ALAGAPPA UNIVERSITY

(A State University Established in 1985)

Karaikudi - 630003. Tamil Nadu, India

FACULTY OF MANAGEMENT
ALAGAPPA INSTITUTE OF MANAGEMENT

M.B.A., GENERAL

REGULATIONS AND SYLLABUS

(For the candidates admitted from the Academic Year 2022 - 2023)

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M.B.A., GENERAL

REGULATIONS AND SYLLABUS

[For the candidates admitted from the Academic Year 2022 – 2023 onwards]

ALAGAPPA UNIVERSITY

(A State University Accredited with "A+" grade by NAAC (CGPA: 3.64) in the Third Cycle and Graded as Category-I University by MHRD-UGC)
Karaikudi -630003, Tamil Nadu.

ALAGAPPA UNIVERSITY
ALAGAPPA INSTITUTE OF MANAGEMENT
Karaikudi -630003, Tamil Nadu.

REGULATIONS AND SYLLABUS - (CBCS-University Department)
[For the candidates admitted from the Academic Year 2022 – 2023 onwards]

Name of the Department   : Alagappa Institute of Management

Name of the Programme   : M.B.A., General

Duration of the Programme   : Full Time (Two Years)

Choice-Based Credit System
A choice-Based Credit System is a flexible system of learning. This system allows students to gain knowledge at their own tempo. Students shall decide on electives from a wide range of elective courses offered by the University Departments in consultation with the Department committee. Students undergo additional courses and acquire more than the required number of credits. They can also adopt an inter-disciplinary and intra-disciplinary approach to learning, and make the best use of the expertise of available faculty.

Programme
"Programme" means a course of study leading to the award of a degree in a discipline.

Courses
'Course' is a component (a paper) of a programme. Each course offered by the Department is identified by a unique course code. A course contains lectures/ tutorials/laboratory work/seminar/project work / practical training/report writing /Viva-voce, etc or a combination of these, to meet effectively the teaching and learning needs.

Credits
The Term "Credit" refers to the weight age given to a course, usually in relation to the instructional hours assigned to it. Normally in each of the courses credits will be assigned on the basis of the number of lectures/tutorials/laboratory and other forms of learning required completing the course contents in a 15-week schedule. One credit is equal to one hour of lecture per week. For laboratory/field work one credit is equal to two hours.

Semesters
An Academic year is divided into two **Semesters.** In each semester, courses are offered in 15 teaching weeks and the remaining 5 weeks are to be utilized for conduct of examination and evaluation purposes. Each week has 30 working hours spread over 5 days a week.

Medium of instruction
Medium of Instruction: English

Departmental committee

The Departmental Committee consists of the faculty of the Department. The Departmental Committee shall be responsible for admission to all the programmes offered by the Department including the conduct of entrance tests, verification of records, admission, and evaluation. The Departmental Committee determine the deliberation of courses and specifies the allocation of credits semester-wise and course-wise. For each course, it will also identify the number of credits for lectures, tutorials, practical's, seminars etc. The courses (Core/Discipline Specific Elective/Non-Major Elective) are designed by teachers and approved by the Departmental Committees. Courses approved by the Departmental Committees shall be approved by the Board of Studies. A teacher offering a course will also be responsible for maintaining attendance and performance sheets (CIA - I, CIA-II, assignments and seminar) of all the students registered for the course. The Non-major elective programme and MOOCs coordinator are responsible for submitting the performance sheet to the Head of the department. The Head of the Department consolidates all such performance sheets of courses pertaining to the programmes offered by the department. Then forward the same to be Controller of Examinations.

Programme Educational Objectives

PEO 1	The objective of the MBA programme is to develop the young minds into proficient professional managers, capable of working in any sector
PEO 2	The Institute provides hands-on learning experiences combined with practical classroom instruction to the students with the essential business skills needed to Effectively manage and lead organizations.
PEO 3	To develop industry ready graduates.
PEO 4	To prepare AIM students for effective leadership and achieving excellence in performance while contributing to the welfare of the larger society.
PEO 5	To inculcate the habit to think and act ethically
PEO 6	To instill team working and participative management skills through team tasks.
PEO 7	At the end of the program, the student will gain in-depth knowledge in various Management concepts and play an active role in business Organizations, Government or non-government organization, and private sectors.
PEO 8	To provide students with basic concepts and practices of modern management, and provide a framework to help them understand advanced topics in Management
PEO 9	To develop working knowledge of fundamental tools and apply them in investment and financing decisions.
PEO 10	To apply behavioral techniques to manage human resources in a better manner.

Programme Outcomes:

PO 1	Students will possess knowledge on current theory and techniques of the Major business disciplines.
PO 2	Students will exhibit the leadership capacity and teamwork skills for business Decision making.
PO 3	Students will demonstrate their ability to communicate effectively.
PO 4	Students will have an understanding of global perspectives of business
PO 5	Students will be equipped to start his own Startups
PO 6	Ability to lead themselves and others in the achievement of organizational Goals, contributing effectively to a team environment.
PO 7	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects ofbusiness.
PO 8	Develop a Critical and Integrated thinking
PO 9	Able to Identify the issues through an ethical reasoning capabilities
PO 10	Students will possess knowledge recent trends like Business Analytics, Business Analysis and IT Consulting with regular industry interaction.

Programme Specific Objectives:

PSO 1	To equip students with the required conceptual and interpersonal skills
PSO 2	To integrate the various management theories and practices to perform better executive roles.
PSO 3	To provide professional communication skills to facilitate business Relationships.
PSO 4	To provide training, research and consultancy activities in Micro, Small & Medium Enterprises (MSME), with special focus on rural entrepreneurship development
PSO 5	To cultivate application-oriented learning along with Integrated, multi/cross-functional perspective.

Programme Specific Outcomes:

PSO 1	Apply domain knowledge progressively by understanding business processes and practices.
PSO 2	Practice value-based learning by understanding and demonstrating ethical practices through sustained efforts
PSO 3	Employability: equipped with skills, attributes, leadership and entrepreneurial qualities that society needs; being capable of making a contribution to society through continuous learning
PSO 4	Exhibit managerial skills to solve local and global business complexities in the field of management
PSO 5	Demonstrate global competence, cultural sensitivity and adaptability to face thechallenges of Business Management

Eligibility for admission to the Programme

Eligibility   :   Any degree from a recognized university in the 10+2+3 pattern or equivalent

Medium of Instruction   :   English

Selection of Admission   :   The selection of candidates shall be made on the basis of the Entrance Exam, Group Discussion & Interview

Intake   :   The total number of candidates to be admitted to the Programme would be 60 (Sixty) only

Minimum Duration of programme

The programme is for a period of two years. Each year shall consist of two semesters viz. Odd and Even semesters. Odd semesters shall be from June / July to October / November and even semesters shall be from November / December to April / May. Each semester there shall be 90 working days consisting of 6 teaching hours per working day (5 days/week).

Components

A PG programme consists of a number of courses. The term "course" is applied to indicate a logical part of the subject matter of the programme and is invariably equivalent to the subject matter of a "paper" in the conventional sense. The following are the various categories of the courses suggested for the PG programmes:

A. Core courses (CC)- "Core Papers" means "the core courses" related to the programme concerned including practical's and project work offered under the programme and shall cover Core competency, critical thinking, analytical reasoning, and research skill.

B. Discipline-specific electives (DSE) means the courses offered under the programme related to the major but are to be selected by the students, and shall cover additional academic knowledge, critical thinking, and analytical reasoning.

C. Non-Major Electives (NME)- Exposure beyond the discipline
   ➢ Students have to undergo a total of Non-Major Elective courses with 2 credits offered by other departments (one in II Semester and another in III Semester)
   ➢ A uniform time frame of 3 hours on a common day (Tuesday) shall be allocated for the Non-Major Electives
   ➢ Non-Major Elective courses offered by the departments pertaining to a semester should be announced before the end of the previous semester.
   ➢ Registration process: Students have to register for the Non-Major Elective course within 15 days from the commencement of the semester either in the department or NME portal (University website).

D. Self-Learning Courses from MOOCs platforms.
   ➢ MOOCs shall be voluntary for the students.
   ➢ Students have to undergo a total of 2 Self Learning Courses (MOOCs) one in II semester and another in III semesters.
   ➢ The actual credits earned through MOOCs shall be transferred to the credit plan of programmes as extra credits. Otherwise 2 credits / course be given if the self-Learning Course (MOOCs) is without credit.

> While selecting the MOOCs, preference shall be given to the course related to employability skills.

E. Projects / Dissertation /Internships (Maximum Marks: 200)

The student shall undertake the Project/Dissertation/internship during the fourth semester.

> **Plan of work**

Project/Dissertation

The candidate shall undergo Project/Dissertation Work during the final semester. The candidate should prepare a scheme of work for the dissertation/project and should get approval from the guide. The candidate, after completing the dissertation /project work, shall be allowed to submit it to the university departments at the end of the final semester. If the candidate is desirous of availing the facility from other departments/universities/laboratories/organizations they will be permitted only after getting approval from the guide and HOD. In such a case, the candidate shall acknowledge the same in their dissertation/project work.

> **Format to be followed for dissertation/project report**

The format /certificate for thesis to be followed by the student are given below

> Title page
> Certificate
> Acknowledgment
> Content as follows:

Chapter No	Title	Page number
1	Introduction	
2	Aim and objectives	
3	Review of literature	
4	Materials and methods	
5	Result	
6	Discussion	
7	Summary	
8	References	

- ➢ **Format of the title page**

Title of Dissertation/Project work

Dissertation submitted in partial fulfillment of the requirement for the degree of Master of Science in _____ to the Alagappa University, Karaikudi - 630003.

