiveness, Creativity and Innovation, Change, Development, and communication.

**UNIT-V: International Organisational Behaviour**

Trends in International Business \_ Cultural Differences and Similarities \_ Individual Behaviour in the Global Perspective \_ Interpersonal Behaviour across Cultures \_ Organisational Characteristics in an International Context.

**RECOMMENDED BOOKS:**

1. Koontz, H and Wechrich, H. Management. 10<sup>th</sup> ed; New York, McGraw Hill, 1995.
2. Luthans,F. Organizational Behaviour. 7<sup>th</sup> ed; New York, McGraw Hill, 2005.
3. Robbins, S P. Organizational Behaviour. 7th ed; New Delhi, Prentice Hall of India, 2005.
4. Organisational Behaviour- Aswathappa- HPH
5. Staw, B M. Psychological Dimensions of Organizational Behaviour. 2<sup>nd</sup> ed; Englowed Cliffs, New Jersey, Prentice Hall Inc; 1995.

The list of cases and specific reference including recent articles will be discussed in the class at the time of teaching of the course.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	2	5	4	4	5	5	4	5
CO2	2	5	4	5	5	4	5	5	4	5
CO3	2	5	4	5	5	4	5	5	4	5
CO4	5	5	4	5	5	5	5	5	4	5
CO5	5	5	4	5	5	5	4	5	4	5

## HC \_ 105: FINANCIAL ACCOUNTING FOR MANAGERS

**DURATION: 3 HOURS**  
**(70+30)**

**MARKS: 100**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Get an understanding of the basic concepts and scopes of accounting.
2. Know about capital and revenue gains and capital and revenue expenditures.
3. Understand the share market scenario and functionalities.
4. Familiarize themselves with the process of preparing financial reports, annual reports, and making decisions.
5. Learn about new trends in accounting such as inflationary accounting, forensic accounting, creative accounting, and HRA accounting.

**Unit – I: Meaning and Scope of Accounting:** Introduction, Need, Objectives and Functions of Accounting, Accounting – The Language of Business, users of Accounting Information, Branches of Accounting, accounting principles , accounting standards and IFRS.

**Recording of Business Transactions:** Accounting equation, Classification of Accounts, Analysis and Recording of Business Transactions, Journal, Ledger Posting, Preparation of Trial balance. Cash and Bank Transaction and preparation of Bank Reconciliation Statement.

**Unit – II: Capital and Revenue:** Management of Income and Expenditure, Classification of Receipts, Profit-Loss. Accounting for Depreciation, Provision and Reserves.

**Final Accounts:** Understanding and Preparation of Income statement, Balance Sheet.

**Unit –III: Share Capital and Loan Capital:** Understanding Company Accounts, Issue, Forfeiture and Reissue of Forfeited Shares, Issue and Redemption Debentures .Understanding Company Final Accounts and Schedules.

**Unit – IV: Financial Statements analysis and Reporting:** Analysis of financial ratio, Financial Reporting & Annual Reports, Disclosures in Annual Reports, Reporting to Management.

**Unit – V: Contemporary Accounting:** Inflation Accounting, Human Resource Accounting, Environment Accounting, Forensic Accounting, Creative Accounting.

### **RECOMMENDED BOOKS:**

1. T.S. Grewal: Introduction to Accountancy – (S.Chand ).
2. Sehgal & Sehgal: Fundamentals of Financial Accounting – (Taxman).
3. Narayanswamy: Financial Accounting – (PHI).
4. Jawaharlal & Sri vastava: Financial Accounting – (S. Chand).
5. Horngren: Introduction to Financial Accounting – (Pearson).
6. Hanif and Mukherjee : Modern Accountancy – (TMH).
7. Paresh Shah: Financial Accounting for Management – (OUP).
8. Narayanswamy: Financial Accounting – (PHI).

9. Ruchi Bhatia: Accounting for Management – (HPH).

10. Jawaharlal: Financial Accounting – (S. Chand).

#### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	4	4	5	4	4	5	5
CO2	4	5	5	4	4	5	4	4	5	5
CO3	5	5	5	4	5	5	4	5	5	4
CO4	5	5	5	4	5	5	4	5	5	4
CO5	4	5	5	4	4	5	4	5	5	4

#### HC \_ 106 BUSINESS COMMUNICATION

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### Course Outcomes

After reading the paper the students will be able to:

1. Gain knowledge of the use, significance, kinds, and benefits of communication in organizations.
2. Recognize various communication techniques, nonverbal cues, the traits of a passive listener, and body language applications.
3. Prepare office orders, memos, sales reports, financial statements, and business and financial reports.
4. Develop skills to write an application letter, a notice, an email, and a CV.
5. Improve knowledge for delivering content in a formal and detailed manner, schedule meetings, and gain detailed insight into interviews.

**Unit -1 Basics of Communication:** Communication – Concept. Internal and External Communication. Methods of Communication- Verbal (Oral and Written) and Non-verbal. Communication Process. Effective communication. 7Cs of Communication. Communication barriers\_Types. Overcoming barriers of communication. Grapevine Communication.

**Unit \_II Speaking & Listening:** Non-verbal Communication- Proxemics, Para Language, Kinesics. Use of body language. Introduction of Speaker, Vote of Thanks. Listening- Concept, stages and methods of improving listening.

**Unit \_III Writing Skills-I:** Preparation of business letters, kinds of business letters – sales letters, request letters, collection letter. Memorandum writing, writing business proposal. Business Report – purpose, kinds and objectives, Format and preparation.

**Unit- IV Writing Skills-II:** Writing an application letter, Writing a CV (Chronological and Functional), Preparation of Notice, Writing minutes of a meeting. E-mail messages.

## Unit-V Oral Presentation and Interview Skills

Presentation – content and delivery methods. Meeting – Types, Process and Agenda. Interview – Types, skills of interviewing. Tips for success in interview. Business etiquettes.  
Case Studies Compulsory

### RECOMMENDED BOOKS:

1. Lesiker & Pettit, Basic Business communication, Tata Mc Graw Hill, New Delhi.
2. S.S. Debasish & B.Das ,Business Communication, Prentice Hall of India, New Delhi
3. Meenakshi Raman and Prakash Singh, Business Communication , Oxford Publishers, New Delhi.
4. Gerson and Gerson , Technical Writing, Pearson ,New Delhi
5. Business Communication-Rai & Rai-HPH

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	2	4	4	5	5	5	4	5
CO2	5	5	2	4	4	5	5	5	4	4
CO3	5	4	5	4	4	5	5	5	2	2
CO4	5	4	5	4	4	5	5	5	2	2
CO5	4	4	5	4	4	5	5	5	2	2

## HC \_ 107: BUSINESS AND CORPORATE LAWS

DURATION: 3 HOURS

MARKS: 100 (70+30)

### Course Outcomes

After going through this paper, students will be able to:

1. Have an insight into the Indian Contract Act and its applications in the corporate fraternity.
2. Understand the concepts of the Special Contract Act, quasi-contracts, and the Sales and Goods Act, etc.
3. Get a brief understanding of the Information Technology Act, Cyber Laws, and their regulatory authorities, etc.
4. Ideate a brief insight into the different aspects, concepts, and applications of intellectual property rights (IPR) & Copyrights.
5. Acquire knowledge on the concepts and prospects of Negotiable Instruments Acts.

### Unit \_ I:

Indian contract act – essential of contract, offer and acceptance, consideration, capacities of parties, free consent, legality of objects, contingent contract, discharge of contract.

### Unit \_ II:

Special contract Act – Quasi – contracts, indemnity and guarantee, bailment and pledge, contract of agency, sales of goods Act, conditions and warranties.

**Unit \_III:**

Information technology Act, cyber laws in India, Digital Signature, Computer crimes, regulation of certifying Authorities.

**Unit \_ IV:**

Intellectual property Right: Introduction, Meaning of intellectual property right, objective and scope, History of patent law in India, copy right, consumer protection law Act, objective, scope, legal Implication.

**Unit \_ V:**

Negotiable Instrument Act \_ Negotiable instruments \_ parties, negotiation presentation, dishonor, crossing and borrowing of cheques, GATT, FERA, Export, import & exim policy.

**RECOMMENDED BOOKS:**

1. Business Law-Bulchandani-HPH
2. Business Law \_ Tulsian, TMH
3. Business Law \_ P.R. Chanda, Galgotia
4. Corporate Law - U.K.Baruah, Global Publishing House(India)

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	5	4	5	5	4	5	5	2
CO2	5	2	2	4	4	4	4	5	5	2
CO3	5	5	4	4	4	5	4	5	5	2
CO4	5	5	5	5	2	2	2	5	4	5
CO5	4	4	5	2	2	4	2	4	4	2



## **AC \_ 101. COMPUTER APPLICATIONS FOR MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+10+20)**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed understanding of the basics of computer software and its applications.
2. Understand the concepts of business data processing along with file management.
3. Learn the fundamentals of data communication and computer networks.
4. Learn about the various aspects, concepts, and applications of E-Commerce.
5. Learn about the future of Business Analytics.

### **Unit-I: Computer Software**

Software and its relationship with Hardware. Types of Software, Software Development steps. Planning the computer program. Computer Languages, Operating System concepts, functions and types of OS. Some popular operating systems and its features. Use of software packages such as Spreadsheet. Application development using Spreadsheet package. What-IF analysis, Pivot Tables, Charts etc. Database Fundamentals. Recent trends in Software.

### **Unit-II: Business Data Processing**

Concepts of BDP, Data storage Hierarchy, File Management System, File type such as Master, Transaction, Report, Output and Backup. File Organizations such as Sequential, Direct and Indexed. Merits and demerits of different file organizations and its utility in application development.

### **Unit-III: Data Communication and Computer Networks**

Basic components of Data communication system, Transmission Media. Computer Network, LAN, WAN, MAN, Network Topologies. Communication Protocol. Internet and its applications. Internet terms such as Web Page, Website, Browser, URL, FTP, TELNET, WWW, HTTP, ISP, HTML, Download and Upload. Getting connected to Internet. Distributed & Cloud Computing.

### **Unit-IV: E-Commerce**

E-Commerce and physical commerce, The digital phenomenon, Different types of E-commerce, E-commerce scenarios, Advantages of E-commerce, Internet payment systems.

### **Unit-V: Business Analytics**

Motivation for studying Business Analytics, Emergence of Business Analytics, Understanding Business Analytics, Managing a Business Analytics Project, Advantages of Business Analytics, Making the Best Use of Business Analytics, Challenges to Business Analytics, Analytics in Different Domains of Business, Levels of Analytic Maturity.

**Theory: 70(End-Term) Marks+10(Mid-Term) Marks= 80 Marks, Practical – 20 Marks**

### **RECOMMENDED BOOKS:**

1. Computer Application for Business-Sudalaimuthu-HPH
2. Computer Fundamentals by P.K. Sinha and Priti Sinha, BPB Publications.
3. Introduction to Information Technology, Pearson Education, ITL Education Solutions Ltd.
4. Computers Today by B.S. Basundhara, Galgotia Publications.
5. Fundamentals of Computers By Rajaraman, Prentice-Hall India

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	2	2	5	4	5	4	4
CO2	5	5	5	2	2	5	2	4	4	2
CO3	4	5	5	4	4	5	4	5	4	2
CO4	5	2	5	2	5	5	2	5	5	2
CO5	5	5	5	4	4	5	2	5	2	4

### SEMESTER-II

#### HC \_ 201. HUMAN RESOURCE MANAGEMENT

**DURATION: 3 HOURS**  
**(70+30)**

**MARKS: 100**

#### Course Outcomes

After reading the paper the students will be able to:

1. Recognize human resource management supervisors' responsibilities in an evolving organizational environment.
2. Understand the organization's talent acquisition Program as well as the legal options for protecting female employees.
3. Acquire knowledge on promotion and the essence of job analysis in the organization.
4. Understand the performance appraisal, compensation, and reward structure in the organization.
5. Become familiar with the organization's uses for training and training methodologies.

**Unit I Human Resource Management:** Concept and objectives and functions relationship behavior HRM and HRD. The changing dimensions of HR functions. Role of HR manager in the changing business scenario. Strategic HRM – integrating HR into strategic planning, fitting HR practices to the Business strategy.

**Unit II Talent Acquisition:** Recruitment: concept and process. Sources of recruitment, Compulsory Notification of vacancies Act,1959. Legislation relating to recruitment of different categories of Women in India. Selection steps. Tests and interviews. Validity and reliability of tests. Induction and placement.

**Unit III Promotion:** Concept and types. Criteria for promotion. Role of DPC in promotion.

Transfer – Concept and types. Job analysis – Job description and job specification. Job analysis precedence – Narrative job descriptions, Structural job analysis procedures, Data collection and analysis. New strategic view of job analysis.

**Unit IV Performance Management and Appraisal:** Concept, objectives uses. Appraised errors, methods of appraisal, The appraised process – Reporting officer, reviewing officer and approving officer. The appraisal interview and counseling. Compensation and Rewards.

**Unit V Talent Development:** Learning and training: Concept , objectives, Principles of learning . Training and development. Training Need Assessment (TNA). Training methods – Design of training programme, on the job and off – the – job methods. Evaluation of Training effectiveness: Kickpatick s method, Galvim method

**RECOMMENDED BOOKS:**

1. Fishu, Schoenfeldta and Shaw, Managing Human Resource, Cergage Learning
2. R. Subha and V.S.P. Rao, Human Resource Management, Himalaya Publishing House
3. P. K. Jain, Human Resource Management, Global Publishing House (India)
4. Dessler, G. and Varrkey, B. Human Resource Management, 15e. Pearson Education India.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	5	4	4	5	5	4	4
CO2	5	4	4	4	5	4	5	5	4	5
CO3	5	5	2	5	4	4	5	5	4	5
CO4	5	5	2	5	4	4	5	5	4	5
CO5	4	5	4	5	4	5	4	5	4	4

**HC \_ 202 OPERATIONS MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basics of production and operations management and its applications in business.
2. Understand the concepts of facilitation of location- and layout-based decision making.
3. Ideate a brief understanding of the planning procedure in operations.
4. Learn about the concepts and applications of Inventory Management, Logistics, and Supply Chain Management in a nutshell.
5. Acquire knowledge on the concepts and prospects of quality management, just-in-time, six-sigma, ISO 9000 standards, etc.

**UNIT – I: Basics Of Production/ Operations And Study Operations Management :** Distinction between Production and Operations, Product and Services Conversion process, Strategic Decisions in Operations, Types of Production Processes (Project, Job shop, Batch, Mass/Line, Continuous), Production and Productivity; Work Study- Method, Study Procedure, Process Flow, Motion Study and Principles of Motion Economy work measurement, Importance of Rating and Allowances, Stop Watch Time Study, Work Sampling.

**UNIT – II: Facilities Location And Layout:** Factors influencing location decision, Location Decision Techniques – Qualitative Methods, weighted Factor Rating Method, Break Even Analysis,

Center of Gravity technique, Load Distance technique, Bridgeman's Dimensional Analysis; Facilities Layout: Layout Planning, Classical Layouts – Product, Process and Fixed Position, Relationship Diagram and Block Diagramming, Line Balancing, Service layouts, Modern layouts-Hybrid Layout, Cell Shop, Group Technology.

**UNIT –III: Operations Planning Capacity Planning:** Factors, Effects of inadequate and excessive capacity, Economies of Scale and Scope, Capacity Planning Strategies; Aggregate Planning-relevant costs and strategies; Scheduling – Scheduling, in line Processes and Intermittent Processes, Scheduling with help of Gantt chart, Johnson's Algorithm, Priority Dispatching Rules.