By
(Student Name)
(Register Number)
University Logo

Department of ---

Alagappa University
(A State University Accredited with "A+" grade by NAAC (CGPA: 3.64) in the Third Cycle and Graded as Category-I University by MHRD-UGC, 2019: QS ASIA Rank-216, QS BRICS Rank-104, QS India Rank-20)
Karaikudi - 630003
(Year)

- ➢ **Format of certificates-**

Certificate –Guide

This is to certify that the thesis entitled "---" submitted to Alagappa University, Karaikudi-630 003 in partial fulfilment for the degree of Master of Science in ----------- by Mr/Miss --------------------(Reg No:--------------) under my supervision. This is based on the results of studies carried out by him/her in the Department of-------------------------, Alagappa University, Karaikudi-630 003. This dissertation/Project or any part of this work has not been submitted elsewhere for any other degree, diploma, fellowship, or any other similar titles or record of any University or Institution.

Place: Karaikudi   Research Supervisor
Date:_____

Internship

The students shall undergo Internship / industrial training in the reputed organizations for minimum of two weeks to acquire industrial knowledge during the summer vacation of second semester. The students have to find industry related to their discipline (Public limited/Private Limited/owner/NGOs etc.,) in consultation with the faculty in charge/Mentor and get approval from the Head of the Department and Departmental Committee before going for an internship / industrial training.

Format to be followed for Internship report

The format for internship report to be followed by the student are given below

- ➢ **Format of the title page**

Title of internship report

Internship report submitted in partial fulfillment of the requirement for the Master of Science in Fisheries Science to the Alagappa University, Karaikudi -630003.
By
(Student Name)
(Register Number)
University Logo
Department of _____
Alagappa University
(A State University Accredited with "A+" grade by NAAC (CGPA: 3.64) in the Third Cycle and Graded as Category-I University by MHRD-UGC, 2019: QS ASIA Rank-216, QS BRICS Rank-104, QS India Rank-20)
Karaikudi - 630003
(Year)

- ➢ **Format of certificate**

(Faculty in-charge)

This is to certify that the internship report entitled "--" submitted to Alagappa University, Karaikudi-630 003 in partial fulfillment for the Master of Science in _____by Mr./Miss ------------------------------ (Reg. No.:------------) under my supervision. This is based on the work carried out by him/her in the organization M/S ------------------------. This Internship report or any part of this work has not been submitted elsewhere for any other degree, diploma, fellowship, or any other similar record of any University or Institution.

Place: Research Supervisor
Date:_____

(HOD)

This is to certify that the Internship report entitled "--------------------------" submitted by Mr./Miss.-------------------------------- (Reg No:-------------------) to the Alagappa University, in partial fulfillment for the award of the Master of Science in _____is a bonafide record of Internship report done under the supervision of -----------------------, Assistant Professor, Department of ----------------------, Alagappa University and the work carried out by him/her in the organization M/S -------------------------. This is to further certify that the thesis or any part thereof has not formed the basis of the award to the student of any degree, diploma, fellowship, or any other similar title of any University or Institution.

Place: Karaikudi
Date:_____   Head of the Department

(Company supervisor or Head of the Organization)

This is to certify that the Internship report entitled "---" submitted to Alagappa University, Karaikudi-630 003 in partial fulfillment for the Master of Science in _____by Mr./Miss ---------------------- (Reg No:------------) under my supervision. This is based on the work carried out by him/her in our organization M/S ------------------------- for the period of ------. This Internship report or any part of this work has not been submitted elsewhere for any other degree, diploma, fellowship, or any other similar record of any University or Institution.

Place: Supervisor or In charge
Date:_____

Declaration (student)

I hereby declare that the Internship Report entitled "---------------------------" submitted to the Alagappa University for the award of the Master of Science in _____has been carried out by me under the supervision of--------------, Assistant Professor, Department of----------------------------, Alagappa University, Karaikudi – 630 003. This is my original and independent work carried out by me in the organization M/S ------------------------- for the period of ------ and has not previously formed the basis of the award of any degree, diploma, Associateship, fellowship, or any other similar title of any University or Institution.

Place: Karaikudi   (-------------)
Date:_____

➢ Acknowledgment
➢ Content as follows:

Chapter No.	Title	Page No.
1	Introduction	
2	Aim and objectives	
3	Organization profile / details	
4	Methods / Work	
5	Observation and knowledge gained	
6	Summary and outcome of the Internship study	
7	References	

Field Visit/ Industrial Visit

The students shall undergo Field Visits to various Manufacturing companies, ' Retail Show room, Market place, research centers etc in order to acquire industrial and practical knowledge during the Second semester.

Format to be followed for Field Visit report

The format for Field Visit report to be followed by the student are given below

➢ **Format of the title page**

Field Visit report

Submitted in partial fulfillment of the requirement for the Master of Science in _____to the Alagappa University, Karaikudi -630003.

By

(Student Name)

(Register Number)

University Logo

Department of _____

Alagappa University

(A State University Accredited with "A+" grade by NAAC (CGPA: 3.64) in the Third Cycle and Graded as Category-I University by MHRD-UGC, 2019: QS ASIA Rank-216, QS BRICS Rank-104, QS India Rank-20)

Karaikudi - 630003

(Year)

➢ **Format of certificate**

(HOD)

        This is to certify that the Field Visit report submitted by Mr./Miss ---------------------------- (Reg No:------------------) to the Alagappa University, in partial fulfillment for the award of the Master of Science in _____is a bonafide record of Field Visit reports carried out by him/her during --------------------------. This is to further certify that the report or any part thereof has not formed the basis of the award to the student of any degree, diploma, fellowship, or any other similar title of any University or Institution.

Place: Karaikudi   Head of the Department

Date:_____

Declaration (student)

I hereby declare that the Field Visit Report submitted to the Alagappa University for the award of the Master of Science in _____ has been carried out by me. This is my original and independent work carried out by me during ------ and has not previously formed the basis of the award of any degree, diploma, Associateship, fellowship, or any other similar title of any University or Institution.

Place: Karaikudi   (--------------)
Date:_____

  - ➢ Acknowledgment
  - ➢ Content as follows:

S. No.	Date	Field Visit	Page No.	Signature
1				
2				
3				
4				
5				

No. of copies of the dissertation/internship report
The candidate should prepare three copies of the dissertation report and submit the same for the evaluation of examiners. After evaluation, one copy will be retained in the department library, one copy will be retained by the guide and the student shall hold one copy. The candidate should prepare one copy of the field visit/internship report and submit the same for the evaluation of examiners

Teaching methods
The programme is designed to enhance our students with a strong awareness and knowledge about the socio-economic environment both at national and global level. The objective is to bring into being a Global Manager not only with strong analytical and decision making skills but an overall personality with socially enviable values and ethics. To achieve the aforesaid objective, the course curriculum is designed to use a range of audio-visual based teaching methodologies like case studies, real life problem solving exercises, role-play, group discussion and computer simulation based contents. The subjects taught as part of the compulsory and elective courses in our MBA programme endows our students with a very strong foundation in management education.

Attendance
Students must have earned 75% of attendance in each course for appearing for the examination.

Students who have earned 74% to 70% of attendance need to apply for condo nation in the prescribed form with the prescribed fee. Students who have earned 69% to 60% of attendance need to apply for condo nation in the prescribed form with the prescribed fee along with the Medical Certificate. Students who have below 60% of attendance are not eligible to appear for the End Semester Examination (ESE). They shall re-do the semester(s) after completion of the programme

Examination

The examinations shall be conducted separately for theory and practical's to assess (remembering, understanding, applying, analysing, evaluating, and creating)the knowledge required during the study. There shall be two systems of examinations viz., internal and external examinations. The internal examinations shall be conducted as Continuous Internal Assessment tests I and II (CIA Test I & II).

A. *Internal Assessment*

The internal assessment shall comprise a maximum of 25 marks for each subject. The following procedure shall be followed for awarding internal marks.
Theory -25 marks

Sr.No	Content	Marks
1	Average marks of two CIA test	15
2	Attendance	2
3	Seminar/group discussion/quiz	4
4	Assignment/field trip report/case study report	4
	Total	25

Practical -25 Marks

1	Average marks of two CIA test	15 marks
2	Attendance	2 marks
3	Observation note book	8 marks
	Total	25 Marks

Internship- 25 Marks (assess by Guide/in charge/HOD/Supervisor)

1	Presentations	15 Marks
2	Progress report	10 Marks
	Total	25 Marks

Project/Dissertation -50 Marks (assess by Guide /in charge /HOD/ Supervisor)

1	Two presentations (mid-term)	30 Marks
2	Progress report	20 Marks
	Total	50 Marks

B. *External Examination*

➢ There shall be examinations at the end of each semester, for odd semesters in the month of October / November; for even semesters in April / May.

➢ A candidate who does not pass the examination in any course(s) may be permitted to appear in such failed course(s) in the subsequent examinations to be held in October / November or April / May. However, candidates who have arrears in Practical shall be permitted to take their arrear Practical examination only along with Regular Practical examination in the respective semester.

➢ A candidate should get registered for the first-semester examination. If registration is not possible owing to a shortage of attendance beyond condo nation limit/regulation prescribed OR belated joining OR on medical grounds, the candidates are permitted to move to the next semester. Such candidates shall re-do the missed semester after completion of the programme.