**UNIT – IV: Inventory Management Inventory Management-**Relevant Costs of Inventory, Basic EOQ Model, Production Model, Model with Quantity Discount, Safety Stock and Service level, P&Q System of Inventory, Selective Inventory Control-ABC analysis and other classifications, Materials Requirement Planning, JIT, Basic Concepts of Logistics and Supply Chain Management.

**UNIT – V: Quality Management-** Concept of Quality, Dimensions of quality, Costs of Quality, Design of Quality Control System, Statistical Quality Control-Acceptance Sampling and OCC, Control Charts (X bar, R and P charts); Concepts of Total Quality Management, Six Sigma, ISO 9000.

**RECOMMENDED BOOKS:**

1. Chase, Jacob, Aquilano & Agarwal, „Operations Management“, (TMH).
2. Aswathappa & Bhat, „Production and Operations Management“, Himalaya Publishing.
3. Russell & Taylor, „Operations Management“, Pearson/PHI.
4. Gaither & Frazier, „Operations Management“, Thomson.
5. Adam Jr. & Ebert, „Production and Operations Management“, PHI.
6. Krajewski, Ritzman, Malhotra - „Operations Management“, Pearson.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	5	5	4	5	5	4	4	4
CO2	5	4	4	5	4	5	5	2	4	2
CO3	5	5	5	5	4	5	5	4	2	4
CO4	5	5	4	5	2	5	5	2	4	4
CO5	4	5	4	4	4	5	5	2	4	2

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basics of marketing management and its applications.
2. Understand the concepts of "customer connection, "networking, "consumer decision making, "market information systems," etc.
3. Create a brief understanding of market strategy formulation, including marketing mix and segmentation.
4. Get a brief insight into product mix decisions, PLC, product classification, branding, packaging and labeling, pricing strategies, etc.
5. Learn about marketing channel communication, logistics, integrated marketing communications, sales and advertising, public relations, and other topics.

### **Unit – I: INTRODUCTION TO MARKETING MANAGEMENT**

Marketing – An Overview – Definition, nature, scope and importance of marketing in 21<sup>st</sup> century, Marketing orientation, Marketing environment, SWOT analysis. Concept of marketing analytics.

### **Unit – II: CONNECTING WITH THE CUSTOMERS**

Analysing consumer and Business Markets- Factors influencing consumer behavior, Types of buyer behavior, consumer decision making, Marketing Information System, Conducting marketing research.

### **Unit –III: DEVELOPING MARKETING STRATEGY**

Marketing mix, Identifying market segments and targets, Positioning, Dealing with competition, Forecasting demand.

### **Unit – IV: SHAPING THE MARKET OFFERINGS**

Product classification, Product mix decisions, NPD and PLC, Designing and managing services, Basic concept of Branding, Packaging and labeling, Developing pricing strategies and programmes.

### **Unit – V: DELIVERING & COMMUNICATING VALUES**

Designing and Managing Marketing Channels, Managing retailing, wholesaling, and logistics, Designing and managing Integrated marketing communications, Managing mass communications – advertising, sales promotions, personal selling, public relations, and direct marketing.

### **RECOMMEDED BOOKS:**

1. Marketing Management – Kotler, Keller, Koshy & Jha, Pearson Educations.
2. Marketing Management – Ramaswamy & Namkumari, Macmilan India.
3. Marketing Management – Rajan Saxena, Tata McGraw Hill Publishing House.
4. Marketing Management – Karunakaran, Himalaya Publishing House.

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	4	5	5	5	5	4	5	5	5
CO2	5	4	5	4	5	5	5	4	5	5
CO3	4	5	4	4	4	5	5	4	5	4
CO4	5	5	5	4	5	5	5	5	5	4
CO5	4	4	4	5	4	5	5	4	5	5

### HC \_ 204. FINANCIAL MANAGEMENT

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### Course Outcomes

After going through this paper, students will be able to:

1. Understand the fundamentals of finance, including its scopes and objectives.
2. Get the ability to make capital budgets, understand capital structures, and conduct risk analyses for an enterprise.
3. Understand the financial decisions determining the optimal capital structure, Checklist for Capital Structure Decisions and the Concept of Leverage.
4. Gain knowledge about factors determining dividend policy, Walter Model, MM Hypothesis, forms of dividend.
5. Acquire knowledge about the importance of working capital, its sources, and calculations.

**Unit – I: Introduction to finance:** Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization, Time value of money: Risk and Return.

**Unit – II:** Investment Decisions - Capital Budgeting Decisions, Techniques - Payback period, NPV, IRR, Profitability Index, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting; Cost of Capital - Meaning and Concept, Calculation of WACC, The CAPM Approach, Adjusting Cost of Capital for Risk, International Dimensions in Cost of Capital

**Unit –III:** Financing Decisions - Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress. EBIT-EPS Analysis - Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.

**Unit – IV:** Dividend Decisions- Factors determining Dividend Policy, Theories of Dividend-Gordon Model, Walter Model, MM Hypothesis, Forms of Dividend- Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.

**Unit – V:** Working Capital Management -Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management.

**RECOMMENDED BOOKS:**

1. Prasanna Chandra : Financial Management (TMH).
2. I.M. Pandey \_ Financial Management (Vikas)
3. Reddy Sudersan- Financial Management Principles & Practice(HPH)

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	5	4	5	5	4	5	5
CO2	5	5	5	5	5	5	5	2	5	4
CO3	4	5	5	5	4	5	5	4	5	4
CO4	5	5	5	5	5	5	5	2	5	2
CO5	4	5	5	5	4	5	5	4	5	2

**HC \_205. ECONOMIC & BUSINESS ENVIRONMENT****DURATION: 3 HOURS****MARKS: 100****(70+30)**

**OBJECTIVES:** Objective of this paper is to provide knowledge of the environment in which businesses operate within economic operational and financial framework.

**Course Outcomes**

After going through this paper, students will be able to:

1. Differentiate between the economic and non-economic environments.
2. Have an overall idea of macroeconomics and the determinants of national income.
3. Know how the market reaches equilibrium and how monetary and fiscal policy operates.
4. Analyze the recent changes in industrial policy and the means of foreign investments.
5. Have a general understanding of economic reforms and the operations of the WTO, IMF, and World Bank.

**Unit-I:**

**Business Environment:** Meaning of business, nature of modern business, Environment of business, Economic and Non-Economic Environment, Global and National Environment.

**Unit-II:**

**Economic Environment:** Business of Macro-economic framework, Consumption and Investment, National Income determination, Theory of Multiplier.

**Unit-III**

**Market equilibrium** - Two marker equilibrium, IS-LM model, Inflation and Stabilization, Monetary and Fiscal Policies, India's BOP.

#### **Unit-IV**

**Planning in India-** Industrial Growth and diversification, Recent change in Industrial policy, Foreign Investment, Technology and Multinational Enterprises.

#### **Unit-V**

##### **World Environment:**

Economic reforms and liberalization, Globalisation and its impact in Indian economy, WTO and India, IMF and World bank.

##### **RECOMMENDED BOOKS:**

1. Economic Environment of Business: Mishra and Puri, HPH.
2. Business Environment: V. Neelamegham, Vrinda.

##### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	5	5	4	5	5	4	4	5	5	4
<b>CO2</b>	5	5	4	4	5	4	4	4	5	4
<b>CO3</b>	5	5	5	5	5	5	5	5	5	4
<b>CO4</b>	5	5	5	4	5	4	4	4	5	5
<b>CO5</b>	5	5	4	4	5	5	5	4	5	4

#### **HC \_ 206: MANAGEMENT INFORMATION SYSTEM & DSS**

**DURATION: 3 HOURS**

**MARKS: 100 (70+10+20)**

##### **Course Outcomes**

After going through this paper, students will be able to:

1. Have an overall conceptual clarity of the basics of the information system.
2. Understand the types of decisions and the allied models of the decision-making process.
3. Make decisions using MIS and DSS tools.
4. Get an overview of system analysis and design models for IS.
5. Understand the concept of a decision support system completely.

##### **UNIT-I: Conceptual Foundations of Information Systems**

Introduction to Information Systems, Types of Information, Organisation as an IPU, Organisational Functional Subsystems, Activity Subsystems, Operating elements of Information Systems, MIS & Top Management, Structure of Information Systems, Types of Information Systems, Evaluation of MIS.

##### **UNIT-II: Decision Making**

Introduction to Decision Making, Structured & Unstructured Decisions, Decision Tables & Trees for structured/Programmed Decisions. Additional categories such as Departmental, Inter-Departmental and Enterprise Decisions, Organisational and Personal Decisions, Individual and Group Decision Making, Decision Making Process- Simon's & Massie's Decision Making Model, Information requirements for Intelligence, Design, Choice and Implementation Phase.



### **UNIT-III: Introduction to MIS**

Overview of MIS-Basic Concepts, Definition of TPS and MIS, Functions & Characteristics of MIS, Computer-Based-User Machine System, Integrated System, Need for Database, Utilization Models, MIS versus Data Processing, MIS & DSS, MIS & IRM, End-User Computing, MIS & Other Disciplines. Subsystems of an MIS.

### **UNIT-IV: System Development**

Overview of Systems Analysis and Design, Models of Information Systems, System Development Life Cycle, Concepts of DFD and HIPO chart, Database Design, Normalization Techniques.

### **UNIT-V: Decision Support Systems**

A framework of Decision Support, The concept of DSS, EIS, ES and KMS, Characteristics and Capabilities of DSS, Components of DSS, Decision making under certainty, Risk and Uncertainty, What-If Analysis, Goal Seeking Analysis, Application Development using Spreadsheet and Database. Concept of SPSS package.

**Theory: 70(End-Term) Marks+10(Mid-Term) Marks= 80 Marks Practical \_ 20 Marks**

#### **RECOMMENDED BOOKS:**

1. MIS, O Brein & Marakas, TMH Publication.
2. MIS, J. A. O Brein, G. M. Marakas & R. Behl, Mc Graw Hill
3. MIS, Davis & Olson, TMH Publication.
4. DSS & IS, E. Turban & J.E. Aronson, Pearson Education.
5. MIS & ERP-Murthy CSV, HPH

#### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	4	4	5	5	4	4	4	5	4	5
<b>CO2</b>	5	2	5	4	2	4	5	4	5	4
<b>CO3</b>	4	4	5	2	2	4	2	5	4	4
<b>CO4</b>	5	2	5	4	4	4	4	4	4	4
<b>CO5</b>	4	4	5	2	2	4	4	2	2	4

### **HC \_ 207. RESEARCH METHODOLOGY**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### **Course Outcomes**

After reading the paper the students will be able to:

1. Get detailed ideas on the essence of research in the field of management.
2. Understand various research designs; determine the sample size and sampling techniques for the collection of data from the respondents.
3. Find out how to use different data formats, measurement scales, and test validity in your research.
4. Learn about the different sources and techniques for gathering information from respondents.
5. Employ diverse statistical techniques to solve a variety of research problems and be able to create research reports.

### **Unit \_ I: Basics of Business Research**

Research Fundamentals, Motivation for business research, Objectives and Application of research in Management, Types of Research studies, Research design, Features of Good research, Problem definition process, Stages in Research process, Issues in research process, Ethics in research.

### **Unit \_ II: Sampling Design**

Concept of Sampling, good sample design, Process of sampling design, Probability Sampling Types- random, systematic, stratified, cluster; Methods of non-probability sampling- convenience, quota, snowball ; Sampling adequacy test.

### **Unit \_III: Data types and Measurement Scaling**

Data Types- Nominal, ordinal, interval and ratio. Features of Sound measurement, Measurement Rating scales-types, Ranking scale, Tests of reliability, validity testing- types, Types of statistical errors.

### **Unit \_ IV: Sources of data and Methods of Data collection**

Sources of research data- primary vs. secondary data, Methods of Primary data collection, Survey Methods, Design of Questionnaire, Observation Study – Conducting, Uses and Evaluation; Experimentation study – Conducting, Merits and Demerits.

### **Unit \_ V: Data Analysis & Business Report**

Introduction to data analysis- types, Tests of significance- t-test, chi-square test, Multivariate analysis, Non-parametric tests: Sign test, Wilcoxon signed rank test, Run test, Man-Whitney U test, Randomness test; Business Report- Types and format.

### **RECOMMENDED BOOKS**

1. Alan Bryman & Emma Bell, Business Research Methods, Oxford Press.
2. Donald Cooper and Pamela Schindler, Business Research Methods, McGraw-Hill Irwin Publishers.
3. K.N.Krishnaswamy, A.I.Sivakumar & M.Mathirajan, Management Research methodology: integration of principles, methods & techniques, Pearson Education.
4. C.R. Kothari and Gaurav Garg, Research Methodology: Methods And Techniques, , New Age International Publishers.

### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	4	5	5	2	2	5	5	5	5	4
<b>CO2</b>	4	5	5	2	2	5	5	5	4	4
<b>CO3</b>	2	5	5	4	2	5	5	5	2	4
<b>CO4</b>	4	5	5	4	2	5	5	5	2	2
<b>CO5</b>	2	2	5	2	2	5	5	5	4	4

**HC \_ 208. COST AND MANAGEMENT ACCOUNTING**

**DURATION: 3 HOURS  
(70+30)**

**MARKS: 100**

## **Course Outcomes**

After going through this paper, students will be able to:

1. Understand the fundamental concepts of cost, cost accounting, and management accounting.
2. Get the ability to control material and labour costs with the use of inventory control techniques, different rates, and premium plans.
3. Acquire knowledge about the methods of costing, like job costing, contract costing, and process costing.
4. Understand decision making and marginal costing.
5. Prepare budgets for an organization with the application of budgeting techniques.

### **Unit – I:**

**Introduction:** Overview of Cost Accounting, Scope of Cost Accounting, Difference between Cost Accounting and Financial Accounting, Cost Accounting and Management Accounting, Methods and Techniques of Costing, Elements of Cost, Classification of Cost, Preparation of Cost Sheet.

**Management Accounting:** Scope, Objectives, Tools and Techniques of Management Accounting.

### **Unit – II:**

**Accounting and Control of Material, Labour and Overhead Cost:** Methods of material issues , techniques of inventory control , methods of remunerating labour different rate systems and premium plans , Allocation and Absorption of Overhead, basis of appropriation and absorption of overhead.

### **Unit –III:**

**Methods of Costing:** Job, Contract, Process and Service costing. Reconciliation of cost and financial Accounting

### **Unit – IV:**

**Marginal Costing:** Cost- Volume Profit Analysis, Decision Making under Marginal Costing.

**Segment Performance Analysis:** Activity Based Costing, Responsibility Accounting.

### **Unit – V:**

**Standard Costing & Budgetary Control:** Standard Costing and Variance Analysis. Budget and Budgetary Control, Types of Budget, Problem on Fixed and Flexible Budgets, Cash Budget, and Zero Based Budgeting.

*Note: Emphasis should be given on case analysis (both written and oral presentation.)*

## **RECOMMENDED BOOKS:**

1. S. P. Jain & K.L. Narang: Cost Accounting – (Kalyani).
2. Nigam & Jain : Cost Accounting- An Introduction – (PHI).
3. Banerjee : Cost Accounting – (PHI).
4. Rao: Management Accounting – (Everest) .
5. Tulsian : Practical Costing – (Vikas).
6. Sharma & Gupta: Management Accounting – (Kalyani).
7. Maheswari : Cost Accounting – (Mahavir).

8. Saxena & Vashist: Cost Accounting – (Sultan Chand).

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	2	2	5	5	5	5	4
CO2	4	5	5	2	2	5	5	5	4	4
CO3	2	5	5	4	2	5	5	5	2	4
CO4	4	5	5	4	2	5	5	5	2	2
CO5	2	2	5	2	2	5	5	5	4	4

**SEMESTER-III**

**HC \_ 301. BUSINESS POLICY & STRATEGIC MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Have a thorough understanding of the Strategic Management Process Mission and the significance of policy and strategy, as well as the role of top executives in the strategic management process.
2. Understand the concepts of scanning and industry analysis in relation to external environmental factors, Porter's five forces model, internal environment analysis, value chain analysis, SWOT analysis, etc.
3. Develop a basic understanding of Strategic Alternatives, Strategic Alliances, the BCG matrix, the GE 9 cell model, Mc Kinsey's 7 s framework, and the Balance Scorecard.
4. Discover different aspects of strategic decision-making and strategic implementation.
5. Learn about the principles and outlook for the strategic review and control process as well as corporate strategic failures.

**Unit \_ I:**

Strategic Management Process: Concepts, importance of policy and strategy; establishing objectives, vision and mission, strategic intent, role of top executives in strategic management process.

### **Unit – II:**

External Environment scanning and industry analysis – socio cultural, technological, economic and political environment. Porter s Five forces Model of competition. Internal environment analysis –core competencies, Low cost and differentiation, value chain analysis, SWOT analysis.

### **Unit –III:**

Strategic Alternative: Strategy formulation, situational analysis, stability and growth strategies, Divestment, Strategic Alliances, strategic combinations, functional strategies, competitive strategies. Strategy analysis and choice: Business portfolio matrix- BCG matrix and GE 9 cell model, Mc Kinsey s 7’ s framework, Balance scorecard.

### **Unit – IV:**

Strategic Decision making and strategic implementation – issues in implementation, Analyzing change, managing strategic change, matching between structure and strategy, behavioral issues in strategy implementation.

### **Unit – V:**

Strategic evaluation and control process, resistances, control methods and its successful maintenance, corporate strategic failures.

### **RECOMMENDED BOOKS:**

1. Business policy and Strategic Management: P. Subha Rao, HPH.
2. Strategic Management and Business policy: Wheelem, Hurges and Krish Rangarajan, Pearson.
3. Business policy: Azhar Kazmi, TMH.
4. Strategic Management and policy: Justis, Judd and Stiphens. PHI.
5. Strategic Management: John A Pearce and Richard. B. Robinson – TMH.

### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	4	5	5	5	5	4	4	4	2	5
<b>CO2</b>	5	4	5	5	5	5	2	5	4	5
<b>CO3</b>	4	5	5	5	5	4	4	4	2	5
<b>CO4</b>	4	5	5	5	5	4	2	4	4	5
<b>CO5</b>	4	5	5	5	5	4	4	5	2	5

## **HC \_ 302. PROJECT PLANNING, CONTROL & MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Understand the role of the strategist and the various types of strategies used in an organization.
2. Apply various analytical tools for business strategies.
3. Know how risk will be analyzed for different kinds of projects.
4. Consider social cost-benefit analysis, judgment, behavioural, strategic, and organizational factors.
5. Handle multiple projects through network techniques.

### **Unit \_ I:**

Capital investment: types, importance, difficulties, phases, levels. Facet of project analysis, feasibility study. Strategy and capital allocation: portfolio strategy, business level strategy, strategic planning.

Generation screening of project ideas: monitoring investment corporate appraiser. Tools for identifying investment opportunities, scouting of Project ideas, preliminary screening, project rating index.

### **Unit \_ II:**

Market & demand analysis, Technical analysis, financial estimates and projection.

### **Unit \_III:**

Risk analysis, firm risk and market risk, portfolio risk, portfolio construction, capital asset pricing model, special decision situations: Mutually Exclusive project of an equal size, optimal timing, determination of economic life, interrelationship between investment and financing decision. Inflation and capital budgeting, international capital budgeting..

### **Unit \_ IV:**

Social cost-benefit analysis, multiple projects and, valuation of real option. Judgmental, behavioral, strategic and organization consideration.

### **Unit \_ V:**

Project management, network techniques for project management, project review and administrative aspect.

### **RECOMMEDED BOOKS:**

1. Magarajan, K. – Project Management, New Age International.
2. Prasana Chandra, PHI, Delhi.
3. Clements, Gido – Effective Project Management, Thomson.
4. Singh Narendra-Project management & Control, HPH

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	4	5	5	4	5	5	5
CO2	5	5	5	2	5	5	2	4	5	5
CO3	4	5	4	2	5	5	4	4	5	5
CO4	5	5	5	2	5	5	4	2	5	5
CO5	5	5	5	4	5	5	4	4	5	4

**HC-303 SUMMER TRAINING PROJECT****Course Outcomes**

After going through this paper, students will be able to:

1. Get the practical experience of the industrial world outside the periphery of classroom teaching.
2. Serving as interns at the respective organizations, students will be able to get an overall idea of the managerial practices of the corporate world.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	5	4	2	2	5	4	5
CO2	4	5	4	5	4	4	2	5	4	4

**SEMESTER-IV****HC \_ 401: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Acquire insights into ethics and business ethics.
2. Have knowledge of the factors that affect business ethics.
3. Fair idea about the role and responsibilities of stakeholders towards the business.
4. Understand the moral and social responsibility dimensions of corporate governance.
5. Gain knowledge on the role and responsibilities of directors and auditors in enforcing good governance.

### **UNIT – I: Ethics in Business**

Meaning of Ethics, Definition of Ethics and Business Ethics, Introduction to Business ethics, Need, Importance, Nature, Scope, Objectives of Business Ethics.

### **UNIT – II**

Factors influencing Business Ethics, Characteristics of Business Ethics, Ethical aspects in Marketing, Finance and HR, Ethical decision making.

### **UNIT – III**

Social responsibilities of Indian Businessmen/Managers-Towards Shareholders, consumers, Government, Community, etc. Cases.

### **UNIT – IV: Corporate Governance**

What is Corporate Governance, OECD emphasis, Issues in Corporate Governance, Need for and importance of Corporate Governance, and benefits of good governance to companies and to the society.

### **UNIT –V: Role Players**

Role of Board of Directors, Auditors, SEBI and Government. Growth of Corporate Governance in India.

Case discussion on – The rise and fall of Arthur Andersen

### **CASE ANALYSIS COMPULSORY**

#### **RECOMMENDED BOOKS**

1. C.S.V. Murthy, Business Ethics, Text and Cases, HPH.
2. S. Prabhakaran, Business Ethics and Corporate Governance, Excel Books
3. Albuquerque Daniel – Business Ethics, Principles & Practices. - Oxford
4. Ferrel, Business Ethics a case prospective, Cengage (Refer for Cases)
5. Hartman, Perspectives in Business Ethics, TMH

### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	5	4	4	5	5	5	4	5	5	4
<b>CO2</b>	5	4	4	5	4	4	2	5	4	5
<b>CO3</b>	5	5	5	5	5	4	4	5	5	5
<b>CO4</b>	5	5	5	5	5	5	2	5	4	5
<b>CO5</b>	5	5	5	5	4	4	4	5	4	5



## HC-402 DISSERTATION & VIVA VOCE

### Course Outcomes

After going through this paper, students will be able to:

1. Plan and carry out a critical evaluation of a chosen area of research that is pertinent to the environment and society.
2. Systematically identify relevant theory and concepts, relate these to appropriate methodologies and evidence.
3. Appropriately apply qualitative and/or quantitative evaluation processes to original data.
4. Understand and apply ethical standards of conduct in data collection and resource valuation.
5. Communicate research concepts and contexts clearly and effectively, both in writing and orally.

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	2	4	4	5	5	4	5	4
CO2	2	4	2	4	4	5	5	4	5	4
CO3	2	4	4	4	2	5	5	5	4	4
CO4	4	4	2	5	4	5	5	4	4	4
CO5	4	4	2	4	2	5	5	2	4	4

## AC – 401 WOMEN AND SOCIETY

**DURATION: 2 HOURS**

**MARKS: 50 (35+15)**

### Course Outcomes

1. After going through this paper, students will be able to:  
Students will familiarize with the women lead environmental movements and women's participation in the climate resilience natural resources management.
2. Students will acquire knowledge on the differential impact of climate change disasters.
3. Students will be familiar with the role of technology and how has ICT brought about a change in on women's everyday lives and livelihoods.
4. It will enhance students' critical thinking in the use and management of technology in different productive sectors across different category of women.
5. Students will gain an insight into the women and law from rights and equality of opportunity in the access to justice as well as the nuances involved in it.
6. Students will entrust with the duties of framing reports, conducting research and development activities and solving the issues of injustice imparted to the public.

## **Unit - I: Women and Environment**

**Eco-feminism perspective and gender framework:** carbon footprint, GHE & Climate Change

**Reclaiming women's environmental rights** - Neem patent victory, living

democracy and CHIPKO Movement; Narmada Bachao Aandolan

**India and International Environmental Policies:** Agenda 21 of Rio Conference, COP 21 and 23; Joint Forest Management Act. Impact of disaster risks and vulnerability: 1999 Super Cyclone in Odisha, Tsunami in Tamil Nadu.

## **Unit II: Women and Technology**

**Gender and technology an introduction:** Women professionals and entrepreneurs in Technology

**Impact, Programs and policy measures:** International, National and State Levels on the technology transformation and cybercrimes in India

**Women in the production and service technologies:** Case study of agricultural mechanization, sexuality, reproduction, education, media, ICT, bio-technology, social media and digital divides

## **Unit -III: Women and Law**

**Status of women in pre & post-Independence era;** CEDAW; Women and Indian Constitution; Women and Law relating to Marriage; National Commission for Women

**Women and Criminal Offences:** Rape, Adultery, Outraging the Modesty of women; Female Foeticide; Immoral Trafficking of women; Indecent Representation of Women; Protective Labour Legislation; Equal Remuneration Act; Maternity Benefit Act.; Employee's State Insurance Act.

**Women and Matrimonial Offences:** Sex Inequality and Inheritance Right, Women and Guardianship of Children, Law relating to Maintenance, Women and divorce Laws, Women and Miscellaneous law; Women and Dowry Prohibition; Sexual Harassment at Workplace; Women and Domestic Violence

## **Transaction Mode**

Lecture, Seminar, tutoring, dialogue, peer group discussion, mobile teaching, self-learning, collaborative learning, cooperative learning

## **RECOMMENDED BOOKS:**

### **Women and Environment**

1. Agarwal, B. (1992). The gender and environment debate: lessons from India. *Feminist studies*, 18(1), 119-158.
- Enarson, Elaine. and PG Dhar, Chakrabarti. (2009). *Women, Gender and Disaster* edited by Sage Publications, India.
3. Ramachandra, Guha. (2006). *How Much Should a Person Consume? Thinking through the Environment*, Permanent Black, New Delhi.
4. Krishna, Sumi. (2009). *Genderscapes, Revisioning Natural Resource Management*, Zubaan, New Delhi.
5. Uzma, Parveen. (2009). *Women and Environmental Management*, Women Press, New Delhi. Shiva, Vandana. (2005). *Globalization's New Wars: Seed, Water and Lifeforms*. Women

6. Unlimited, New Delhi.

### Women and Technology

1. Wadhwa, Vivek. and Chideya, Farai. (2014). Innovating Women: The Changing Face of Technology"Where are all the women?".Diversio Books, ISBN-10:1626814228
2. Leyba, Cara Alwill. (2015). Girl Code: Unlocking the Secrets to Success, Sanity, and Happiness for the Female Entrepreneur. Penguin Group
3. Sobel, Dava. (2017). The Glass Universe: How the Ladies of the Harvard Observatory Took Measure of the Stars. A New York Times Book Review
4. Wachter, Sara. (2017). Technically Wrong - Sexist Apps, Biased Algorithms, and Other Threats of Toxic Tech: Why Digital Products Are Designed to Fail You. ISBN.978- 0393634631
5. Chakravarti, Uma. (2000) State, Market and Freedom of Expression: Women and Electronic Media. Economic and Political Weekly Vol. 35, No. 18, Apr. 29 - May 5,pp. WS12-WS17

### Women and Law

1. Rao, Mamta. (2018). Law relating to Women & Children. EBS Explorer. Edition: 4tEdition 2018, Reprinted 2022
2. Agnes, Flavia., Chandra, Sudhir & Basu, Monmayee. (Eds.) (2016). Women and Law in India. Oxford University Press. ISBN:9780199467211; 780 pages
3. Anju, Bindra. (2009). Women and Human Rights. New Delhi: Manglam Publishers.
4. Karna, G.N. (2000), Disability Rights Movement: Conceptual Framework and its Implications for India, Disabilities and Impairments, Vol. 14, NO.1.
5. Susan C, Mapp. (2008). Human Rights and social Justice in a Global Perspective. New York: Oxford University Press.
6. Panda, Prativa. (2021) third Edition. Women and criminal Law. The Law House, Cuttack
7. Paras, Diwan. (2001). Family Law. Allahabad Law Agency

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	2	4	4	2	2	4	1	1
CO2	2	2	2	4	2	4	4	2	1	1
CO3	2	2	2	2	5	4	2	4	2	1
CO4	2	2	2	2	2	2	2	2	2	1
CO5	2	2	2	-	2	-	2	-	2	1
CO6	2	2	2	2	4	-	2	2	2	2

## AC – 402 DISASTER MANAGEMENT

**DURATION: 2 HOURS**

**MARKS: 50 (35+15)**

### Course Outcomes

After going through this paper, students will be able to:

1. Have a detailed insight into the basics of understanding disasters, including their causes and effects, with practical examples.
2. Understand the concepts of risk and vulnerability; disaster management Strategic Development for Vulnerability Reduction.
3. Get a brief understanding of the components of disaster preparedness and response preparedness, comprising disaster preparedness, concept and nature, disaster preparedness plan, prediction, early warnings, and disaster safety measures, and the roles of information, education, communication, and training in disaster mitigation.

**UNIT – I:** Understanding Disasters: Introduction to Disaster, Different Types of Disaster: A) Natural Disaster: such as Flood, Cyclone, Earthquakes, Landslides, etc. B) Man-made Disaster: such as Fire, Industrial Pollution, Nuclear Disaster, Biological Disasters, Accidents (Air, Sea, Rail & Road), Structural failures (Building and Bridge), War & Terrorism etc. Causes, effects and practical examples for all disasters.

**UNIT – II: Risk and Vulnerability Analysis:** Understanding the Concepts and definitions of Hazard, Vulnerability, Risk and Capacity – Disaster and Development, and disaster management, Risk analysis, Risk Reduction, Vulnerability analysis, and Strategic Development for Vulnerability Reduction

**UNIT – III:** Disaster Preparedness and Response Preparedness: Disaster Preparedness: Concept and Nature, Disaster Preparedness Plan, Prediction, Early Warnings and Safety Measures of Disaster, and Role of Information, Education, Communication, and Training in mitigation of Disaster.

### RECOMMENDED BOOKS:

1. Subramaniam, R., Disasters Management, Vikas Publishing House
2. Dhawan, Natural Disasters and Management, Sri Padmavathi Publications
3. Dhawan, Disaster Management And Preparedness, Cocoblu Retail

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	5	4	4	2	5	2	5
CO2	2	5	2	5	4	4	2	5	2	5
CO3	2	5	2	5	4	4	2	5	2	5

**CORE ELECTIVES**  
**FINANCE GROUP**

**FM \_ 3101: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**DURATION: 3 HOURS** **MARKS: 100**  
**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Understand the theoretical and practical foundations of investments and securities.
2. Value financial securities like bonds and stocks.
3. Know how to analyze market inefficiencies, securities, and the random walk theory.
4. For the creation of securities, use Sharpe's Single Index Model, Capital Market Theory, and the Markowitz Mode.
5. Gain an understanding of portfolio, revision, need, constraints, and portfolio management practices.

**Unit-1: Introduction to Investment and Securities**

Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.

**Risk Definition:** Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk

**Unit-2: Valuation of Securities**

Bond return and Valuation, Sock return and Valuation

**Unit-3:Analysis of Securities**

Fundamental Analysis- Economic analysis, industry analysis, company analysis, Technical analysis, Efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies.