➢ For the Project Report/ Dissertation Work the maximum marks will be 100 marks for project report evaluation and for the Viva-Voce it is 50 marks

➢ For the Internship the maximum marks will be 50 marks for project report evaluation and for the Viva –Voce it is 25 marks.

➢ Viva-Voce: Each candidate shall be required to appear for the Viva-Voce Examination (in defense of the Dissertation Work / Internship).

C. *Scheme of External Examination (Question Paper Pattern)*

Theory - Maximum 75 Marks

Section A	10 questions. All questions carry equal marks. (Objective type questions)	10 x 1 = 10 Marks	10 questions – 2 each from every unit
Section B	5 questions Either / or type like 1.a (or) b. All questions carry equal marks	5 x 5 = 25	5 questions – 1 each from every unit
Section C	5 questions Either / or type like 1.a (or) b. All questions carry equal marks	5 x8 = 40	5 questions – 1 each from every unit

Practical –Maximum 75 Marks

Section A	Major experiment	15 Marks
Section B	Minor experiment	10 Marks
Section C	Experimental setup	5 Marks
Section D	Spotters (5 spotters x5 marks)	25 Marks
Section E	Record note	10 Marks
Section F	Vivo voce	10 Marks

Dissertation /Project report Maximum 150 Marks

Dissertation /Project report	100 Marks
Vivo voce	50 Marks

Internship report Maximum 75 Marks

Internship report	50 Marks
Viva voce	25 marks

Results

The results of all the examinations will be published through the Department where the student underwent the course as well as through University Website

Passing minimum

➢ A candidate shall be declared to have passed in each course if he/she secures not less than 40% marks in the End Semester Examinations and 40% marks in the Internal Assessment and not less than 50% in the aggregate, taking Continuous assessment and End Semester Examinations marks together.

➢ The candidates not obtained 50% in the Internal Assessment are permitted to improve their Internal Assessment marks in the subsequent semesters (2 chances will be given) by writing the CIA tests and by submitting assignments.

➢ Candidates, who have secured the pass marks in the End-Semester Examination and in the CIA but failed to secure the aggregate minimum pass mark (E.S.E + C I.A), are permitted to improve their Internal Assessment mark in the following semester and/or in University examinations.

➢ A candidate shall be declared to have passed in the Project / Dissertation / Internship if he /she gets not less than 40% in each of the Project / Dissertation / Internship and Viva-Voce and not less than 50% in the aggregate of both the marks for Project / Dissertation / Internship Report and Viva-Voce.

➢ A candidate who gets less than 50% in the Project Report must resubmit the Project Report. Such candidates need to take again the Viva-Voce on the resubmitted Project.

Grading of the Courses

The following table gives the marks, Grade points, Letter Grades and classifications meant to indicate the overall academic performance of the candidate.

Conversion of Marks to Grade Points and Letter Grade (Performance in Course / Paper)

RANGE OF MARKS	GRADE POINTS	LETTER GRADE	DESCRIPTION
90 – 100	**9.0 – 10.0**	**O**	**Outstanding**
80 – 89	**8.0 – 8.9**	**D+**	**Excellent**
75 – 79	**7.5 – 7.9**	**D**	**Distinction**
70 – 74	**7.0 – 7.4**	**A+**	**Very Good**
60 – 69	**6.0 – 6.9**	**A**	**Good**
50 – 59	**5.0 – 5.9**	**B**	**Average**
40 – 49	**4.0 – 4.9**	**C**	**Satisfactory**

| 00 – 39 | **0.0** | U | **Re-appear** |
| ABSENT | **0.0** | **AAA** | **ABSENT** |

a) Successful candidates passing the examinations and earning GPA between 9.0 and 10.0 and marks from 90 – 100 shall be declared to have Outstanding (O).
b) Successful candidates passing the examinations and earning GPA between 8.0 and 8.9 and marks from 80 - 89 shall be declared to have Excellent (D+).
c) Successful candidates passing the examinations and earning GPA between 7.5 – 7.9 and marks from 75 - 79 shall be declared to have Distinction (D).
d) Successful candidates passing the examinations and earning GPA between 7.0 – 7.4 and marks from 70 - 74 shall be declared to have Very Good (A+).
e) Successful candidates passing the examinations and earning GPA between 6.0 – 6.9 and marks from 60 - 69 shall be declared to have Good (A).
f) Successful candidates passing the examinations and earning GPA between 5.0 – 5.9 and marks from 50 - 59 shall be declared to have Average (B).
g) Successful candidates passing the examinations and earning GPA between 4.0 – 4.9 and marks from 40 - 49 shall be declared to have Satisfactory (C).
h) Candidates earning GPA between 0.0 and marks from 00 - 39 shall be declared to have Re-appear (U).
i) Absence from an examination shall not be taken as an attempt.

From the second semester onwards the total performance within a semester and continuous performance starting from the first semester are indicated respectively **by Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA).** These two are calculated by the following formulate

GRADE POINT AVERAGE (GPA) = $\Sigma_i C_i\ G_i / \Sigma_i C_i$

GPA = Sum of the multiplication of grade points by the credits of the courses
      Sum of the credits of the courses in a Semester

Classification of the final result
The final result of the candidate shall be based only on the CGPA earned by the candidate.
a) Successful candidates passing the examinations and earning CGPA between 9.5 and 10.0 shall be given Letter Grade (O+) and those who earned CGPA between 9.0 and 9.4 shall be given Letter Grade (O) and declared to have First Class –Exemplary*.
b) Successful candidates passing the examinations and earning CGPA between 7.5 and 7.9 shall be given Letter Grade (D), those who earned CGPA between 8.0 and 8.4 shall be given Letter Grade (D+) and those who earned CGPA between 8.5 and 8.9 shall be given Letter Grade (D++) and declared to have First Class with Distinction*.
c) Successful candidates passing the examinations and earning CGPA between 6.0 and 6.4 shall be given Letter Grade (A), those who earned CGPA between 6.5 and 6.9 shall be given Letter Grade (A+) and those who earned CGPA between 7.0 and 7.4 shall be given Letter Grade (A++) and declared to have First Class.

d) Successful candidates passing the examinations and earning CGPA between 5.0 and 5.4 shall be given Letter Grade (B) and those who earned CGPA between 5.5 and 5.9 shall be given Letter Grade (B+) and declared to have passed in Second Class.

e) Successful candidates passing the examinations and earning CGPA between 4.0 and 4.4 shall be given Letter Grade (C) and those who earned CGPA between 4.5 and 4.9 shall be given Letter Grade (C+) and declared to have passed in Third Class.

f) Absence from an examination shall not be taken as an attempt.

Final result

CGPA	Grade	Classification of Final Result
9.5 – 10.0 9.0 and above but below 9.5	O+ O	First Class – Exemplary*
8.5 and above but below 9.0 8.0 and above but below 8.5 7.5 and above but below 8.0	D++ D+ D	First Class with Distinction*
7.0 and above but below 7.5 6.5 and above but below 7.0 6.0 and above but below 6.5	A++ A+ A	First Class
5.5 and above but below 6.0 5.0 and above but below 5.5	B+ B	Second Class
4.5 and above but below 5.0 4.0 and above but below 4.5	C+ C	Third Class
0.0 and above but below 4.0	U	Re-appear

CUMMULATIVE GRADE POINT AVERAGE (CGPA) = $\Sigma_n \ \Sigma_i C_{ni} G_{ni} / \ \Sigma_n \ \Sigma_i C_{ni}$

CGPA = Sum of the multiplication of grade points by the credits of the entire Programme
Sum of the credits of the course for the entire Programme

Where '**Ci**' is the Credit earned for Course i in any semester; '**Gi**' is the Grade Point obtained by the student for Course i and 'n' refers to the semester in which such courses were credited.

CGPA (Cumulative Grade Point Average) = Average Grade Point of all the Courses passed starting from the first semester to the current semester.

Note: * The candidates who have passed in the first appearance and within the prescribed Semesters of the UG Programme (Major, Allied and Elective courses alone) are alone eligible for this classification.

Maximum duration of the completion of the programme

The maximum period for completion of MBA Programme within 4 years shall not exceed eight semesters continuing from the first semester.

Conferment of the Master's Degree

A candidate shall be eligible for the conferment of the Degree only after he/ she has earned the minimum required credits for the Programme prescribed therefore (i.e. 90 credits). Programme).

Village Extension Programme

The Sivaganga and Ramnad districts are very backward districts where a majority of people lives in poverty. The rural mass is economically and educationally backward. Thus the aim of the introduction of this Village Extension Programme is to extend out to reach environmental awareness, social activities, hygiene, and health to the rural people of this region. The students in their third semester have to visit any one of the adopted villages within the jurisdiction of Alagappa University and can arrange various programs to educate the rural mass in the following areas for three day based on the theme.1. Environmental awareness 2. Hygiene and Health. A minimum of two faculty members can accompany the students and guide them.

What to do after MBA

Functional level manager in various organisations
Students can do higher studies like M. Phil, Ph. D

Job and Career option for MBA

After completing an MBA degree in HR, aspirants can consider joining as an HR executive at a firm in the Manufacturing Sector, BPO/ IT, Corporate sector, Service sector, Education sector, Banking sector, and the likes. Area Sales Manager opportunities for FMCG and Retail Companies
Finance and Marketing Analyst Job for various companies
Students have opportunity to start their own business

Employment Areas

- Recruitment , Training and Development, Employee Benefits
- Coordination with Employees
- Payroll Management
- Managing Competition, Area Sales Manager in Marketing and Sales
- Finance and Marketing research Analyst

Programme Structure under Choice Based Credit System (CBCS)

FIRST YEAR: All participants in the first year of the Programme have to take all the core courses offered as listed in the Programme Structure table.