**Unit-4: Selection / Construction of Securities by applying theories**

Markowitz Model, Constructing an Optimal portfolio using, Sharpe s Single Index Model, Capital Market Theory: Efficient Frontier, CML, SML, Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit-5**

Revision of Portfolio: Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

## RECOMMENDED BOOKS

1. Kevin \_Security Analysis and Portfolio Management -PHI
2. Jack Clark Francis - Management of Invest, McGraw Hill
3. Security Analysis and Portfolio Management-Avadhani-HPH
4. Shape Alexander Ballen - Investment, Eastern Economy Ed
5. Jordan and Fisher - Security Analysis and Portfolio Management, Prentice-Hall

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	2	4	4	5	2	5	5	4
CO2	5	5	4	4	4	5	2	4	5	5
CO3	4	5	2	4	5	5	2	5	5	4
CO4	5	4	2	4	4	5	2	4	5	4
CO5	5	4	2	5	4	5	2	5	5	4

## FM \_ 3102: FINANCIAL MARKET & INSTITUTIONS

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Understand the Indian financial system and its role in economic development.
2. Know the role of the capital market and the money market in the financial system.
3. Familiarize themselves with the money market instruments, regulators, and regulations.
4. Get acquainted with the depository systems, benefits, rules, and regulations for trading and settlement.
5. Learn about the origins of SEBI, its constitution and organization, investor rights, BSE facilities, and insider trading.

### Unit-I: Financial System

Components of Indian Financial System, Institutions, Instruments, Market & Services, Nature and Role of Financial System in Economic Development, Financial Sector Reforms

### Unit-II: Capital Market

Overview of Capital Market. Evaluation of Capital Market. Primary and Secondary market. Security market regulations and role of market regulator. Capital market instruments and services. Key market players.

### Unit-III: Depositories and Custodians

Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act 1996. Stock Exchange; Rules & Regulation of Trading & Settlement, Stock Market Reforms, Listing of Shares

**Unit-IV: Money (Debt) Market**

Constituents and functions, Types of Money Market, Money Market products and services, Key market players Government Security Market, Money Market regulation and regulators, Evaluation of Debt Market in India.

**Unit-V: The Securities and Exchange Board of India**

The Securities And Exchange Board of India Act 1992, Genesis of SEBI, Constitution and Organization, Objectives and Regulatory approach, Power Scope and Functions of SEBI, Highlights of SEBI s Performance and appraisal of its working, Investors Protection Measures Investors Protection-Loss of confidence of Small investors- Causes, Rights of Investors, Facilities by BSE, Insider Trading – Rationale, Categories, Connected Persons, Need for control, Prohibition of Insider s Trading, Capital Market scams, Ombudsman.

**RECOMMENDED BOOKS**

1. Financial Market & Institution-Srivastav-**HPH**
2. Financial Institutions and Markets- Shashi K.Gupta, Nisha Aggarwal, Neeti Gupta –Kalyani Publishers.
3. Financial Markets, Institutions and Financial Services: Gomez –PHI.
4. Securities and Exchange Board of India. (Latest). Annual Report. Available Online.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	4	4	5	4	5	5	5
CO2	5	4	4	2	4	5	5	5	5	5
CO3	5	5	4	4	5	5	5	5	5	4
CO4	5	4	4	2	5	5	4	5	5	4
CO5	5	2	2	4	4	5	4	5	5	4

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Learn the fundamentals of international financial management, the international monetary system, and the balance of payments.
2. Determine the cross rate for the foreign exchange market, and trade options contracts in FOREX.
3. Understand purchasing power parity, factors affecting the exchange rate, the inflation rate, international arbitrage, and interest rate parity.
4. Explore the foreign exchange relationship with risk management.
5. Manage multinational capital budgeting, payment methods for international trade, the cost of capital, and the capital structure of MNCs.

#### **Unit-I : MNC and International Monetary System**

International Financial Management-concept, Multinational Corporation (MNC), Theories of International Business, International Business methods, International Monetary System- evolution and recent development, International Trade flows, Balance of Payment. Recent changes and challenges in IFM.

#### **Unit-II: Foreign Exchange Markets**

Foreign exchange market- structure and participants, Forex Quote in international markets , Determining Cross rates, Premium and discount rates in forex, arbitrage and hedging in forward market, Currency Futures market, Option contract trading in Forex.

#### **Unit- III : Exchange Rate and International Parity Conditions**

Measuring exchange rate movements, Factors influencing exchange rates, Purchasing Power Parity, International arbitrage and interest rate parity, Fischer effect and International Fischer effect, Relationship between inflation, interest rates and exchange rates, Exchange rate theories.

#### **Unit-IV: Foreign Exchange exposure and Risk Management**

Foreign exchange exposure- concept and types, Transaction exposure- significance measurement and management, Translation exposure- classification and Management, Economic exposure – measurement and Methods of management, Forex Trading- Technical Chart Analysis using candlestick pattern.

#### **Unit-V : Long-term & Short-term Asset Liability Management**

Multinational Capital Budgeting, Adjusted Present value (APV), Cost of Capital and capital structure for MNC, International Cash management , Payment methods of international trade, trade finance methods, Political risk analysis- concept, classification, assessment and management.

#### **RECOMMENDED BOOKS:**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill India.
2. Alan C.Shapiro, Multinational Financial Management, Prentice Hall of India
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D.Levi, International Finance, Tata Mc Graw-Hill Publishers.



5. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffeth, Multinational Business Finance, Pearson Education.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	5	4	4	5	4	4	5	2
CO2	4	5	4	2	5	5	2	5	5	4
CO3	5	4	4	5	4	5	4	4	5	4
CO4	4	4	5	4	4	5	2	5	5	2
CO5	4	2	4	5	2	5	2	4	5	2

**FM \_ 3104: FINANCIAL SERVICES**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Obtain insight into the nature, scope, and importance of financial services.
2. Analyze the credit ratings from different agencies for financial services institutions.
3. Have a brief understanding of mutual funds, their schemes, insurance, and reinsurance services.
4. Know about lease, hire-purchase, installment credit, consumer finance, and housing finance.
5. Understand venture capital, the securitization process, and methods of financing.

**Unit-I**

Financial Services: Introduction, Role & Functions. Merchant Banking and Issue Management: Concept, Functions, Growth, Different Kinds of Issues, Book Building, Green Shoe Option, Policy Measures, SEBI Guidelines, Future of Merchant Banking in India

**Unit-II**

Credit Rating Agencies: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks, Assessment of Indian Credit Ratings agencies Credibility, International Credit Rating Agencies, Factoring and Forfaiting.

**Unit-III**

Mutual Funds: Concept, different schemes, advantages, Insurance Services: Banc Assurance, Reinsurance. Private Equity and Hedge Funds, UTI: Objective, functions, Regulation of Mutual Fund, Role of UTI in Industrial Finance.

**Unit-IV**

Lease: Meaning, importance, types, evaluation of lease form the point of view of leaser and leases. Hire Purchase and installment credit, types. Consumer Finance and Housing Finance: Sources and policies for housing finance.

## Unit-V

Venture Capital: Concept, and developments in India, Process and methods of financing, Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.

### RECOMMENDED BOOKS

1. Financial markets and services: Gordon and Natrajan, HPH.
2. Financial markets and services: S. GURUSAMY, HPH
3. International Financial Management : Madhu Viji, Excel Books.

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	4	5	4	5	4	4	5	2
CO2	5	4	4	4	4	5	4	5	5	4
CO3	5	4	4	4	4	5	5	4	5	2
CO4	5	4	4	2	4	5	5	5	5	2
CO5	5	4	4	4	4	5	4	5	5	2

## FM – 3105 CORPORATE TAX PLANNING AND

MANAGEMENT DURATION: 3 HOURS

MARKS: 100 (70+30)

### Course Outcomes

After going through this paper, students will be able to:

1. Understand the fundamentals of corporate tax planning.
2. Use the tax planning avenues in ownership, hire-purchase, and leasing.
3. Recognize leverage buyout schemes, sick company restructuring, intangible asset value, payment methods, and financing possibilities.
4. Implement tax planning strategies for new industrial and infrastructure projects, exports, foreign exchange profits, and capital gains.
5. Obtain an insight into tax exemptions and reductions, tax planning for mergers and acquisitions.

### Unit – I:

Importance of corporate tax planning, Tax planning of a new business, Tax planning and financial structure of a company.

### Unit – II:

Tax planning of income from other sources, Tax treatment of losses by the corporate sector, tackling additions to trading account regarding gross profit and stock valuation. Tax planning aspects of ownership and higher purchase vrs leasing..

### Unit –III:

Leverage buyout strategies, Restructuring of sick companies, Devaluation and evaluation, valuation of intangibles, methods of payments and financing options, Accounting aspects.

**Unit \_ IV:**

Tax planning regarding new industrial and infrastructure undertaking, Tax planning regarding export profit and other foreign exchange earnings, Tax planning regarding capital gain, Tax planning aspects of revaluation of assets.

**Unit \_ V:**

Tax planning regarding maximum exemptions and reductions, Tax planning regarding amalgamations, sick companies and demergers. Tax planning of perquisites and allowances of employees.

**RECOMMENDED BOOKS**

1. R.N. Lakhotia by Singhanian: Vision books.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	5	5	4	4	4	5	2	5	5	5
<b>CO2</b>	5	5	4	2	4	5	4	5	5	5
<b>CO3</b>	5	5	2	4	4	5	4	5	5	5
<b>CO4</b>	5	5	4	2	2	5	2	5	5	5
<b>CO5</b>	5	5	4	2	4	5	2	5	5	5

## FM \_ 3106 MERGERS AND ACQUISITIONS

DURATION: 3 HOURS

MARKS: 100 (70+30)

### Course Outcomes

After going through this paper, students will be able to:

1. Know the basics of corporate restructuring, mergers, and acquisitions.
2. Analyze corporate restructuring strategies and practices.
3. Develop the skills to restructure sick companies.
4. Evaluate corporate performance across the globe.
5. Obtain knowledge about the process of integration, cross-border deals, and due diligence.

### Unit \_ I:

Corporate restructuring, strategic approach of M and A. India and International experience of M and A.  
Legal dimensions of M and A.

### Unit\_ II:

Takeover strategies and practices, Takeover defenses strategies, alternative corporate restructuring, Strategic alliances.

### Unit \_III:

Leverage buyout strategies, Restructuring of sick companies, Devaluation and evaluation, valuation of intangibles, methods of payments and financing options, Accounting aspects.

### Unit \_ IV:

Corporate performances.

### Unit \_ V:

Impact of shareholders wealth, Tax implications, Process of integration, Cross boarder deals, duo diligence.

### RECOMMENDED BOOKS

1. Corporate Restructuring and Merger Acquation -  
Das Bhagban-HPH

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	4	5	4	2	5	2	4	5	4
CO2	5	4	5	5	4	5	4	4	4	2
CO3	4	5	5	4	2	4	2	2	5	5
CO4	4	5	5	4	4	5	4	4	5	4
CO5	4	5	5	4	4	4	2	2	5	4

## FM \_ 3107 FINANCIAL DERIVATIVES

DURATION: 3 HOURS

MARKS: 100 (70+30)

## Course Outcomes

After going through this paper, students will be able to:

1. Understand risk management and financial derivatives.
2. Learn how to price forward contracts, how to speculate on forward rate agreements, and how to take long and short positions.
3. Obtain the concepts of futures contracts, hedging, and index futures.
4. Develop the skill of understanding options and their valuation.
5. Learn about the different types of swaps and how to use them to hedge risks.

### Unit-I: Risk Management & Financial Derivatives

Introduction to Risk management, Derivative securities classification, Financial Derivative Types- forwards, futures, options, swaps; Functions of derivative markets, Traders in Derivative Markets- Hedgers, Speculators and Arbitragers, Growth and Development of Financial Derivatives Market in India.

### Unit-II: Forward Contracts

Concept of Forward contracts, Salient features, Financial vs. Commodity forwards, Pay-off in forwards, Long and Short Position, Methods of Pricing Forwards contracts, Hedging using forwards, Forward Rate Agreements (FRA)- speculation and hedging.

### Unit-III: Futures Contracts

Concept of Future contracts, Types of Futures contract, Trading mechanism in Futures Market, Kinds of Margins in Futures trading, Theories of Future prices, Hedging using Futures contract, Forward contracts vs. Futures contracts. Hedging through Index futures.

### Unit-IV: Options Contracts, Hedging Strategies and Option Valuation

Concept of Option Contracts, Call option & put option, Moneyness of Options, Hedging using Option contracts, Option-based Hedging Strategies for Bullish market, Bearish market and Ranging market, Option Pricing, Methods of Option valuation- Portfolio replication model, risk neutral model, Binomial Model, Black-Scholes Model for Options valuation.

Unit-V: Swap contracts

Swap contracts- Introduction, concept and Types. Interest Rate swaps- Definition, Uses and Hedging; Currency swaps- Basic Structure and hedging..

## RECOMMENDED BOOKS

1. S S S Kumar, Financial Derivatives; Prentice Hall of India.
2. John C Hull, Options, Futures and other Derivatives, Pearson
3. B.Mishra & S.S. Debasish, Financial Derivatives , Excel Books.
4. Jayant Rama Varma, Derivatives and Risk Management, Tata Mc-Graw.
5. S L Gupta, Financial Derivatives, Prentice Hall of India.

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	4	4	4	4	5	5	4	5	5

<b>CO2</b>	2	4	2	2	4	5	5	4	5	4
<b>CO3</b>	4	2	4	4	2	5	5	2	5	4
<b>CO4</b>	4	4	2	2	4	5	5	4	5	2
<b>CO5</b>	4	4	4	4	2	5	5	4	5	4

**MARKETING GROUP:**

**MM \_ 3201          CONSUMER BEHAVIOR**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**OBJECTIVES:** The course provides students with an opportunity to develop an understanding about individuals and organizational consumers; and factors that influence their buying process which will help the business houses to form their marketing strategies. The case discussions will help to develop diagnostic ability, analytical skills, decision-making competency, and presentation skills etc. among the students.

**Course Outcomes**

After going through this paper, students will be able to:

1. Understand consumer behaviour and the factors influencing consumer behaviour.
2. Have a clear conceptual understanding of how to make decisions as a responsible consumer.
3. Identify the determinants of consumer behaviour.
4. Know the consumer in a social and cultural context.
5. Perceive organizational buying behaviour and consumer research.

**Unit \_ I:**

Introduction to Consumer Behavior, nature and scope, applications of consumer behavior to marketing, Study of consumer behavior as interdisciplinary subject, External and internal influences on consumer, Types of consumers, Theories of consumer behavior.

**Unit \_ II:**

Consumer decision making process – Problem recognition, information search, Alternative evaluation, Purchasing and Post purchase behavior along with cases and assignments

**Unit \_III:**

Individual determinants of behavior – motivation and involvement, personality and self concept, perception, attitude and change strategies, learning and memory and their applications in understanding consumer behavior

**Unit \_ IV:**

Consumer in social context – Culture and sub-cultural factors, Group influence, social class, reference group, family, consumer psychographics, opinion leadership process, Diffusion of innovations with case Studies

**Unit \_ V:**

Organizational buying behavior, Consumerism and Indian consumer environment, Consumer Research,

Comprehensive model of consumer behavior – Economic models, Nicosia model, Howard-Sheth model, Engel-Kollat-Blackwell model.