SECOND YEAR: The elective courses are scheduled during the III and IV Semesters of MBA programme besides core courses in each Semester and a Summer Internship Report in the III Semester and a Final Project Work in the Fourth Semester. The offer of elective courses across the III and IV Semesters is also given in the Programme Structure table.

Elective Courses

The elective courses offered during the third and fourth Semesters are listed below under respective functional areas. The final decision on the specific set of courses to be offered in each Semester

rests with the Institute based upon the availability of faculty and the number of students opting for electives. The minimum number of students required for offering an elective course is 10 under normal circumstances.

During the Second Semester and Third Semester, students are required to undertake a Non Major Elective of their choice under Choice Based Credit System from any of the courses offered by the University Departments of Alagappa University with a prior approval from the Director of the Institute and University Authorities. Students are also required to undergo Two Massive Open Online Courses (MOOCS) in Swayam or NPTEL platform, one each in second and third semester under Non Credit basis with prior approval.

Specializations

In the second year, the students are required to choose five electives in each of the III and IV Semesters. They may choose three electives in one functional area and remaining two from another area in each semester in the II year to have dual specialization. However, the students have the choice of selecting a total of 10 electives in the second year in the form of either 6 + 4 or 7 + 3 or 8 + 2 in the major area and minor area of their specialization.

Attendance

Normally, the students must have earned 75% of attendance in each course for appearing for the examination. Students who have earned 70% to 74% of attendance have to apply for condo nation in the prescribed form with the prescribed fee. Students who have earned 60% to 69% of attendance have to apply for condo nation in the prescribed form with the prescribed fee along with the Medical Certificate. Students who have attended below 60% are not eligible to appear for the examination and they have to redo the courses.

Redoing of the Courses

A student who has been debarred from the ESE for lack of attendance must repeat the Course at a later semester, paying the prescribed fee for the course. Students interested in redoing of course(s) have to get prior official permission for the same by applying to the Registrar through the HOD on or before 5th June (for redoing of Odd Semester Courses) or 5th November (for redoing Even Semester Courses) every year.

No Repeating or Reappearing a course

No student will be permitted to repeat a course or reappear for a CIA test or an ESE **just for improvement of Grade Points.** A student who has failed in a CIA / ESE need take only the CIA / ESE in that course when it is next offered. Such students need pay the prescribed fee.

Break of Study

A student may be permitted to break his/her study on valid grounds. Such break of study shall be entertained only if the student has completed at least two semesters of study. For availing break of study, the students have to apply to the Registrar along with the recommendations of the Class Advisor and the Head of the Department in the format prescribed enclosing documentary evidence(s) as a proof for his/her claim for break of study and after paying the prescribed fee. Unauthorized break of study will not be permitted under any circumstances. Break of study will be

permitted subject to the formalities of readmission as well as the availability of courses to be completed and the examination norms.
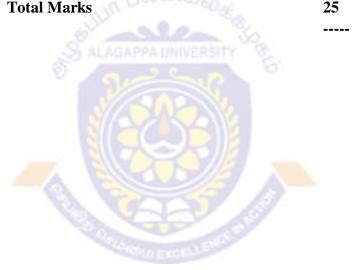
Passing Minimum

The passing minimum for the University examination will be two-fold consisting of Continuous Internal Assessment (CIA) and End Semester Examination (ESE).

To adopt the minimum marks as follows

ESE   - 40%
CIA   - 40%
Aggregate   - 50%

Components of Continuous Internal Assessment (25 Marks)

➢   Average score of two tests   -   15
➢   Seminar / Quiz   5
➢   Assignment   -   5

             Total Marks   **25**

M.B.A., GENERAL
PROGRAMME STRUCTURE

S.No	Paper Code		Title of the Paper	Credits	Hours/ Week	Marks		
						I	**E**	**Total**
			I Semester			I	E	Total
1	641101	Core 1	Management Theory and Practice	3	4	25	75	100
2	641102	Core 2	Business Environment	3	4	25	75	100
3	641103	Core 3	Accounting for Managers	3	6	25	75	100
4	641104	Core 4	Organizational Behaviour	3	4	25	75	100
5	641105	Core 5	Managerial Economics	3	4	25	75	100
6	641601	Core 6	Workshop on Communication Skills	2	4	25	75	100
7	641701	Core 7	Information Technology for Business	3	4	25	75	100
			Sub Total	**20**	**30**	**175**	**525**	**700**
			II Semester			I	E	Total
8	641201	Core 8	Business Research Methods	3	3	25	75	100
9	641202	Core 9	Legal Aspects of Business	3	3	25	75	100
10	641203	Core 10	Marketing Management	3	3	25	75	100
11	641204	Core 11	Human Resource Management	3	3	25	75	100
12	641205	Core 12	Production and Operations Management	3	3	25	75	100
13	641206	Core 13	Financial Management	3	3	25	75	100
14	641602	Core 14	Workshop on Organizing Skills	2	3	25	75	100
15	641702	Core 15	Quantitative Methods	3	4	25	75	100
16	641207	Core 16	Business Analytics Lab (Practical)	2	2	25	75	100
17		NME	Non Major Elective I	2	3	25	75	100
18		SLC I	Suitable MOOC available in SWAYAM / NPTEL	Extra credit				
			Sub Total	**27**	**30**	**250**	**750**	**1000**
			III Semester			I	E	Total
19	641301	Core 17	Strategic Management	3	4	25	75	100
20	641302	Core 18	Mgmt. Control & Information System	3	4	25	75	100
21	641603	Core 19	Workshop on Personality Development	2	4	25	75	100
22			Elective I	3	3	25	75	100
23			Elective II	3	3	25	75	100
24			Elective III	3	3	25	75	100
25			Elective IV	3	3	25	75	100
26			Elective V	3	3	25	75	100
27	641998	Core 20	Summer Internship Report	3	-	25	75	100
28		NME	Non Major Elective II	2	3	25	75	100
29		SLC I	Suitable MOOC available in SWAYAM / NPTEL	Extra credit				
			Sub Total	**28**	**30**	**250**	**750**	**1000**
			IV Semester			I	E	Total
30	641401	Core 21	Business Ethics & Corporate Governance	3	4	25	75	100
31	641402	Core 22	Project Planning & Management	3	4	25	75	100
32			Elective VI	3	3	25	75	100
33			Elective VII	3	3	25	75	100
34			Elective VIII	3	3	25	75	100
35			Elective IX	3	3	25	75	100

36			Elective X	3	3	25	75	100
37	641999	Core 23	Final Project Work	4	7	25	75	100
			Sub Total	**25**	**30**	**200**	**600**	**800**
			Grand Total	**100**	**120**	**875**	**2625**	**3500**

ALAGAPPA INSTITUTE OF MANAGEMENT					
SPREAD OF ELECTIVE COURSES ACROSS SEMESTERS					
III Semester			IV Semester		
No.	Code	Course	No.	Code	Course
FINANCE					
1	641311	Working Capital Management	1	641411	Advanced Cost Accounting
2	641312	Direct Tax Laws & Practice	2	641412	GST and Customs Law
3	641313	Security Analysis & Portfolio Management	3	641413	Financial Derivatives
4	641314	International Finance	4	641414	Merchant Banking & Financial Services
5	641315	Strategic Financial Management	5	641415	Mergers and Acquisitions
6	641316	Financial Markets & Institutions	6	641416	Equity Research (Project Based)
7	641317	Principles of Insurance	7	641417	Insurance Administration
8	641318	Behavioral Finance	8	641418	Finance Analytics
MARKETING					
1	641321	Consumer Behaviour	1	641421	Sales and Distribution Management
2	641322	Marketing Communications	2	641422	Services Marketing
3	641323	Advanced Marketing Research	3	641423	Marketing Analytics
4	641324	Rural Marketing	4	641424	Agriculture Business Marketing
5	641325	Business to Business Marketing	5	641425	Customer Relationship Management
6	641326	Digital Marketing	6	641426	Franchise Management
7	641327	Principles of Retailing	7	641427	Retail Operations Management
8	641328	Marketing at Bottom of Pyramid	8	641428	Strategic Brand Management
PRODUCTION & OPERATIONS					
1	641331	Business Modeling& Simulation	1	641431	Advanced Production Planning & Control
2	641332	Integrated Materials Management	2	641432	Supply Chain Management
3	641333	Logistics Management	3	641433	Advanced Quality Management
4	641334	Maintenance Management	4	641434	Technology & Innovation Management
5	641335	Modern Manufacturing Management	5	641435	Productivity Management & Techniques
HUMAN RESOURCE					
1	641341	Human Resource Development	1	641441	Advanced Behavioral Science
2	641342	Organizational Culture & Development	2	641442	Learning and Development
3	641343	HR Analytics	3	641443	Career Management
4	641344	Industrial Relations	4	641444	Labour Legislations
5	641345	Performance Management	5	641445	Compensation and Reward Management
6	641346	Organizational Stress & Conflict Management	6	641446	Workplace Counseling
7	641347	Team Dynamics and Employee Leadership	7	641447	Managing Team and Workforce Diversity
8	641348	Human Resource Accounting and Auditing	8	641448	International HRM

			SYSTEM			
1	641351	System Analysis and Design	1	641451	Software Project Management
2	641352	Relational Database Management	2	641452	Enterprise Resource Planning
3	641353	Software Engineering	3	641453	Big Data Analytics
4	641354	Advanced Excel	4	641454	Social Web Analytics
5	641355	Business Intelligence	5	641455	System Project (Project Based)
		GENERAL MANAGEMENT / ENTREPRENEURSHIP			
1	641361	Innovation and Entrepreneurship	1	641461	Sectoral Study (Project Based)
2	641362	Design Thinking for Business	2	641462	Small Business Management
3	641363	Business Plan Development	3	641463	Family Business Management
4	641364	System Dynamics	4	641464	Public Policy and Management

Non-Major Elective –Courses offered to the other Department

S. No	Paper Code	Semester	Title of the paper	Credits	Hours/ Week	Marks		
						I	E	T
1		II	Psychology for Managing self and others	2	3	25	75	100
2		II	Management of Retailing	2	3	25	75	100
3		III	Management of Small Business	2	3	25	75	100
4		III	Management of Family Business	2	3	25	75	100

		I-SEMESTER		
Core	Course code: 641101	**Management Theory and Practice**	Credits: 3	Hours: 4

	UNIT - I	
Objective 1	To expose the students about basic concepts of management scope and functions and evolution of management.	
**Management**: Definition–Nature–Scope and Functions–Evolution of Management thought–Contributions of F.W Taylor, Henri Fayol, Elton Mayo, Roethlisberger, H.A.Simon and Peter F Drucker-Approaches to the Study of Management-Universality of Management - Relevance of management to different types of organization – MBO and MBE – (Relevant One or Two Case Studies).	
Outcome 1	Explain the historical backdrop and fundamentals of Management thought vital for understanding the conceptual framework of Management as a discipline.	K2
**UNIT - II**	
Objective 2	To understand the planning function of management.	
**Planning and Decision Making**: Nature, importance and planning process–Planning premises–Components of Planning as Vision, Mission, Objectives, Goals, Policies, Strategies, Procedures, Methods, Rules, Projects and Budgets – Decision-making – Meaning – Types – Decision-making Process under Conditions of Certainty and Uncertainty – (Relevant One or Two Case Studies).	
Outcome 2	Implement the various concepts of planning, Decision making and controlling to help solving managerial problems.	K3
**UNIT – III**	
Objective 3	To learn the structure, theories and principles of organization.	
**Organizing**: Nature, purpose and kinds of organization–Structure–Principles and theories of organization – departmentalization – Span of control – Line and staff functions – Authority and responsibility – Centralization and decentralization – Delegation of authority – Committees – Informal organization –Joint Ventures and Strategic Alliances - (Relevant One or Two Case Studies).	
Outcome 3	Understand concepts of Ethics, Delegation, Coordination and Team work.	K1
**UNIT – IV**	
Objective 4	To know the concepts of motivation and leadership.	
**Staffing and Directing**: General Principles of Staffing- Importance and techniques of Directing-Motivation – Meaning – Importance – Theories: Maslow, Herzberg, McGregor (X&Y), Ouchi (Z), Vroom, Porter-Lawler, McClelland and Adam – Communication: Meaning–Types–Process–Barriers; Leadership: Significance, Types Styles and Theories- Trait, Contingency, Situation, Path-Goal, Tactical, Transactional and Transformational Leadership- Leadership Grid – (Relevant One or Two Case Studies).	
Outcome 4	Study and understand management concepts and styles in Global context.	K4
**UNIT – V**	
Objective 5	To have ideas about recent trends and new perspectives in management	
**Coordination and Controlling**: Coordination: Concept, Need and techniques; Controlling: Objectives and Process of control – Devices of control – Integrated control – Special control	

techniques-Contemporary Perspectives in Management: Strategic alliances–Core competence–Business process reengineering – Total quality management – Six Sigma- Benchmarking-Balanced Scorecard.

Outcome 5	Apply Strategic alliances, Core competence, Business process reengineering, Total quality management and Benchmarking.	K3

Suggested Readings: -

O'Donnell, C., Weihrich, H., Koontz, H. (1986). Essentials of management. New York: McGraw-Hill.

Kaplan, R. S., Kaplan, R. S., Kaplan S. Robert, N. P. D., Norton, D. P. (2001). The Strategy focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment. United Kingdom: Harvard Business School Press.

Koontz, H., Cannice, M., Weihrich, H. (2020). Management: A Global, Innovative, and Entrepreneurial Perspective. India: McGraw Hill Education (India) Private Limited.

Phillips, J. M., Gully, S. M., Griffin, R. W. (2016). Organizational Behavior: Managing People and Organizations. United States: Cengage Learning.

Robbins, S. P., Coulter, M. K. (2009). Management. United Kingdom: Pearson Prentice Hall.

Online Resources

https://www.coursera.org/learn/principlesofmanagement

https://www.researchgate.net/publication/349006226_management_theory_and_practice

https://corporatefinanceinstitute.com/resources/management/management-theories/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. M. AYISHA MILLATH	

641101 - Management Theory and Practice

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	L(1)	S(3)	M(2)	L(1)	M(2)
CO2	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	L(1)	L(1)	M(2)	L(1)
CO3	S(3)	L(1)	L(1)	M(2)	L(1)	S(3)	S(3)	M(2)	S(3)	M(2)
CO4	L(1)	M(2)	M(2)	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)
CO5	M(2)	L(1)	M(2)	L(1)	S(3)	M(2)	M(2)	S(3)	L(1)	S(3)
Avg	2.2	1.8	2.2	2.2	2.2	2	2.2	2	1.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	S(3)
CO2	M(2)	M(2)	L(1)	M(2)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	M(2)	M(2)	M(2)	S(3)	L(1)
CO5	L(1)	S(3)	M(2)	M(2)	M(2)
Avg	2	2.2	2	2.2	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

		I-SEMESTER		
Core	**Course code 641102**	**Business Environment**	**Credits: 3**	**Hours: 4**
**UNIT - I**
Objective 1		To understand the Importance of Business Environment, PESTLE and LPG concepts.
Business Environment: Dynamic factors of environment – Importance of scanning the environment – Fundamental issues captured in PESTLE– Political, Economic, Socio-cultural, Technological, Legal and Ecological environment- Opportunities and Threats as environmental issues to address by Businesses- Policy Environment: Liberalization, Privatization and Globalization (LPG) - Efficiency and Competition- LPG vis-a-vis Strengths, Weaknesses, Opportunities and Threats - (Relevant One or Two Case Studies).
Outcome 1		Students may be able to Understand the basic and underlying concepts of Business Environment.	**K2**
**UNIT – II**
Objective 2		To construct the Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions.
Political Environment: Government and Business – Political Systems, Political Stability and Political Maturity as conditions of business growth- Role of Government in Business: Entrepreneurial, Catalytic, Competitive, Supportive, Regulative and Control functions- Government and Economic planning: Industrial policies and promotion schemes – Government policy and SSI – Interface between Government and public sector- Good Governance and Great Environment - (Relevant One or Two Case Studies).
Outcome 2		Learners could be able to Construct the Political Systems and Government and Economic planning: Industrial policies and promotion schemes	**K3**
**UNIT - III**
Objective 3		To appreciate the monetary system and Government Budget and Taxation Measures
Economic Environment: Phase of Economic Development and its impact- GDP Trend and distribution and Business opportunities- Monetary System and Business capital: Quantum, Types, Risk and Cost-Role of Banks; Role of Financial Institutions- Role of Central Bank- Fiscal System: Government Budget and Taxation Measures- Fiscal Deficits and Inflation- FDI and Foreign collaboration –Foreign Capital tapping by businesses- Export-Import policy – Foreign Exchange and Business Development - (Relevant One or Two Case Studies).
Outcome 3		Students maz be able to Appreciate the Monetary System and Business capital: Quantum, Types, Risk and Cost.	**K3/ K4**
**UNIT - IV**
Objective 4		To analyze Entrepreneurial Society and its implications for business
Social and Technological Environment: Societal Structure and Features- Entrepreneurial Society and its implications for business – Social and cultural factors and their implications for business- Technology Development Phase in the Economy as conditioner of Business opportunity- Technology Policy- Technology Trade and transfer- Technology Trends in India- Role of Information Technology – Clean Technology -(Relevant One or Two Case Studies).
Outcome 4		Learners may be able to Analyze the Societal Structure and Features and	

	Technology Trade and transfer	
UNIT - V		
Objective 5	To Evaluate the Legal Environment as the all enveloping factor from inception	
Legal and Ecological Environment: Legal Environment as the all enveloping factor from inception, location, incorporation, conduct, expansion and closure of businesses- Legal Aspects of Entering Primary and Secondary Capital Markets- Law on Patents- Law on Consumer Protection- Law on Environmental Protection- Need for Clean energy and Reduction of Carbon footprint - (Relevant One or Two Case Studies).		
Outcome 5	Students may be able to Enumerate the Legal Aspects of Entering Primary and Secondary Capital Markets	**K2/ K6**

Suggested Readings :-

Dr. VC Sinha (2020). *Business Environment.* SBPD Publications

K.N.S. Kang (2005). *Modern Business Environment.* Deep & Deep Publications

Saleem, Shaikh (2011*). Business Environment.* Pearson Education India

Online Resources

https://www.uou.ac.in › sites › default › files › slm.

https://apsche.ap.gov.in › Pdf › Commerce Busine...