**RECOMMENDED BOOKS**

- 1 Schiffman & Kanuk – Consumer Behavior, Pearson Education.
2. Engle J.F - Consumer Behavior, Chicago press.
3. Laudon & Della Bitta - Consumer Behavior, McGraw Hill.
4. Solomon - Consumer Behavior, PHI

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	4	5	4	5	4	5	4	2	5	4
<b>CO2</b>	5	5	4	4	4	5	5	4	5	5
<b>CO3</b>	4	4	4	5	5	5	5	2	5	4
<b>CO4</b>	5	4	4	4	4	5	4	2	5	4
<b>CO5</b>	4	5	2	5	4	5	5	4	5	4

**DURATION: 3 HOURS****MARKS: 100 (70+30)****Course Outcomes**

After going through this paper, students will be able to:

1. Understand the basics of IMC and advertising.
2. Have a clear conceptual understanding of the advertising strategies and the related theories.
3. Perceive the media planning process and how creative advertisements work.
4. Realize the importance of sales promotion and other kinds of trade promotion.
5. Learn about the various methods of marketing communication.

**Unit -I : Basics of IMC and Advertising:** Concept of Integrated Marketing Communication (IMC), Tools of Marketing Communication, Advertising- Definition and Objectives, Classification of Advertisements, Non-product advertising, Functions & benefits of advertising, Steps to develop effective Marketing Communication, Factors in setting the Marketing Communication Mix, Major advertising agencies, Advertising Budget.

**Unit-II : Advertisement Message & Theories:** Developing Advertising Program- Objectives setting, DAGMAR. STP analysis in Advertisement campaign, Product Positioning: Strategies and Approaches, Advertising appeal- Rational, emotional and moral appeal; Executing Advertising appeal – various styles, Theories of Advertising- AIDA, Hierarchy of effect theory, means-ends theory.

**Unit -III: Media planning, Advertisement Effectiveness & Creativity:** Classification of advertising media, Media planning process, Media plan, Media scheduling. Evaluation of advertising Effectiveness- pre testing and post testing methods, Creative strategy in advertisements, Elements of a Print Copy.

**Unit -IV: Sale Promotion Method:** Nature and importance of sales promotion and its role in marketing, Forms of sales promotions- Consumer oriented sales promotion and trade oriented sales promotion, Types of Retail promotion, Kinds of Trade promotion, developing sales promotion programme.

**Unit -V : Other Methods of Marketing Communication:** Personal Selling- Concept, Significance, Advantages and Disadvantages; Personal Selling and Salesmanship, Public relations and Publicity- Meaning, features, role in marketing, comparison, major tools ; Direct Marketing.

**RECOMMENDED BOOKS**

1. Advertising Promotion and Other Aspects of Integrated Marketing Communications, Terence A. Shimp, J. Craig Andrews, Cengage Learning
2. SHH Kazmi & Satish K Batra, Advertising and Sales Promotion, Excel Books.
3. Niraj Kumar, Integrated Marketing Communication, Himalaya Publishing
4. Sharma & Singh , Advertising : Planning & Implementation, Prentice Hall of India.
5. S A Chunnawala & K C Sethia, Foundation of Advertising Theory and Practice, Himalaya Publishing

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**



CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	5	4	5	5	5	5	4
CO2	5	5	4	5	4	5	5	4	5	5
CO3	5	5	5	5	4	5	5	5	5	4
CO4	5	5	4	4	2	5	4	5	5	2
CO5	5	5	5	5	4	5	4	4	5	5

**MM – 3203 SALES & DISTRIBUTION MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Understand the objectives and functions of sales management.
2. Estimate the sales force requirement and retain the sales people.
3. Learn how sales effort has a direct impact on profitability management.
4. Have an understanding of distribution channels and marketing systems.
5. Learn how to handle physical distribution channels and how case studies' outcomes played out.

**Unit – I: Sales Management:** Objectives and Functions, Role of sales person, Selling skills, Setting up a sales organization, selling process, Theories of selling, Key accounts Management, concept of sales analytics.

**Unit – II: Management of Sales force:** Estimation of sales force, Recruitment & Selection, Training, Motivation, Compensation, performance appraisal and Evaluation.

**Unit –III: The sales efforts:** Planning, forecasting, budgeting, Designing sales territories, Managing territories, Setting the sales quota, Profitability Management.

**Unit – IV: Distribution Management:** Design of Distribution Channel, Channel Conflict, Co-operation & Competition, Vertical marketing system, Horizontal Marketing system, Designing Customer Oriented Marketing Channels.

**Unit – V: Managing Physical Distribution System:** Order Processing, Transportation, Warehousing, Inventory Management, Market Logistics Decision, Supply Chain Management, Emerging Trends in distribution channels, Global channel arrangements. Case analysis.

**RECOMMENDED BOOKS**

1. Sales and Distribution Management; Panda & Sahadev; Oxford.
2. Sales and Distribution Management; Havaladar and Cavale; Tata McGraw Hill
3. Sales and Management; Cundiff, Still and Govoni; Pearson Education.
4. Marketing Channels; Coughlan, Anderson, Stern & Ansary; Pearson Education.
5. Sales and Distribution Management; Chunnawala; Himalaya Publishing House.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	5	4	5	5	5	5	4
CO2	5	5	4	5	4	5	5	4	5	5
CO3	5	5	5	5	4	5	5	5	5	4
CO4	5	5	4	4	2	5	4	5	5	2
CO5	5	5	5	5	4	5	4	4	5	5

**MM \_ 3204**

**MARKETING RESEARCH**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Understand the application of managerial decision-making and the types of research in marketing.
2. Identify the sources and methods of data collection.
3. Have an understanding of measurement, scaling, and sampling techniques.
4. Obtain the techniques of data analysis.
5. Distinguish several special application areas of marketing research.

**Unit \_ I: Marketing Research - An Introduction:** Application of research in managerial decision making, aims, role, functions and sources of research. Research Process: Steps, research purpose and objectives, converting a manager's problem to a researcher's problem, problem formulation, research design, data collection, analysis, report presentation, preparation of the research proposal. Brief discussion on Research

Design: Types of research – exploratory studies, descriptive studies, causal studies and experimentations in marketing.

**Unit \_ II: Sources of Data:** primary Source \_ Methods of Data Collection: Focus groups, Observations, Case histories; Surveys – survey methods – structured and unstructured, direct and indirect methods, in-depth interviews, panels, interview media: personal, telephone, internet & mail, questionnaire construction & pre-testing, qualitative research – projective techniques (word association, sentence completion, thematic apperception test, third person technique), Experimentation – types of causation, inferring causal relationships, natural & controlled experiments, experimental designs, and data analysis of primary data using various statistical and other software. Mixed research methods; Secondary data sources – Govt., non-govt. and syndicated research, methods of collection of data and their analysis, Errors in data collection.

**Unit \_III: Measurement & Scaling Techniques:** Types of scales (data/levels of measurements), nominal, ordinal, interval, ratio scales, Attitude measurement methods – variability methods (paired comparison, ranking, rating, ordered category sorting), Quantitative judgmental methods – verbal, numerical, graphical scales, factorization, constant sum method scales, Multi-item scales – Semantic differential scale, Likert scale, Thurston scale, Staple scale, Considerations in developing scales, reliability and validity of scales.

**Sampling Plan:** Census vs. sample, Steps in sampling process, Definition of population, frame, unit, and element, Types of sampling: Probability sampling techniques – simple random sampling, systematic

random sampling, stratified sampling, cluster sampling, area sampling, Non-probability sampling techniques – convenience sampling, quota sampling, judgment sampling, snowball sampling, Determination of sample size. Questionnaire design and testing.

**Unit – IV: Data Analysis :** Data Analysis Process: Compilation, tabulation & classification of data, data presentation techniques; Analytical techniques – univariate and bivariate analysis, hypothesis testing – parametric and non-parametric tests, and analysis. multivariate techniques - multiple regression, discriminant analysis, factor analysis, cluster analysis, multi – dimensional scaling and conjoint analysis; forecasting methods(application and interpretation only).

**Unit – V: Special Application Areas:** Advertising research, Motivation research, Sales analysis & Forecasting research, Product research and Consumer research, etc. with Case Studies.

**RECOMMENDED BOOKS**

1. P. Green & D. Tull & G Albaum: Research for marketing Decisions; PHI..
2. Boyd & Westfall: Marketing Research: Text & Cases; All India traveler Bookseller.
3. D.R. Cooper & P.S. Schindler: Marketing Research; TMH.
4. Naresh K Malhotra: Marketing Research; Pearson.
5. D. George & P. Mallery: SPSS for Windows: Step by Step; Pearson education.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	2	5	5	5	4	4	4
CO2	4	4	4	2	5	5	5	5	2	2
CO3	5	5	5	4	5	5	5	4	4	2
CO4	4	4	4	2	5	5	5	5	4	2
CO5	4	5	5	4	5	5	5	4	4	4

**MM \_ 3205  
HOURS**

**PRODUCT & BRAND MANAGEMENT DURATION: 3  
MARKS: 100 (70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Understand the types of products and PLC strategies.
2. Analyze the product development and marketing strategies.
3. Have a proper understanding of product portfolio management.
4. Examine the distinction between brand positioning and co-branding strategies.
5. Outline the outcomes from several case studies from the Indian context.

**Unit – I: Products**

Concepts, Types of products, classification of products, Product in marketing mix, product mix and line decisions, product Life Cycle (PLC)-Planning and developing strategies, Role of product manager.

### **Unit \_ II:**

New product development and launching strategies- Tools and techniques for product development, New product idea, Concept development and testing, Developing business strategy and launching, market testing, and Commercialization.

### **Unit \_III:**

Product Portfolio Management-BCG,GE, Porter s' Model Competitor s 'Analysis, Customer Analysis, Product positioning, Packaging and labeling.

### **Unit \_ IV: Branding**

Concepts, Evolution, Decisions for branding, Brand image Brand positioning Brand architecture, Brand extension, Co-branding strategies.

### **Unit \_ V:**

Brand equity-Understanding and measuring brand equity, Consumer based brand equity, Brand rejuvenation, Brand success strategies, Brand resilience, Building global brand. E-branding. Case studies from India context.

### **RECOMMENDED BOOKS**

1. Lehmana & Winner, product Management, TMH.
2. Chunnawalla, Product Management, Himalaya Publishing House.
3. Mazumdar, Product Management, TMH
4. Keller, Strategic Brand Management, Pearson Education.
5. Chunnawalla, Brand Management, Himalaya Publishing House.

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	4	4	5	5	5	4	5	4
CO2	4	5	4	2	5	5	5	2	5	2
CO3	4	5	4	4	5	5	5	4	5	4
CO4	2	5	4	4	5	5	5	2	5	2
CO5	4	5	5	4	5	5	5	2	5	4

### MM \_ 3206 INTERNATIONAL MARKETING DURATION: 3 HOURS

DURATION : 3 HOURS

MARKS : 100 (70 + 30)

#### Course Outcomes

After going through this paper, students will be able to:

1. Have a basic idea regarding International marketing.
2. Understand the Entry and Expansion strategies in an International market.
3. Give an explanation of the marketing mix and how it relates to distribution planning and global marketing communication.
4. Have an insight how decisions are being taken in International marketing and what are the export promotion policies of India.
5. Identify the emerging issues in international marketing and research.

#### Unit I

Introduction to International Marketing - its nature and scope, need for International Marketing, driving and resisting forces of International Marketing, process of internationalization. International Market Environment - identifying and analyzing opportunities, trading environment, trade blocks and major international bodies – IMF, WTO, World Bank, etc. The SLEPT factor – socio-cultural, legal, economic, political and technological factors.

#### Unit II

International Market entry and Expansion – choices, selection and decisions, market entry – which and how, time of entry, modes of entry and factors to be considered for such entry, advantages and limitations of different modes of entry. The C factors – country, currency and competition, industry analysis, strategic positions and strategic intents in International Marketing, the changing rules of engagements.

#### Unit III

International Marketing mix – Product management – designing and building global products & brands, strategic alternatives, standardization vs. adaptation, building brands in International Markets.

Pricing strategy for International Markets – skimming vs. penetration, currency considerations, pricing methods and objectives, issues like gray markets, dumping, transfer pricing, policy alternatives, etc.

Distribution strategy – foreign markets, channel management, channel members, channel innovations, and channel strategy for new market entry.

International Marketing Communication – selection of ad agency, global ad regulations, media &

message considerations, role of culture, and global promotion.

#### **Unit IV**

International Marketing Decisions – development of International Marketing strategy, planning for it, developing structure, culture and capabilities, managing and controlling, tools for market analysis, export procedures and documents, terms of payment, lines of credit and documentary credit, export promotion initiatives of Govt of India.

#### **Unit V**

Emerging Issues in International Marketing – the impact of electronic communication, the internet, word trade operations using computers.

International Marketing Research – information abundance vs. scarcity, sources of information, research process, research organizations, issues involved in it.

#### **RECOMMENDED BOOKS**

1. Keegan, W.J. – Global Marketing Management, Pearson Education.
2. Cateora & Graham – International Marketing, Tata McGraw Hill.
3. Fayerweather – International Marketing, PHI
4. Varshney & Bhattacharya - International Marketing, S.Chand & Co.

#### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	4	5	4	5	5	5	5	5	5	2
<b>CO2</b>	4	4	5	4	5	5	5	4	4	4
<b>CO3</b>	4	5	4	4	5	5	5	5	4	2
<b>CO4</b>	5	4	5	4	5	5	5	4	5	4
<b>CO5</b>	4	5	4	5	5	5	5	4	4	4

**MM – 3207**

**MARKETING SERVICES:**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### **Course Outcomes**

After going through this paper, students will be able to:

1. Understand the service marketing sectors conceptually.
2. Understand the marketing mix for services.
3. Learn how consumer behaviour plays a vital role in service marketing.
4. Understand the significance of managing the demand and supply chain in service sectors through case studies.
5. Determine the specialty of marketing in the service sector and how technology influences it.

#### **Unit-I**

**The Concept of Services** - Peculiarities of Services, Services vs. Goods, Marketing Implication, Reasons

for Growth of Services, Classification of Service Sector. Service sector in India, Cases.

### Unit-II

**Marketing Mix for Services:** The marketing mix concept – Service product design and development, Pricing, Branding, Distribution and Promotion. The additional three Ps – people, process and physical evidence. The case of Relationship Marketing – its suitability in Service Marketing. Cases.

### Unit-III

**Consumer Behaviour in Services :** The concept of Search, Experience and Credence, Consumer experience, Post-evaluation experience, Customer expectations and perception of services. Measuring and managing service quality and expectations. The Gap model, Listening to consumers and customer complaints, Service recovery strategies. Case studies.

### Unit-IV

**Aligning Service Design, Delivery and Standards:** Service development and design, Customer defined service standards, Physical evidence and service space, Role of employees and customers in service delivery and delivering services through intermediaries and electronic channels. Managing demand and supply in services. Case studies.

### Unit-V

**Special areas of Marketing of Services:** Financial services, Health Care, Hospitality and Tourism services. Airlines and Transportation services, Information Technology & Communication services, Education and extension services, etc. Service and the bottom line. Cases

### RECOMMENDED BOOKS

1. Audrey Gilmore – Service Marketing and Management, Sage Publications.
2. Ravi Shanker – Services Marketing, Excel Books.
3. Zeithaml, Bitner, Gremler, Pandit – Service Marketing, TMH.
4. Lovelock – Service Marketing, Pearson Education

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	4	4	5	4	2	5	2
CO2	5	4	2	4	4	5	5	4	5	4
CO3	5	5	4	4	4	5	4	2	5	2
CO4	5	4	4	5	2	5	2	4	5	4
CO5	5	5	2	4	4	5	4	2	5	4

**HUMAN RESOURCE MANAGEMENT GROUP**  
**HR \_ 3301 MANAGEMENT OF INDUSTRIAL**  
**RELATIONS**  
**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**Course Outcomes**

After reading the paper, students will be able to:

1. Get detailed knowledge about the industrial relations (IR), positive and negative effects of IR, enablers of IR, and IR system in India.
2. Perceive the trade union system, its concept, and theories that deal with trade unions.
3. Obtaining the legal aspects is helpful in maintaining a good industrial relations system. How disputes are settled in the organization.
4. Understand the entire nexus of collective bargaining concepts, characteristics, functions, and worker participation in management.
5. Learn about the grievance system, international labour organizations, and the functions of the Indian Labour Conference and the Standing Labour Committee.