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. C.K.Muthukumaran

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	S(3)	L(1)
CO2	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	L(1)	M(2)	S(3)	L(1)	L(1)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)
W.AV	2.4	2	1.8	3	1.6	1.8	2	2	2.6	1.8

S –Strong S(3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	L(1)
CO3	L(1)	L(1)	S(3)	L(1)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
W.AV	2.2	2.2	2	2	1.8

S –Strong S(3), M-Medium (2), L- Low (1)

I-SEMESTER					
Core	Course code: 641103	Accounting for Managers		Credits: 3	H/W: 6
UNIT-I					
Objective 1	To provide knowledge on the fundamental of financial accounting				
Accounting Fundamentals and Statements: Definition of accounting - Types of Accounting - Scope of Accounting - Uses of Accounting - Financial Accounting Concepts and conventions - Double Entry System - Preparation of journal and ledger, Subsidiary Books, Trial Balance, Profit and Loss Account and Balance Sheet (Simple Problems only) - Indian accounting standards (Ind.AS) - International Financial Reporting Standards (IFRS).					
Outcome 1	Understand the financial concepts as well as to know the management action relating to the finance				K2
UNIT-II					
Objective 2	To prepare the final accounts of banking and insurance company.				
Annual accounts of banking and insurance companies - Legal requirements - Guidelines for preparation of profit and loss a/c and Balance sheet of banking company - Insurance company accounts - Types of Insurance - General Insurance - Life insurance - Preparation final accounts for Insurance companies.					
Outcome 2	Comprehend the financial position through final accounts of banking and insurance				K3
UNIT-III					
Objective 3	To provide ideas to analyze the methods of analyzing the financial statement				
Financial Statement Analysis: Concept and Need for analysis of Financial Statements - Types and Tools of analysis - Trend analysis, Common size statements and Comparative statements - Financial Ratio Analysis - Turnover ratios - Liquidity ratios - Proprietary ratios - Profitability Ratios - Uses and limitations of Ratio analysis - (Relevant One or Two Case Studies).					
Outcome 3	Appreciate the analysis of Financial Statements.				K3,K4
UNIT-IV					
Objective 4	To expose the student to know Funds Flow and Cash Flow				
Funds and Cash Flow: Funds Flow Concept - Objectives of preparing funds flow statement- Managerial uses and limitation of funds flow statement - Preparation of schedule of changes in working capital and the funds flow statement - Cash Flow Concept - Managerial advantages and limitations of cash flow statement - Preparation of cash flow statement - (Relevant One or Two Case Studies).					
Outcome 4	Analysis the Funds Flow and Cash Flow techniques.				K4
UNIT-V					
Objective 5	To understand the budget concepts and theories.				
Budgeting: Concepts and budgetary control- Essential of budgetary control - Types of budget - Purchase budget - Sales budget - Production budget - Production cost budget - Flexible budget.					
Outcome 5	Enumerate the budget decisions				K2,K6
Suggested readings:-					
Gupta, R. L., & Radhaswamy, M. (2021). Corporate Accounting. Sultan Chand & Sons.					
Khan, M. Y., & Jain, P. K. (2006). Management Accounting. India: McGraw-Hill Education					

(India) Pvt Limited.

Khan, M. Y., & Jain, P. K. (2018). Financial Management: Text, Problems and Cases, 8e. McGraw-Hill Education.

Maheshwari, S. N. (2012). A Textbook of Accounting for Management, 3rd Edition. India: Vikas.

Mathur. (2011).Accounting For Management.India: McGraw-Hill Education (India) Pvt Limited.

Online Resources:

https://alvernia.libguides.com/oer/accounting

https://mba.newhorizoncollegeofengineering.in/introduction-to-mba-subjects/

https://www.google.co.in/books/edition/ACCOUNTING_FOR_MANAGERS/lakX0e4ajwkC?hl=en&gbpv=1&dq=ACCOUNTING+FOR+MANAGERS&printsec=frontcover

https://www.google.co.in/books/edition/Accounting_for_Managers/X0rW2epSKAMC?hl=en&gbpv=1&dq=ACCOUNTING+FOR+MANAGERS&printsec=frontcover

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course Designed by: Dr. S. Sudhamathi

Accounting for Managers -641103

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	S(3)	L(1)
CO2	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	L(1)	M(2)	S(3)	L(1)	L(1)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)
Avg	2.4	2	1.8	3	1.6	1.8	2	2	2.6	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (COs) Vs Programme Specific Outcomes (PSOs)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	L(1)
CO3	L(1)	L(1)	S(3)	L(1)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
Avg	2.2	2.2	2	2	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

I-SEMESTER				
Core	**Course code: 641104**	**Organizational Behaviour**	**Credits:** 3	**Hours: 4**

UNIT - I	
Objective 1	Understand the concepts and significance of Organizational Behaviour and its level
Organizational Behaviour: Meaning – Elements – Need and importance –Approaches – Models – Levels – Global scenario – Socio-cultural, political and economic differences and their influence on International organizational behaviour. Application of Organizational Behavior in Business –Future of organizational behavior.(Relevant One or Two Case Studies)..	

Outcome 1	Understand the importance of Organizational Behaviour	**K2**

UNIT - II		
Objective 2	Understand the Individual behaviors like personality, Learning, Attitudes, Motivation, Stress and perception	
Foundations of Individual Behaviour: Individual differences–Personality: Meaning – Personality factors – Learning: Components of learning process– Learning theories–Values: Significance and Types-Attitudes: Components – Formation – Perception: Perceptual process – Motivation: Types –Importance–Ability: Meaning–Types Their relevance organizational behaviour. Stress: Meaning–Types– Sources–Impact and consequences of stress on behaviour–Management of stress – (Relevant One or Two Case Studies).		

Outcome 2	Gain knowledge to handle individual and group in organizations	**K3**

UNIT - III		
Objective 3	Understand the Group dynamics in an organization and get knowledge in group Cohesiveness, conflict and leadership	
Group Dynamics: Group: Definition – Reasons – Types – Formation and development–Group Norms: Meaning–Types–Reasons for enforcement of norms – Norm variation – Norm conformity – Group Cohesiveness: Meaning –Advantages–Group Conflict: Meaning–Reasons–Management of group conflict – Their impact on organizational behaviour- Leadership: Types and Theories–Group Behaviour and Group Decision – making. (Relevant One or Two Case Studies).		

Outcome 3	Understand Group dynamics and enrich the leadership quality	**K4**

UNIT - IV		
Objective 4	Examine the concept of power and politics	
Power and Politics: Power: Definition – Power vs. Authority – Types of powers – Sources – Characteristics – Effective use of power – Politics: Definition – Politicalbehaviourandorganizationalpolitics–Factorsinfluencingpolitical behaviour – Techniques of managing political behaviour – (Relevant One or Two Case Studies).		

Outcome 4	Assess the techniques of managing political behavior	**K2**

UNIT - V
Objective 5	To understand comparative anatomy chordates.
Organizational Dynamics: Organizational Design–Determinants–Forms Organizational Effectiveness: Meaning–Approaches–Factors contributing effectiveness–Organizational Culture: Meaning–Significance— cross cultural management-Organizational Climate: Meaning – Factors influencing climate – Implications on organizational behaviour – Organizational Change: Meaning – Nature – Causes of change–Resistance to Change–Management of change– Organizational Development: Meaning – Need – OD interventions – (Relevant One or Two Case

Studies).	

Outcome 5	Comprehend the organization change & development	K2

Suggested Readings :-

Harris, O. J., & Hartman, S. J. (2002). Organizational behavior. Psychology Press.

Robbins, S. P., & Judge, T. A. (2003). Organizational Behaviour Pearson Education Inc

Moorhead, G., & Griffin, R. W. (2008). Organizational behavior managing people and

Organizations.

Aswathappa, K., & Reddy, G. S. (2009). Organizational behaviour (Vol. 20). Mumbai:

Himalaya Publishing House.Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J.

G.(2011). Organizational behavior. John wiley & sons..

Online Resources

https://www.forbes.com/advisor/in/business/what-is-organizational-behavior/

https://www.studysmarter.co.uk/explanations/business-studies/organizational-

behavior/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.S.Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

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I-SEMESTER				
Core	**course Code: 641105**	**Managerial Economics**	**Credits: 3**	**Hours: 4**
	UNIT - I			
Objective 1	To understand the basic concepts in economics			
Economics & Business Decisions: Meaning, nature and scope of Managerial Economics– Relationship between Economic theory and Managerial Economics –Role of Managerial Economics in Business Decisions- Concepts of Opportunity cost, Time Value of Money, Marginalism, Equilibrium and Equi-marginalism and their role in business decision making – (Relevant One or Two Case Studies).				
Outcome 1	Relating basic concepts of economics for managerial decisions			**K2**
	UNIT - II			
Objective 2	To examine relationship between demand, supply and price			
Demand and Supply Analysis: Meaning, types and determinants of demand-Law of Demand – Giffen Paradox - Elasticity of Demand: Types, Measures and Role in Business Decisions- Determinants of supply- Elasticity of Supply- Measures and Significance - (Relevant One or Two Case Studies).				
Outcome 2	Relate demand, supply and price vagaries to the real time market			**K3**
	UNIT - III			
Objective 3	To examine the behaviour of cost to the change in output			
Cost, Return and Production Function: Cost function and cost-output relationship–Economics and Diseconomies of scale – Cost control and Cost reduction- Cost Behaviour and Business Decision- Relevant costs for decision-making- Cobb- Douglas and Homogeneous and Homothetic production functions - (Relevant One or Two Case Studies).				
Outcome 3	Apply cost-output relationship to attached firms and industries concerned			**K4**
	UNIT - IV			
Objective 4	To comprehend the various market structures			
Price and Profit Function: Pricing and output decisions under Monopoly, Duopoly, Monopolistic Competition and Perfect Competition –Penetrative and Skimming Pricing- Government control over and decontrol of pricing –Price discrimination –- Concept of Profit- Types and Theories of Profit by Knight (Uncertainty), Schumpeter (Innovation), Clark (Dynamic) and Hawley (Risk)- Profit maximization – Cost volume profit analysis – Risk and Return Relationship - (Relevant One or Two Case Studies).				
Outcome 4	Apply the logic to real time market			**K5**
	UNIT - V			
Objective 5	To assimilate macro-economic concepts that facilitates business			
Macro-economic Factors and Managerial Decision: Business cycle–Phases and Business Decision- Factors causing Inflation and Deflation- Control measures – Balance of payment Trend and its implications in managerial decision- National Income: Measures and Sectorial and Population distribution- Utility for Business Decision making - (Relevant One or Two Case Studies)				
Outcome 5	Facilitates to understand the inter relationship between businesses and economy			**K 6**

Suggested Readings :
Gupta, G. S. (2011). Managerial economics. Tata McGraw-Hill Education.
Mehta, P. L. (2014). Managerial Economics Analysis. Problems and Cases, Sultan Chand & Sons, New Delhi.
Salvatore, D. (2015). Managerial economics in a global economy. OUP Catalogue.
Ivan Png and Lehman, D., Groenendaal, H., & Nolder, G. (2016). Practical spreadsheet risk modeling for management. Chapman and Hall/CRC.

Online Resources

https://www.ijllr.com/

https://www.lawjournals.org/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. P. S. Nagarajan	

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

		I-SEMESTER		
Core	Course code: 641601	WORKSHOP ON COMMUNICATION SKILLS	Credits: 2	Hours: 4

	UNIT - I	
Objective 1	Understand the importance of effective communication in professional as well as personal life.	
Self-Realization and Effective Self Introduction: Self Analysis of SWOT, Realizing individual potential, Goal Setting and Ability to introduce self effectively through self-selling		
Outcome 1	Speak fearlessly in English with their peers as well as with their superiors.	**K2**
	UNIT - II	
Objective 2	Try and test their communication abilities both in oral and written forms.	
Effective Speaking and Presentation: Pep Talks both prepared and ex-tempore, Effective Presentation of Ideas and Concepts, Art of Public Speaking and Basics of Professional PowerPoint Presentation		
Outcome 2	write flawless letters and reports in English in a lucid manner.	**K3**
	UNIT - III	
Objective 3	develop good communication skills in students for their future jobs.	
Working with Teams: Group Discussion, Group Tasks on Presentation / Seminar		
Outcome 3	The student is effective in oral communication of a managerial decision and is also convincing.	**K4**
	UNIT - IV	
Objective 4	To make students ready for corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.	
Basics of Written Communication: Sentence Making and Sentence Correction in English, Avoiding redundancy and common errors in writing, paraphrasing and essay writing, Email Etiquette		
Outcome 4	The student is able to effectively use written communication for expressing views.	**K2**
	UNIT - V	
Objective 5	To know the fundamental process of Group discussion and group Tasks	
Professional Written Communication: Business letters, Professional Letter Writing, Writing Memos and Interoffice Communication, Minutes of the Meeting, Resume Writing		
Outcome 5	Understand the functional anatomy of vertebrates.	**K2**
	UNIT - VI	
Group Discussion and Group Tasks*:* Effective participation in Group Discussion, Group Assignments and Report Writing, Book Reviews		

Suggested Readings :-

HEGDE, R. S. Radha S. Hegde: Speaking Miscommunication.

Lesikar and Flatley, Basic Business Communication, Tata McGraw Hill.

Wren and Martin , (2018) High School English Grammar and Composition Book (Regular Edition), S Chand

Online Resources
https://www.businesstrainingworks.com/onsite-training-workshops/communication-skills-courses-directory/
https://www.britishcouncil.my/english/courses-companies/impactful-workshops/communicate-with-confidence

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by:	**Dr. A. Iyappan**

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	S(3)	S(3)	M(2)	S(3)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	L(1)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)
W.AV	**2.6**	**2**	**2.8**	**2.2**	**1.2**	**2**	**2.4**	**2**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	1	M(2)	S(3)	1	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	1	M(2)	M(2)
W.AV	**2.8**	**2**	**1.8**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

Semester -I				
Core	Course Code: 641701	Information Technology for Business	Credits 3	H/W 4
Unit -I				
Objectives 1	To Introduce Computing basics, evolution, operating systems, application software and network settings.			
Introduction: Basics and Evolution of Computing – Operating Systems (System Software) and Application Software – Introduction to Network Setting – LAN and WAN, Internet and Intranet				
Outcome 1	Student Acquire a comprehensive understanding of Computing, including basics, evolution, operating systems, application software, and network settings exchange.		K1	
Unit-II				
Objectives2	To educate Microsoft Office for document creation, formatting, data analysis, and manipulation, enabling enhanced productivity and streamlined reporting.			
Working with Microsoft Office Suite: MS Word – Creating, Opening, Saving, and Formatting Documents – Mail Merge - Working with Spread Sheets: MS Excel – Tables – Formulas and Functions – Data Analysis using excel – Linking Work Sheets and Workbooks – Charts – Macros Forms – Pivot Tables.				
Outcome 2	Predict gain practical skills in MS Word for document management and formatting, and in MS Excel for data analysis, formulas, charts, and pivot tables, enhancing their productivity.		K2	
Unit III				
Objectives3	Learners understand MS PowerPoint for dynamic presentations, MS Access for database management and report generation.			
MS Power-Point: Creating a Power-Point Presentation (PPT) Using Slide Master, Animation, and Graphics in PPT - MS Access – Creating and Modifying Data Bases – Report Generation – Linking Access Files with Excel Files. MS: Project: Creating Project Design, Schedules, PERT/CPM Charts, and Reports.				
Outcome 3	Participants gain practical skills in MS PowerPoint, MS Access, and MS Project, streamlining communication, data management, and project planning, leading to improved productivity and successful project outcomes.		K1	
Unit IV				
Objectives4	To know more Internet and E-Commerce, mastering E-Mail Etiquette, web-based communication tools, Wi-Fi environment, and E-Business models.			
	Internet and E-Commerce: E-Mail Etiquette – Usages of Search Engines and Portals – Website and Web-Based E-mail, FTP and Net Meeting – Wi-Fi Environment in Modern Offices – Basic Models of E-Business: B2B, B2C, C2C, and Mobile Commerce (M- Commerce).			

Outcome 4	Summaries the Participants effectively utilize online resources, demonstrate proficiency in E-Mail Etiquette, search engines, and web-based tools.	K4

Unit V		
Objectives 5	Explore concepts of online buying and selling, including E-Payment, Payment Gateway, Security Systems, Online Stores, Internet Banking, Smartcards, and Plastic Money.	

Buying and Selling through the Internet: E-Payment and Electronic Fund Transfer – Payment Gateway and Security Systems – On-Line Stores – Internet Banking – Smartcards and Plastic Money - .

Outcome 5	Familiarize online transactions, utilize digital payment methods, access online stores and internet banking and e-commerce experiences.	K3

Suggested readings :

Goel, R. (2003)., "Computer Applications In Management", New Age International. Rayudu, C.S(2010)., "E-Commerce, and E-Business", Himalaya Publishing Company.

Sudalaimuthu & Anthony Raj(2015)., "Computer Applications in Management", Himalaya Publishing House.

Vijayaraghavan, G(2015)., Computer Applications for Management, Himalaya Publishing Company.

Online Resources:

https://www.w3schools.com/excel/index.php

https://www.geeksforgeeks.org/e-commerce/

Pivot Tables in Excel (In Easy Steps) (excel-easy.com)

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course Designed by Dr.S.Chandramohan,

Course Outcomes (COs) Vs Programme Outcomes(POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	L (1)	S (3)	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	M (2)	L (1)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	M (2)	M (2)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	L (1)	L (1)	L (1)	M (2)	L (1)	L (1)	L (1)
CO5	M (2)	M (2)	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	L (1)	M (2)
W. Avg	2.2	1.8	2	1.8	1.8	1.2	2	1.4	1.8	1.6

S –Strong (3), M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	L (1)	M (2)	S (3)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	L (1)
W. Avg	2.4	2.2	1.4	1.8	1.8

S –Strong (3), M-Medium (2),   L- Low (1)

		II-SEMESTER		
Core	**Course code: 641201**	**Business Research Methods**	**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	To get an overview of research, its scope and approaches.

Types, Process & Design of Research: Meaning–Importance- Types of Research–Pure &Applied, Historical & Futuristic, Analytical & Synthetic, Descriptive & Prescriptive, Survey & Experimental, Qualitative & Quantitative and Case & Generic Researches – Process of research –Research problem – Identification, selection and formulation of research problem – Review of literature- Research Gaps and Techniques – Hypothesis –Types and Formulation.

Outcome 1	The student is effective in handling research related information's	**K2**

UNIT – II

Objective 2	To formulate the research problems and understand the major research designs.

Research design & Sampling: Meaning, Components and Use of Research Design-Census Vs Sampling- Essentials of a good sampling –Probability and non-probability sampling methods – Sample size – Factors affecting the size of the sample - Sampling and non-sampling errors.

Outcome 2	The student is able to effectively use written communication for expressing views	**K2**

UNIT – III

Objective 3	To determine data sources for social research and learn the art of designing a questionnaire.