**Unit \_ I:**

Industrial Relation: Concept, nature and scope. Positive and negative industrial relations. Industrial Relation System (IRS), Factors influencing industrial relation, Approaches to IR. Role of state and IR in India.

**Unit \_ II:**

Trade Union – Concept, objectives and functions. Types of unions, Registration and Recognition of Unions. Trade Union theories – Selig Perlman, Robert Hoxie, G.D.H. Cole, Karl Marx, Sidney & Beatrice Webb, Frank Tannerbaum and Mahatma Gandhi. Growth of trade unions in India.

**Unit \_III:**

Industrial Relation Laws in India – trade Unions Act, 1926, Industrial Employment (Standing orders) Act, 1946 and Industrial Disputes Act, 1947. Methods of Settlement of disputes in India.

**Unit \_ IV:**

Collective bargaining – Concept, characteristics and functions. Process of collective bargaining, Bargaining theories – Marketing, governmental and Managerial, Innovative collective agreements. Workers participation in Management – concept, objection. Forms of workers participation. Growth of workers participation in India.

**Unit \_ V:**

Grievance Management – I.L.O. – Structure and functions, ILO Recommendation and Conventions. Indian Labour conference (ILC) and standing Labour Committee (SLC) Structure and function.

**RECOMMENDED BOOKS**

1. C.S. Venkat Ratnam, Industrial Relations, Oxford publishing house



2. C.B. Manovia, Dynamics Industrial Relations Himalaya Publiship
3. V.S.P. Rao, HRM and Industrial Relations, HPH

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	4	5	5	2	5	4	5
CO2	5	5	4	4	5	5	2	5	2	5
CO3	5	5	4	4	5	5	4	5	4	5
CO4	5	5	2	5	5	5	2	5	4	5
CO5	5	5	2	4	5	5	4	5	2	5

### HR \_ 3302 HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### Course Outcomes

After reading the paper, students will be able to:

1. Learn the concepts of human resource development, training, and development.
2. Understand various systems under human resource development (HRD), the procedure of selecting various specialists under HRD, and the need for and analysis of organization, task, and person.
3. Understand the HRD strategies and training methods used to train employees.
4. Learn about organizational development (OD), interventions, motivational factors in OD, and the organizational change system.
5. Learn about HRD evaluation methods and available HRD evaluation models.

#### Unit-I

Human Resource Development (HRD) Human Resource Utilizations (HRU) and Human Resource Environment (HRE). Definition of HRD, Training, Education and Development, Human Units in the organization- Individual employee, The Role, The Dyad, the team, the interterm and organization. HRD climate in organization.

#### Unit-II

The HRD System – Appraisal system, Career system, Training system, work system, Cultural system and self-renewable systems. Role of line managers in HRD. Staffing for HRD – Roles and the HR Developer, Learning specialist, Administrator consultant. Applying the role concepts to the organization staffing practices. HRD needs and Analysis – organization Analysis, Task Analysis and person Analysis.

#### Unit-III

Instructional Strategies for HRD: Commonly used strategies – group learning and individual learning Training methods- on the job and off-the-job training. Transactional Analysis, Assessment centre, Behavior modeling, inbasket exercise, Managerial grid, Role playing, sensitively training, self-

directed leaving etc.

#### **Unit-IV**

Organization Development concept and objectives. Approvals to studying OD Change process theory and charge implementation theory. Kurt Lewis's Process of Charge. Human Processual approach Techno structural approach socio technical system approach and organization intervention approach. OD interventions in different companies, Motivational aspects of HRD.

#### **Unit-V**

Evaluating HRD- Concept of evaluation, Planning, objectives, Evaluation elements, Data gathering, analysis and feedback. The manager and evaluation, The HRD concept- Training, Education and Development. Kirkpatrick's model on evaluation.

#### **RECOMMENDED BOOKS**

1. Corporate Human Resources Development – Leonard Nadler
2. Human Resources Development – Warner et al. Thompson learning
3. Human Resource Development - Bhattacharya- HPH

#### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
<b>CO2</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>5</b>	<b>5</b>
<b>CO3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
<b>CO4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>
<b>CO5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>5</b>

#### **HR – 3303 HUMAN RESOURCE PLANNING**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### **Course Outcomes**

After reading the paper, students will be able to:

1. Learn the fundamental details of human resource planning, its dimensions, and approaches.
2. Learn how information systems are used to manage people in the workplace.
3. Have a detailed idea of demand forecasting for HR at both micro and macro levels.
4. Learn more about HR supply forecasting and waste management techniques.

- Understand the meaning, purpose, types, and steps involved in human resource audits and the meaning, objectives, and methods of human resource accounting systems.

### **Unit-I**

Concept, objectives and functions of HRP. Dimensions of HRP. Approaches to HRP – Social demand, Rate of return and Manpower Requirement, growth and Development of HRP.

### **Unit-II**

Human Resource information System (HRIS) – Concept, objectives, Procedure and type of data needed to develop HRIS at macro and micro level.

### **Unit-III**

HR forecasts – Concept, need and objectives, Types of HR forecasts. HR demand forecasting – objectives. Demand forecasting at macro level. HR desual forecasts at micro level, methods – Ratio and regression, managerial judgment, work study method. HR supply forecasting at macro level.

### **Unit-IV**

HR supply forecasts at micro level – Analysis of wastage – pottery reasons and measurement – absenteeism, tumors, stability survival rate – cohest analysis. Age population balance, Patton of internal movement of person using Markov chair analysis.

### **Unit-V**

HR Audit – Concept meaning and purpose. Types of HR audit – Specific and comparative HR audit. Steps in conducting HR audit in an organization.

HR Accounting – Concept me objectives. HR cost accounting and HR value accounting. Methods determining the value of pursuing to an organization – Likert & Bares method, flamholtz method and Lev & schwartz method.

### **RECOMMENDED BOOKS**

- Planning Corporate Manpower – D.J. Bell
- Manpower Planning – Garest Steiner
- Strategic HR Planning – Vivek Parasijpe
- HR Planning – Gorden Mc Beath.

### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	4	5	5	5	5	5	5	5
CO2	5	5	5	5	5	5	4	5	4	4
CO3	5	4	4	5	4	5	5	4	4	4

<b>CO4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>4</b>
<b>CO5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>

## **HR \_ 3304 MANAGEMENT OF TRAINING AND DEVELOPMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

### **Course Outcomes**

After reading the paper, students will be able to:

1. Understand the fundamental aspects of learning, learning strategies, and similarities and differences between learning and training.
2. Get in-depth knowledge about the training needs assessment, the steps involved in the analysis, and the role of performance appraisal in the training needs analysis.
3. Learn about various on-the-job training and off-the-job training methods used for training employees.
4. Perceive various methods of management development PROGRAMES for enhancing the skills of the managers.
5. Get knowledge about the objective, methods, models, and framework of training evaluation.

### **Unit-I**

Learning-Concept, principles, and theories of learning, role of learning in training. Maximizing learning – Trainee characteristics, training design, retention of what is learned and transfer of training, learning strategies and styles – Kolb's learning styles, Training and Development – similarities and differences.

### **Unit-II**

Training need Assessment – what is a training need? Purpose of need assessment and levels of need analysis, Strategic/organizational analysis – components of Strategic/organizational need analysis, advantages and methods. Task Analysis – Its processes, examples and summary. Person analysis- components of person analysis, Role of Performance Appraisal in the process, development needs, Employee as a source of Need Assessment Information.

### **Unit-III**

Design of Training, Training Delivery Methods. On \_the-job Training – Apprenticeship, Job Instruction Training (JIT), Job Rotation, Coaching and Mentoring, Vestibule Training. Off- the- job training- Class room training Approaches, The Lecturer Approach, The Discussion Method, Audio Visual Media, Experiential Methods, Case Methods, Seminars/Conferences and Workshops. Arranging the Physical Environment, Getting Started.

### **Unit-IV**

Management Development Programmes – objectives, In basket exercise, Role Playing, Management Games, Management Grid, Sensitivity Training, Transactional Analysis, Transcendental Meditation, objectives of the methods and methodology of conduct of such Programmes.

### **Unit-V**

Evaluation of Training Effectiveness – Objectives and methods. Models and Framework of Evaluation. Kirkpatrick 's evaluation framework, Galvin's method and Warr et al. framework of evaluation. Cross Sectional and longitudinal studies in evaluation.

## RECOMMENDED BOOKS

1. FORD \_ Bottom Line Training \_ How to Design and Implement Successful Programs that boost profits \_ PHI.
2. Dr. B. Rathan Reddy “Effective HR Training and Development Strategy”, HPH

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	5	5	4	5	5	5	5	4
CO2	5	4	5	4	5	4	4	5	5	2
CO3	4	5	5	5	5	5	2	5	4	4
CO4	5	4	4	5	4	4	2	5	5	4
CO5	4	5	4	4	2	4	2	4	4	4

## HR \_ 3305 COMPENSATION MANAGEMENT

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### Course Outcomes

After reading the paper, students will be able to:

1. Understand the concepts and objectives, principles, the 3-Ps concept, non-financial aspects of compensation, trends in compensation management, and the basic concepts of reward.
2. Learn about the ILO's role in wage setting, as well as wage policy, wage ideas, earnings components, and wage disparity.
3. Obtain various theories of wages and the detailed nexus of job evaluation.
4. Know the available mechanisms for wage determination (wage boards, various incentive schemes).
5. Perceive different legislation dealing with various aspects of wages in India.

### Unit-I

Compensation - Concept and objectives. Linking Compensation to organizational objective. Principles of Compensation. Competently based Compensation. Dissensions of Compensation. Non financial Compensation system. 3-P Compensation concept, Recent trends in Compensation management. Concept of Reward.

### Unit-II

Objectives of wage policy- Economic and social, wage concept-minimum wage, Fair wage and living wage. Money wage & real wage. Components of wages. Rationale for DA payment. ILO on minimum wage. Wage differential-concept and types.

### Unit-III



Wage theories – Subsistence theory, Residual claimant theory, wages fund theory, Managerial Productivity theory and Bargaining theory. Job evaluation- concept and objectives. Methods of job evaluation.

**Unit-IV**

Wage determination- institutional Mechanism. Wage Board-structure and functions. Collective Bargaining, Minimum wage Advisory Board and Pay commission. Incentives- Payment my Results. Individual and group incentive schemes.

**Unit-V**

Wage legislations- Minimum wages Act, 1948, Payment of wages Act-1936, Payment of Bonus Act, 1965. Equal Remuneration Act, 1976.

**RECOMMENDED BOOKS**

1. Compensation and reward Management- B.D. Singh, Excel.
2. Understanding wage Systems- A.M. Sharma, Himalaya
3. Wage Boards in India – P.R.W. Sinha

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	4	4	5	5	4	4	5	5
CO2	4	5	5	4	4	4	5	5	4	4
CO3	5	5	5	5	4	5	5	4	5	4
CO4	4	5	4	4	5	4	4	4	5	5
CO5	4	5	5	5	2	5	5	4	4	4

**HR – 3306 LEGAL FRAMEWORK GOVERNING HUMAN  
RELATIONS DURATION: 3 HOURS MARKS: 100  
(70+30)**

**Course Outcomes**

After reading the paper, students will be able to:

1. Know the legislation for dealing with the working conditions of employees.
2. Understand the legislation that will govern various industrial relations systems in the organization.

3. Perceive the legislation that will deal with various wage-related issues in the organization.
4. Analyze the various pieces of legislation in place to provide social security in the organization.
5. Learn the practical application of various labour laws, such as the ID Act, the Factory Act, the Standing Order Act, and the ECA, in dealing with various situations.

#### **Unit – I:**

Emergence and objectives of Labour Law and their socio-economic environment.

Legislations on working conditions –

Factories Act – 1948

Contract Labour (Regulation & Abolition) Act –  
1970 Inter State Migrant Workmen (RECS) Act,  
1979

#### **Unit – II:**

Law relating to Industrial relations –

Industrial Employment (Standing Order Act) – 1946

Trade Unions Act – 1926

Industrial Disputes Act - 1947

#### **Unit \_III:**

Laws relating to wages and Bonus:

Payment of wages Act – 1936

Minimum wages Act – 1948

Payment of Bonus Act – 1965

Equal remuneration Act - 1976

#### **Unit – IV:**

Laws relating to Social security:

Employee State Insurance (ESI) Act – 1948

Employee Provident Fund (EPF) Act 1952&1995

Payment of Gratuity Act – 1972

Workmen s Compensation Act – 1923.

#### **Unit – V:**

Interpretation of Labour Laws; their workings and implications for employer workmen and the Industry

– with special reference to ID Act, FACTORIES Act, STANDING ORDER Act & WCA Act.

#### **RECOMMENDED BOOKS**

- 1.N.D. Kapoor – Labour Laws, Sultan Chand.
- 2.P.L. Hand Book of Industrial Law, Eastern Books.
- 3.Sinha & Sinha-Ind. Relations & Labour Legislations in India.



## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	2	4	5	4	5	5	4	2
CO2	5	5	2	2	4	5	4	4	2	4
CO3	4	4	2	5	2	4	5	2	4	4
CO4	5	4	4	2	5	5	4	5	2	2
CO5	5	5	2	5	2	4	2	2	4	4

**HR \_ 3307 ORGANIZATIONAL CHANGE AND INTERVENTION**  
**STRATEGIES DURATION: 3 HOURS MARKS: 100**  
**(70+30)**

### Course Outcomes

After reading the paper, students will be able to:

1. Learn the concept, importance, cause, nature, various perspectives on change, and various types of change that occur in the organization.
2. Understand the process of change, problems and prospects of change, resistance to change, management of change, and stress management.
3. Analyze various aspects of OD intervention, its action components, training-based OD intervention, and roles focused on OD intervention.
4. Know the various types of OD interventions, their uses, and their benefits.
5. Acquaint themselves with the application of OD, the OD process, and the future prospects of OD in the organization.

### Unit \_ I:

Concept of change, Importance, cause and nature. Force of change: Perspectives on change - Contingency, Perspective, Resource Dependence Perspective, Population, Ecology Perspective, Institutional Persecutes. The six-box Organizational Model. The F.S framework. Types of changes: continuous discontinuous, Participative directive, Planned and unplanned.

### Unit-II:

The change process: Problem recognition, Identifying the causes of problem, Implementing the change, Generating motivation for change, Managing the transition state, Supporting the change – Evaluating the change. Resistance to change – Lewin's 3 \_step model. Managing change \_ Planning, Internal Resource person (IRP) External change agents. Cutting edge change strategies: Successful self directed teams of planned change, Stress Management with Individual & organizational strategy, Learning organization.

### Unit \_III:

Organizational diagnoses: The Action Component: OD interventions, Meaning and concept of OD Intervention. Training based- based OD Intervention, Person Focused OD intervention, Role focused OD Interventions.

### Unit \_ IV:

TYPES OF OD INTERVENTIONS: Jean Intervention, Intergroup and 3rd party peacemaking Intervention.

Comprehensive OD Interventions, Structural Interventions.

### Unit-V:

Applicability of OD. Interventions in Human Resource Development, The O.D process – client consultant Relationship, The future of OD – Leadership & values, OD Training, Interdisciplinary nature of OD, Diffusion of OD Techniques, Possible change in OD process & practice.

### RECOMMENDED BOOKS

1. Nilahantha Vand Ramnarayan – S – Managing Organizational change.
2. K. Harigopal – Management of Organizational charges Response Book.
3. I. Palma. Richard Dunferd. G. Akin – Managing Organizations change. TMH.

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	4	5	4	2	5	4	5
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CO3	5	5	4	2	5	2	2	5	2	5
CO4	5	5	4	4	4	4	4	4	4	5
CO5	5	5	2	5	2	4	4	4	4	5

### INFORMATION AND TECHNOLOGY MANAGEMENT

**GROUP ITM – 3501      ELECTRONIC COMMERCE (E  
Commerce)**

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

**OBJECTIVES:** This paper mainly focuses on the concepts, tools and techniques of e-commerce which will help a student to implement the online transactions in a business scenario.

#### Course Outcomes

After going through this paper, students will be able to:

1. Have a detailed insight into e-commerce and business models for e-commerce.
2. Understand the concepts of the Internet and WWW: basic network architecture, web system architecture, URLs, an overview of HTTP, and cookies.
3. Get a brief understanding of the B2B E-Commerce, Supplier-Oriented and Buyer-Oriented Market Place, JIT, and Software Agents Role for B2B EC, E-Marketing in B2B, and Managerial Issues.
4. Get a brief insight into the different aspects and concepts of electronic payment systems.
5. Acquire knowledge on economics, global issues, and other issues in e-commerce and software agents.

### UNIT-I

Introduction to E-Commerce and Physical Commerce, Different types of E-Commerce, E Commerce Scenarios, Advantages & Disadvantages of E-Commerce, Business models for E-Commerce.



Internet and WWW, Basic Network Architecture, WEB system architecture, URL, Overview of the HTTP, Cookies, Web Page Designing using HTML.

**Unit-III**

B2B E-Commerce, Characteristics of B2B EC, Models of B2B EC, Supplier-Oriented & Buyer-Oriented Market Place, JIT, Other B2B Models, Auctions, and Services, The Role of Software Agents for B2B EC, E-Marketing in B2B and Managerial issues.

**Unit-IV**

Electronic Payment Systems, SSL & SET protocols, Security Schemes in E-Payment Systems, Basic Cryptography for enabling E-Commerce, Managerial issues for E-Payment Systems.

**Unit-V**

Economics, Global, and other issues in E-Commerce and Software Agents.

**RECOMMENDED BOOKS**

1. E-Commerce Fundamentals & Applications By Chan, Lee, Dillon & Chang from WILEY
2. E-Commerce A Managerial Perspective By P.T. Joseph, PHI Publication
3. E-Commerce By Turban, Lee, King & Chung, Pearson Education Publication
4. E-Commerce By C.S.V. Murthy, Himalaya Publishing House

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	4	4	4	4	4	4	2	2	2
CO3	4	4	5	5	4	4	2	2	4	4
CO4	2	2	5	4	4	4	2	4	4	2
CO5	4	4	5	4	4	2	2	4	2	4

**ITM \_ 3502 OBJECT-ORIENTED MODELING AND DESIGN**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into object-oriented development and themes. Modeling concepts: Modeling as a design technique.
2. Understand the concepts of objects and classes, generalization and inheritance, a sample object model, aggregation, multiple inheritance, metadata, and candidate keys.
3. Obtain a brief understanding of the dynamic modeling comprising of events and states, operations, a dynamic model sample, objects, and dynamic model relationships.
4. Learn about the various aspects and concepts of writing PROGRAMES in C++, such as variable declaration, functions, and PROGRAME structures, and arrays.

5. Acquire knowledge on classes and objects, inheritance, overloading, and polymorphism.

### UNIT-I

Introduction to Object-oriented: Definition, Development and themes. Modeling concepts: Modeling as a Design Technique.

### Unit-II

Objects and Classes, Links and Associations, Generalization and Inheritance, Sample Object model, Aggregation, Multiple Inheritance, Metadata, Candidate Keys.

### Unit-III

Dynamic Modeling: Events and States, Operations, A Sample Dynamic Model. Relation of Object and Dynamic Models. Functional Modeling, DFD, A Sample Functional Model, Relation of Functional To Object and Dynamic Models.

### Unit-IV

Writing Programs in C++: Data Types, Operators and Statements, Declaration of Variables, Features of iostream.h, Control statements, Functions and Program structures, Arrays.

### Unit-V

Classes and Objects, Inheritance, Overloading and Polymorphism.

### RECOMMENDED BOOKS

1. OOM and Design by Rumbaugh, Blaha, Premerlani, Eddy and Lorenson : Prentice-Hall of India.
2. Programming with C++ by D. Ravichandran : Tata McGraw-Hill
3. Programming with C++ by Balguruswamy : Tata Mc-Graw-Hill

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	5	4	4	4	4	5	2	2	2
CO3	4	4	5	5	4	5	4	2	4	4
CO4	2	2	4	4	4	4	2	4	4	2
CO5	4	4	5	4	4	4	2	4	2	4

### ITM \_ 3503 DATABASE MANAGEMENT SYSTEM

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Obtain the basic concepts of databases and the advantages and disadvantages of DBMS.
2. Have a fair idea of the data base model, FMS, and E-R model.



3. Understand the rationale model, objectives, and rationale algebra.
4. Perceive the application of database properties and the design of a database.
5. Acquire the ability to manage data using SQL.

### **Unit-I**

Basic Concepts of Database, Database Basics, Three views of Data, The Three Level Architecture of DBMS, DBMS facilities, Elements of a DBMS, Advantages and disadvantages of DBMS.

### **Unit-II**

Database Models & Its Implementation, FMS, E-R model, The Hierarchical Model, The Network Model and The Relational Model.

### **Unit-III**

Relational Model: Introduction and objectives, Relational Algebra, Concepts of a Relational Model, The CODD Commandments, Relational Completeness.

### **Unit-IV**

Normalization : Introduction and objectives, Functional Dependency, Anomalies in a Database, Properties of Normalized Relations, 1NF, 2NF, 3NF, BCNF, 4TH and 5TH Normal Form, Examples of Database Design.

### **Unit-V**

SQL statements using Microsoft Access or Oracle, Query Processing, Running queries on multiple tables, Managing data with SQL.

### **RECOMMENDED BOOKS**

1. An Introduction to Database Systems by Bipin C. Desai, Galgotia Publications
2. Database Systems by C.J. Date
3. Oracle The Complete Reference by Koch Loney, TATA MCGRAW HILL
4. IGNOU study materials

### **MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

<b>CO/PO</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>PO10</b>
<b>CO1</b>	2	4	5	4	5	5	4	4	2	4
<b>CO2</b>	4	2	5	4	4	4	4	2	2	2
<b>CO3</b>	2	4	5	2	4	2	4	2	4	4
<b>CO4</b>	2	2	5	4	4	5	2	4	4	2
<b>CO5</b>	4	4	5	4	4	2	2	4	2	4

**ITM – 3504      ADVANCED DATABASE MANAGEMENT SYSTEM**  
**DURATION: 3 HOURS      MARKS: 100**  
**(70+30)**

### **Course Outcomes**

After going through this paper, students will be able to:

1. Develop insights about data modeling.
2. Gain knowledge about rational database design and query processing.
3. Understand the database recovery and reliability of database systems.
4. Learn about the data base's security and deadlock.
5. Make different designs for distributed databases.

**Unit-I**

Data Modeling for a Database, Records & Files, Abstraction & Data Integration, The Three-Level Architecture Proposal for a DBMS, Components of a DBMS, Components of a DBMS, Data Models, Data Associations, Data Models Classification.

**Unit-II**

DDL, DML, Query Language, Types of Databases, Relational Database Design and Query Processing.

**Unit-III**

Database Recovery, Reliability of Database Systems, Transactions, Recovery in a Centralized DBMS.

**Unit-IV**

Concurrency Management, Concurrency Control, Deadlock and Its Resolution, Database Security, Integrity and Control.

**Unit-V**

Distributed Databases: Objectives and Structure, Trade Offs in Distributing the Database, Design of Distributed Databases.

**RECOMMENDED BOOKS**

1. An Introduction to Database Systems by Bipin C. Desai, Galgotia Publications
2. Database Systems by C.J. Date
3. Oracle The Complete Reference by Koch Loney, TATA MCGRAW HILL
4. IGNOU STUDY MATERIALS

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	5	4	4	4	4	5	2	2	2
CO3	4	4	5	5	4	5	4	2	4	4
CO4	2	2	4	4	4	4	2	4	4	2
CO5	4	4	5	4	4	4	2	4	2	4

(70+30)

### **Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basic concepts of data communications, data transmission services, communication processors, and asynchronous and synchronous transmission.
2. Understand the concepts of computer networks, the roles of a communication protocol, and the concept of layered protocols in network design.
3. Obtain a brief understanding of the network models, the OSI model, the TCP/IP protocol, and network devices like NICs, modems, hubs, switches, bridges, routers, and gateways.
4. Get a brief insight into the different aspects and concepts of client-server computing, intranet and extranet, e-commerce, and ERP.
5. Learn about wireless networks, mobile communications, cryptography, network security, and network management.

### **Unit-I**

Data Communications, Data Representation, Data Flow, Data transmission speed, Data transmission media, Digital & Analog Data Transmission, Data transmission services, Communication Processors, Asynchronous & Synchronous transmission.

### **Unit-II**

Computer Networks, Network Criteria, Network Topologies, Categories of Networks, Communications Protocols, Roles of a Communication Protocol, Concept of Layered Protocols in Network Design.

### **Unit-III**

Network Models, The OSI Model, TCP/IP Protocol, Network Devices: NIC, Modem, Hub, Switches, Bridges, Routers, Gateways.

### **Unit-IV**

Client/Server Computing, EDI and its Applications, Internet, Intranet and Extranet, Concepts of E- Commerce and ERP.

### **Unit-V**

Wireless Networks, Mobile Communications, Cryptography, Network Security and Management.

### **RECOMMENDED BOOKS**

1. Data Communications and Networking By B.A. Forouzan, Tata McGraw Hill
2. Computer Networks By A. S. Tanenbaum, Prentice-Hall India
3. Computer Fundamentals By P.K.Sinha & Priti Sinha, BPB Publications
4. E-Commerce Fundamentals & Applications By Chan, Lee, Dillon & Chang from WILEY
5. ERP Theory & Practice By Rahul V. Altekar, Eastern Economy Edition

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	4	5	4	4	4	4	2	2	2
CO3	2	4	5	5	4	2	4	2	4	4
CO4	2	4	5	4	4	5	2	4	4	2
CO5	4	4	5	4	4	2	2	4	2	4

**ITM \_ 3506 SOFTWARE ENGINEERING****DURATION: 3 HOURS****MARKS: 100 (70+30)****Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basic concepts of software engineering, computer system engineering, and software life cycle modeling.
2. Understand the concepts of software project management, the COCOMO model, scheduling, risk management, and software configuration management.
3. Learn about requirements analysis and specification, formal system development techniques, software design, FOD, and OOD.
4. Learn about the various aspects and concepts of object modeling using UML, UML Diagrams, Use Case Model, Class Diagrams, and Object Oriented Software Development in a nutshell.
5. Acquire knowledge on coding and testing, PROGRAMe analysis tools, integration testing, system testing, software reliability, and quality management.

**UNIT-I**

The Software Engineering Discipline-Evolution & Impact. Programs vs. Software products, Why study Software Engineering? Emergence of Software Engineering, Changes in software development practices, computer systems engineering. Software life cycle models.

**Unit-II**

Software Project Management : Responsibilities of a software project manager, project planning, metrics for project size estimation, project estimation techniques, empirical estimation techniques, COCOMO Model, Scheduling, Risk management, Software configuration management.

**Unit-III**

Requirements analysis and specification, Requirements gathering and analysis, SRS, Formal system development techniques, Software Design, FOD, OOD.

#### Unit-IV

Object modeling using UML, UML diagrams, USE CASE MODEL, CLASS DIAGRAMS. Object-Oriented Software Development.

#### Unit-V

Coding and Testing, Code review, Verification Vs. Validation, Unit testing, Black-Box testing, White- Box testing, Debugging, Program Analysis Tools, Integration testing, System testing. Software reliability and quality management.

#### RECOMMENDED BOOKS

1. Fundamentals of Software Engineering By Rajib Mall, EEE PHI Learning.
2. Software Engineering By Roger S. Pressman, Tata McGraw Hill

#### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	4	4	4	4	4	4	2	2	2
CO3	4	4	5	5	4	4	2	2	4	4
CO4	2	2	5	4	4	4	2	4	4	2
CO5	4	4	5	4	4	2	2	4	2	4

#### ITM \_ 3507 INTELLIGENT SYSTEM

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### Course Outcomes

After going through this paper, students will be able to:

1. Learn the fundamentals of Data Warehousing, Mining & Visualisation, Modeling, and Artificial Intelligence.sss
2. Understand the concepts of knowledge-based systems, representation of knowledge, knowledge organization, and knowledge manipulation.
3. Obtain a brief understanding of knowledge acquisition and validation, knowledge engineering, and matching techniques.
4. Get a brief insight into the different aspects and concepts of object-oriented representations.
5. Learn about Intelligent Systems Fundamentals, Knowledge-Based Decision Support such as Artificial Intelligence, and Expert Systems.

#### Unt-1

Data Warehousing, Access, Analysis, Mining and Visualization, Modeling and Analysis. Overview of Artificial Intelligence.

#### Unit-2

Knowledge : General Concepts, Definition and importance of Knowledge, Knowledge-Based Systems, Representation of Knowledge, Knowledge Organization, Knowledge Manipulation.

#### Unit-3

Knowledge Acquisition and Validation, Knowledge Engineering, Matching Techniques, Knowledge Organization and Management.

#### Unit-4

Object-Oriented Representations : Introduction and overview of OOS, Objects, Classes, Messages, and methods, Simulation example using an OOS Program.

#### Unit-5

Fundamentals of Intelligent Systems, Knowledge-Based Decision Support: Artificial Intelligence and Expert Systems.

#### RECOMMENDED BOOKS

1. DSS & Intelligent Systems By Turban & Aronson, Pearson Education
2. Artificial Intelligence & Expert Systems By Dan W. Patterson, Prentice Hall of India.

#### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	4	5	4	5	5	4	4	2	4
CO2	4	4	5	4	4	5	5	2	2	2
CO3	4	4	5	5	4	5	4	2	4	4
CO4	2	2	5	4	4	5	2	4	4	2
CO5	4	4	5	4	4	5	2	4	2	4

#### OPERATIONS MANAGEMENT GROUP

OM \_ 3401 TOTAL QUALITY MANAGEMENT

DURATION: 3 HOURS

MARKS: 100 (70+30)

#### Course Outcomes

After going through this paper, students will be able to:

1. Have a detailed insight into the basics of the concept of quality management.
2. Understand the concepts of quality planning like operations planning, quality management related to assurance, product design for services, etc. Process control, sampling techniques
3. Learn about the Product Quality Audit, which includes the discovery and analysis of quality control problems, diagnosis tool stratification, and Pareto diagrams.
4. Acquire a brief insight into different aspects and concepts of Quality Control Audit and ISO 9000 consisting of the purpose and effectiveness of quality control audit.
5. Perceive knowledge on total quality management inclusive of systems, quality circles, Kaizen, and benchmarking aspects of service quality management.

#### Unit-I

**Concept of Quality:** Importance of quality in services and manufacturing operations. Quality and defects, quality assurance, organization for quality, quality manager – functions and accountability.

## Unit-II

**Quality Planning:** Operations planning and quality assurance; Quality of design product and services, productions and operations, resources and supplies. Quality conformance, inspection & process control, acceptance sampling techniques, quality of performance, Field services.

## Unit-III

**Product Quality Audit:** Discovering and analyzing quality control problems. Analysis and diagnosis tool stratification, Pareto diagrams, Cause and effect diagram. Histograms, graphs and control charts, check sheets, scatter diagrams. Market Quality surveys and complaints processing. Analyzing and diagnosing quality problem.

## Unit-IV

**Quality Control Audit & ISO 9000:** Purpose of quality control audit and its effectiveness, planning and the quality audit - external and internal quality audit, clients, audit, auditor, audit procedure, implementation of quality audit, ISO 9000.

## Unit-V

**Total Quality Management:** Concept, strategic orientation, leadership and training documentation, systems; Quality Circles, Kaizen, Bench Marking Aspects of service quality management.

## RECOMMENDED BOOKS

1. Jain P. L. – Quality Control & Total Quality Management, TMH.
2. Sneha & Willburn – The Management of Quality Assurance, John Wiley & Sons.
3. Mills – The Quality Audit: A Management Evaluation Tool, TMH.
4. Juran & Gryna – Quality Planning and analysis, TMH.
5. Wadworth et.al – Modern Methods for Quality Control and Improvement, John Wiley.
6. Mizuno – Company Wide Total Quality Control, Asian Productivity Organisation.
7. Wakhlu, Bhubaneswar – total Quality, Wheeler Publications.

## MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	5	4	5	5	2	4	2
CO2	4	4	5	5	2	5	4	4	2	2
CO3	5	5	5	5	4	5	5	2	4	4
CO4	4	4	5	5	4	5	4	2	2	2
CO5	5	4	5	5	2	5	4	4	2	4

## OM \_ 3402 SUPPLY CHAIN MANAGEMENT

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Gain a thorough understanding of the fundamentals of Supply Chain Foundations and Customer Service.
2. Understand the concepts of procurement logistics, like sourcing in a supply chain, supplier scoring and assessment, supplier selection and contracting, and supplier development.
3. Learn about Inventory Management in SCM, including Inventory Management Purpose, Third Party Logistics, and its Implications.
4. Perceive a brief insight into the different aspects and concepts of distribution and transportation in SCM.
5. Acquire knowledge on important issues in SCM, inclusive of reverse logistics, green logistics, global logistics, and the role of IT in SCM and logistics.

### Unit-I

**Supply Chain Foundations:** Meaning, Scope, importance of Supply chain Management; competitive and supply Chain Strategies, value chain, drivers and obstacles in supply chain performance, customer Focus, Channel Integration. **Customer Service:** Elements of customer service; determination of the customer service level; development of customer service package.

### Unit-II

**Procurement Logistics:** Role of sourcing in a supply chain, supplier scoring and assessment, supplier selection and contracts, collaboration between supplier and manufacturer, procurement process, supplier development.

### Unit-III

**Management of Inventory in SCM:** Purpose of Inventory Management; Types & Techniques in inventory management; Principal issues in inventory management, Third Party Logistics & its implications.

### Unit-IV

**Distribution & Transportation in SCM:** Distribution channel, channel structure, factors influencing distribution network design, design options for a distribution network, selecting a distribution network channel, The role of Transportation in supply chain, factors affecting transportation decision – carrier and shipper; alternate mode of transportation, Intermodal transportation, design options for a transportation network; tradeoffs in transportation design.

### Unit-V

**Important issues in SCM:** Reverse Logistics, green logistics; global logistics, bull whip effect and its management, Role of IT in SCM & Logistics; Measurement and evaluation of performance in SCM.

### RECOMMENDED BOOKS

1. Chopra & Meindl – supply chain Management – Strategy, planning and operations, 2/e, Pearson.
2. Kapoor and Kansal – Marketing Logistics – supply chain approach, 2003, Pearson.
3. Simchi-Levi, Kaminsky & Simchi-Levi – Designing & Managing the Supply Chain – concepts, strategies & case studies, 2/e, 2003, TMH.
4. Bowersox & Closs - Logistical Management - the integrated supply process, 2000, TMH.



5. Ballou Ronald H. \_ Business Logistics/ Supply Chain Management, 5/e, 2004, Pearson.
6. Sople Vinod V. \_ Logistics Management - the supply chain imperative, 2004, Pearson.

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	5	4	5	5	2	4	4
CO2	4	4	4	4	2	5	2	4	2	2
CO3	4	5	5	5	4	5	5	2	4	4
CO4	4	4	5	4	4	4	4	2	2	2
CO5	5	4	5	5	2	5	4	4	2	2

**OM \_ 3403 SERVICES OPERATIONS MANAGEMENT**

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

**Course Outcomes**

After going through this paper, students will be able to:

1. Get a detailed insight into the basics of operations management.
2. Understand the concepts of "dimensions of service quality," like the service quality GAPS model, service quality measurement and control, and service recovery and guarantees.
3. Obtain a brief understanding of the dynamics of the service delivery system.
4. Have a brief insight into the different aspects and concepts of service inventory.
5. Acquire knowledge on important issues in the growth and globalization of services.

**Unit I**

**Challenges in Operations management of services:** Matrix of service characteristics; Service Encounters; Service strategy and competitiveness; measuring service productivity.

**Managing demand and supply in services:** Facilities location and layout for services; Service process Design; Technology in services.

**Unit II**

**Dimensions of Service Quality:** the GAPS model of service quality; Measurement and control of quality of services; Service recovery; Service guarantees.

**Unit III**

**Dynamics of Service Delivery System:** Scheduling for service personnel and vehicles; Waiting line analysis; Distribution of services; Product support services.

**Unit IV**

**Service Inventory Systems:** Characteristics of service inventories; service inventory control system;

Maintenance of services.

### Unit V

**Growth & Globalization of services:** Domestic growth and expansion strategies; Franchising; global service strategies.

### RECOMMENDED BOOKS

1. Haksever, Render, Russell & Murdick \_ Service Management & Operations, Pearson.
2. Fitzsimmons & Fitzsimmons \_ Services Management-Operations Strategy, TMH.
3. Sharma J.K. \_ Service Operations Management, Anmol.
4. Collier David A. \_ Service Management \_ Operating Decisions, Prentice Hall.
5. Fitzsimmons & Sullivan \_ Services Operations Management, Tata McGraw Hill.

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	5	4	5	5	4	5	4	5	4
CO2	4	4	4	5	5	4	2	4	5	2
CO3	5	4	4	5	5	2	2	4	5	4
CO4	4	5	4	4	5	4	4	2	5	2
CO5	4	5	4	4	5	2	4	4	5	4

### OM \_ 3404 TECHNOLOGY MANAGEMENT

**DURATION: 3 HOURS**

**MARKS: 100 (70+30)**

#### Course Outcomes

After going through this paper, students will be able to:

1. Understand the fundamentals of technology management roles and their significance.
2. Understand the concepts of technology forecasting, like roles and needs, methodologies, and various methods of forecasting.
3. Get a brief understanding of the technology strategy, which consists of technology generation and technology development.
4. Obtain a brief insight into the different aspects and concepts of technology transfer, consisting of models and modes of transfer.
5. Learn about important issues in Technology Assessment methods such as technology evaluation, technology diffusion strategies, and appropriate technology mode.

### Unit-I

**Basic Concepts – Concept of Technology :** Role and Importance of technology management; Status in

India, technology, life cycle, science and technology policy statements of the government, technology and socio-economic planning, technological change; Macro-effects of change.

### Unit- II

**Technology Forecasting:** Need; role; Methodologies of forecasting; various forecasting methods.

### Unit- III

**Technology Strategy:** Technology Generation, Technology Development.

### Unit- IV

**Technology Transfer:** Models of transfer; modes of transfer; search strategy; transfer package, agreements; Technology Absorption- Concepts, constraints, management of absorption, Government initiatives.

### Unit- V

**Technology-Assessment methods:** Technology evaluation, diffusion of technology – strategy, mode appropriate technology.

### RECOMMENDED BOOKS

1. Hawthorne – The Management of Technology, McGraw Hill.
2. Twiss – Managing Technological Innovation, Pitman.
3. Desai – Technology Absorption in Indian Industry, Wiley Eastern.
4. Betz – Managing Technology, Prentice Hall.
5. Rohatgetal – Technological Forecasting, Tata McGraw Hill.
6. Sharif Nawaj- Technology Policy Formulation & Planning: A Reference Manual, APCTT, Bangalore.
7. Tushmar & Anderson – Managing Strategic Innovation & Change, Oxford University Press.

### MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	4	4	5	5	4	4	4	5
CO2	5	4	5	2	4	4	2	5	5	4
CO3	5	5	5	4	4	5	2	5	4	5
CO4	5	5	4	2	4	4	4	4	5	4
CO5	5	4	5	5	5	5	2	4	4	4

### OM \_ 3405 PURCHASING AND MATERIAL MANAGEMENT

**DURATION: 3 HOURS**

**MARKS: 100**

**(70+30)**

### Course Outcomes

After going through this paper, students will be able to:

1. Have a detailed insight into the basics concepts of purchasing and materials
2. Understand the concepts and objectives of the purchase system and procedures, which comprise the purchasing function, policies, decisions, vendor selection, and rating.

3. Perceive a brief understanding of inventory management, which consists of detailed descriptions and

functions of inventory management, classifications, costing, and inventory models.

4. Get a brief insight into different aspects and concepts of store layout, classification and codification, store systems and procedures, receipt systems, store products, and account management.
5. Acquire knowledge on important issues in warehousing management, material handling, traffic and transportation, scrap disposal, and waste reduction management.

#### **Unit – I:**

Roll of Purchasing and Materials Management- objectives, organization and Inter relationships, Determination and Description of material Quantity, Material planning in push and pull system, MRP and JIT.

#### **Unit – II:**

Purchase system and procedures: - objectives, Purchasing function, Purchasing policies and decisions, make or Buy vendor selection and Rating, Timing of purchase, price determination, purchase procedures and system public purchasing and tendering.

#### **Unit –III:**

Inventory Management – Introduction of inventory system, Function of Inventory and Relevant cost concept, classification of Inventory systems, Inventory Models: Deterministic Discount, EOQ EBQ, MRP – I, selective Inventory Management ABC, VED, FSN, PQR.

#### **Unit – IV:**

Store layout, classification and codification, stores system and procedures. Identification system, Receipt system, store system, stores Accounting and verification system, stores location and store equipments.

#### **Unit – V:**

Warehousing Management, material Handling, Traffic and Transportation, Disposal of Scrap, waste management waste reduction approach, waste collection, Recycling waste disposal system, materials information system.

#### **RECOMMENDED BOOKS**

1. Putta, A.K Integrated Materials Management, New McGraw Hill.
2. Ansari A and modarress B. JIT purchassry, New York-
3. Gopalakrishan P. and Sanderashan M. Handbook of Materials Management, New Delhi prentice Hall of India

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	4	4	5	5	4	5	4	4	4	4
CO2	2	2	5	4	2	5	5	5	5	4
CO3	4	4	5	4	4	5	5	5	5	2
CO4	4	2	5	4	2	5	4	4	4	4
CO5	5	4	5	2	4	5	2	5	4	5

**OM – 3406 OPERATION PLANNING AND CONTROL**

**DURATION: 3 HOURS**  
**(70+30)**

**MARKS: 100**

**Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basics concepts of operations planning
2. Understand the concepts of operations forecasting, consisting of good forecast elements, demand forecast factors, and forecasting methods classification.
3. Perceive a brief understanding of capacity planning, which consists of capacity measurement, capacity requirements, and differentiation between forecasting and capacity planning.
4. Obtain a brief insight into aggregate operations planning.
5. Acquire knowledge on important issues in operations scheduling and distribution planning.

**UNIT – I:** Operations Planning: Introduction – Relationship between Sales and Operations Planning –

Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations, Objective

**UNIT – II:** Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods

**UNIT – III:** Capacity Planning: Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning

**UNIT – IV:** Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

**UNIT – V:** Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service

Operations. Role of ERP in operation planning and control, Operations planning Insights from the TOC school of thought.

**RECOMMENDED BOOKS:**

1. Ajay K Garg, Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd., 2012, Reprint2017.

2. William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint2018.
3. R. Panneerselvam, Production & operations management, Prentice Hall India private limited,2017.
4. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House,2014
5. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rdEdition,2015
6. Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	4	4	5	5	4	4	5	4	2
CO2	5	5	5	5	5	4	5	5	2	2
CO3	5	4	4	5	4	5	4	5	5	2
CO4	5	5	5	4	5	4	4	5	2	2
CO5	5	5	5	5	4	5	5	5	4	2

**OM \_ 3407**  
**DURATION: 3 HOURS**  
**(70+30)**

**WORLD CLASS MANUFACTURING**  
**MARKS: 100**

**Course Outcomes**

After going through this paper, students will be able to:

1. Have a detailed insight into the basics and concepts of world-class manufacturing.
2. Understand the concepts of optimized production technology, gold-ratt principles, JIT manufacturing systems and pull systems, Kanban usage, buyer-seller relations, and supply chain management.
3. Get a brief understanding of total quality management, which consists of detailed TQM tools and systems.
4. Obtain a brief insight into total system effectiveness, breakdown prevention, maintenance management, maintainability and reliability improvement, total employee involvement, and small group activities.
5. Obtain knowledge on customer-driven project management, automation in design and manufacturing, flexible manufacturing systems, group technology, and cellular manufacturing systems.

**Unit -I** World Class Manufacturing Environment: Imperatives for success- Technology, Systems approach and Change in the mindset; Strategic decisions in Manufacturing Management- Choice of Technology, Capacity, Layout; Aggregate Planning and Master Production Scheduling; Materials Requirement Planning and Manufacturing Resources Planning and Enterprise Resource Planning.

**Unit-II** Optimized Production Technology, Principles advocated by Goldratt; Just In Time System: JIT Manufacturing System, JIT Pull System- Use of Kanban, JIT Purchasing- Source Development, Buyer-Seller Relations; Supply Chain Management; Benchmarking

**Unit-III** Total Quality Management- TQM Philosophy, TQM Principles, TQM Tools, Quality Circles, Statistical Quality Control; Quality through Design- QFD, FMEA, Fault Tree Analysis, Concurrent



Engineering Principles, Taguchi's Quality Loss Function, Robust Design Concept, Quality Management Systems and ISO 9000 standards, Six Sigma.

**Unit-IV** Total Productive Maintenance: Objectives of TPM- Total Systems Effectiveness, Breakdown Maintenance, Preventive Maintenance, Predictive Maintenance, Condition Monitoring Systems, Maintenance Prevention. Maintainability Improvement, Reliability Improvement, Total Employee involvement and Small Group Activities

**Unit-V** Customer Driven Project Management- Integration of TQM, Project Management Systems with Customer Driven Team Structure; Automation in Design and Manufacturing; Automated Materials Handling Equipment; Role of IT in World Class Manufacturing; Flexible Manufacturing Systems, Group Technology and Cellular Manufacturing System

**RECOMMENDED BOOKS**

1. Berry, Whybark and Jacobs: Manufacturing Planning and Control for Supply Chain Management, Tata McGraw Hill
2. Besterfield et al.: Total Quality Management, Pearson Education
3. Mohanty and Deshmukh – Advanced Operations Management
4. Gaither and Frazier- Operations Management, Thomson South Western
5. Schonberger- Japanese Manufacturing Techniques, Free Press

**MAPPING OF COURSE OUTCOMES WITH THE PROGRAM OUTCOMES:**

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	5	5	5	4	2	5	5	4	2	2
CO2	5	5	5	5	4	4	4	5	4	4
CO3	5	5	5	4	4	5	5	4	2	4
CO4	5	5	5	5	2	4	4	4	4	5
CO5	5	5	5	4	4	4	4	5	4	4

- 3 Note related: 1
- From What Related: 2 ● Nutral: 3
- Moderately Related: 4
- Highly Related: 5

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