Sources and Collection of Data: Primary and secondary data–Observation: Types and Techniques–Interview: Types and conduct – Preparation for an interview – Effective interview techniques – Schedule: Meaning, Essentials and kinds –Questionnaire: Meaning and types – Format of a good questionnaire– Scaling techniques: Meaning, Importance, Methods of scale construction- Validity and Reliability- Pre-testing- Pilot Study.

Outcome 3	The student is able to convince others on decision making using his or her research skills	**K4**

UNIT - IV

Objective 4	To become familiar with various sampling techniques and develop understanding for data collection and fieldwork.

Processing of Data: Editing, Coding, Classification and Tabulation–Analysis of Data–measures of Central Value: Arithmetic mean, Median and Mode – Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation – measures of Relationship: Correlation and Regression Analysis – Association of Attributes.

Outcome 4	Understanding the relationship between theory and research	**K2**

UNIT - V

Objective 5	To acquaint with various data analysis techniques and report writing.

Hypothesis testing and Report Writing: Parametric tests: Testingfor Means-One and Two populations – One way and Two way ANOVA – Testing of Proportions: One and Two Populations – Chi-square Test – Non –parametric tests: Sign test and Mann Whitney test – Test Result - Application of SPSS in statistics. Interpretation Report Writing: Meaning, types and contents of research reports –Steps involved in drafting reports – Principles of good report writing – Lay-out and Features of a Good Research Report- Grammatical Quality – Language flow- Data Support-

Diagrammatic Elucidation- References and Annotations – Clarity and Brevity of expressions – Inputs for Stylish Report Writing.	

Outcome 5	Understanding the fundamentals about hypothesis testing and report writing	K2

Suggested Readings: -

Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2012). Essentials of statistics for business and economics

Anzaldua Jr, R. 2016. Does Information Security Training Change Hispanic Students' Attitudes toward the Perception of Risk in the Management of Data Security. North central University.

Best, J. W., & Kahn, J. V. 2016. Research in education. Pearson Education India.

Burns, R. P., & Burns, R. (2008). Business research methods and statistics using SPSS. Sage

Christensen, L. B., Johnson, B., Turner, L. A., & Christensen, L. B. (2011). Research methods, design, and analysis.

Kothari, C. R. (2004). Research methodology: Methods and techniques. New Age International.

Online Resources:

https://edge.sagepub.com/easterbysmith6e

https://onlinecourses.swayam2.ac.in/cec20_mg14/preview

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. S.Rajamohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	M(2)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)
CO3	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO5	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)
W.AV	2.4	2.8	2.4	2.6	2.6	2.6	2.2	2.2	2.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	M(2)	M(2)	M(2)	S(3)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)
CO3	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
W.AV	2.4	2.6	2.2	2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

		II-SEMESTER		
Core	**Course Code: 641202**	**Legal Aspects of Business**	**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	To understand the basic concepts of the Indian Contract Act 1872.	

Indian Contract Act 1872: Contract–Meaning–Essential Elements–Offer and Acceptance–Consideration – Capacity – Consent – Legality of object – Quasi contract – Discharge of Contract – Performance of Contract – Breach of Contract – Remedies –Study of Relevant case laws.

Outcome 1	To relate the understandings of the Indian Contract Act with the contemporary business scenario.	**K2**

UNIT - II

Objective 2	To understand the contractual relationships and limitations with respect to indemnity and guarantee, bailment and pledge, and agency.	

Special Contracts: Contract of Indemnity and Guarantee: Definition–Rights of Surety–Discharge of Surety – Bailment: Definition – Rights and Duties of Bailor and Bailee – Rights of Finder of Lost Goods – Pledge: Rights and Duties of Pawner and Pawnee – Contract of Agency: Definition of Agent and Principal – Creation of Agency – Types of Agents – Rights and Duties of Agent and Principal – Termination of Agency – Study of Relevant case laws.

Outcome 2	After understanding the above program participants can advocate and guide others in those contractual relations.	**K3**

UNIT - III

Objective 3	To study the essentials and jurisdictions of Sale of Goods Act 1930 and Consumer protection Act 1986.	

Sale of Goods Act, 1930: Contract of Sale: Essentials–Sale and Agreement to Sell–Conditions and Warranties: Caveat Emptor – Transfer of Property: Sale by nonowners – Performance of the Contract – Delivery of Goods – Rights and Duties of the Buyer and Seller - Consumer Protection Act, 1986: Objects – Rights of Consumers –Consumer Dispute – Procedure of Filing Complaint – Procedure for Redressal of Complaints – Redressal Agencies: Consumer Production Councils. Remedies – Study of Relevant case laws.

Outcome 3	Program participants can advise, and independently execute sale and protect the interests of consumers.	**K4**

UNIT - IV

Objective 4	To study different carriers, their rights and duties.	

Laws on Carriage of Goods: Duties, Rights and Liabilities of Common Carriers under: (i) The Carriers Act, 1865. (ii) The Railways Act, 1989, (iii) The Carriage of Goods by Sea Act, 1925, (iv) The Carriage by Air Act, 1972 and (v) The Carriage by Road Act, 2007.

Outcome 4	Program participants can independently raise themselves as a carriers and can do business without any anomalies.	**K4**

UNIT - V

Objective 5	To study how a company is formed and executed under the Companies Act 2013.	

Companies Act, 2013: Characteristics–Kinds–Incorporation of Companies–Memorandum of Association – Articles of Association – Prospectus – Disclosure Needs - Management and Administration – Director – Appointment, Powers and Duties – Meeting – Kinds – AGM and

EGM – Board Meeting – Minutes and Resolutions – E-Filling of documents under Ministry of Corporate Affairs (MCA) 21.		
Outcome 5	The program participants can start companies independently without any company secretary's assistance.	**K4**

Suggested Readings :-

Kuchhal, M. C., & Kuchhall, V. (1978). Mercantile law. Vikas Publishing

House.

M.S.Pandit and Shobha Pandit, Business Law, HPH, Mumbai, 2010.

N.D. Kapoor, Mercantile Law, Sultan Chand & Sons, New Delhi, 2010

Taxmann, C. L. 2012 Taxmann Publication Pvt Ltd. New Delhi.

Online Resources

https://www.ijllr.com/

https://www.lawjournals.org/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

		II-SEMESTER		
Core	Course code: 641203	MARKETING MANAGEMENT	Credits: 3	Hours: 3

UNIT – I

Objective 1	Assess market opportunities by analyzing customers, competitors, collaborators, context, and the strengths and weaknesses of a company.	
Introduction: Modern Marketing Concept- Societal marketing concept–Approaches to the study of marketing –Meaning – Bases for segmentation, benefits – Systems approach – Features of industrial, consumer and services marketing- Four Ps of Product and Seven Ps Service marketing mix- Marketing Environment: External factor – Demographic factors – Internal factors - Marketing Planning Process- Marketing strategies of Leaders, Challengers, Followers and *Nichers* – Relevant one or two case studies.		
Outcome 1	Remember and Comprehend basic marketing concept	K2

UNIT – II

Objective	Understand consumers' requirements and their behavior.	
Consumer Behaviour and Marketing Research: Meaning and importance–Consumer buying process – Determinants and theories of consumer behaviour – Psychological, sociological determinants – Theories and their relevance to marketing- Marketing Research: Meaning – Objectives – Process- Demand Forecasting- Marketing Information System- Marketing segmentation: Bases–Targeting and Positioning – Relevant one or two case studies.		
Outcome 2	Understand Consumer buying process, Psychological, sociological determinants, Marketing Information System- Marketing segmentation: Bases–Targeting and Positioning	K3

UNIT – III

Objective 3	Develop effective marketing strategies to achieve organizational objectives.	
Product Mix: Product planning and development–Meaning and process–Test marketing–New Product failures – Product life cycles – Meaning and Stages – Strategies – Managing PLC- Product-Market Integration: Strategies – Product positioning – Diversification – Product line management – Planned obsolescence – Branding Policies and Strategies – Packing and Packaging – Relevant one or two case studies..		
Outcome 3	Comprehend the Product Mix that may affect Product life cycles, Product positioning and Diversification, Branding Policies and Strategies, Packing and Packaging.	K4

UNIT – IV

Objective 4	Communicate and defend your recommendations and critically examine and build upon the recommendations of your classmates both quantitatively and qualitatively.

Price and Place Mix: Pricing and pricing policies–Objectives and Bases for price fixing–Pricing and product life cycle- Distribution and Logistics Decisions- Intensity of distribution- Channel Choice considerations– Managing Conflict and Cooperation in channels – Types and Functions of Middlemen- Modern Trends in Retailing- Malls and Online- Direct Marketing- Tele Marketing- Event Marketing- Online and E-Marketing – Relevant one or two case studies.

Outcome 4	Able to Apply and develop Marketing Strategies and Plans	K2

UNIT – V

Objective 5	Develop the understanding the current global and digital aspect of marketing.

Promotional Mix: Marketing Communication - Communication in Personal selling and impersonal selling – Personal selling – Process – Steps in selling – Management of sales force – Recruitment and selection–Compensation plans – Evaluation of performance – Advertising – Importance – Objectives – Media planning and selection – Factors influencing selection – Advertisement copy –Evaluation of advertising – Advertising budget – Sales promotion: Methods and practices- Publicity and Public Relations – Customer Retention and Customer Relationship Marketing – Relevant one or two case studies..	

Outcome 5	Develop skills to understand the current global and digital aspect of marketing	**K2**

Suggested Readings :-

Bert rosen bloom, Marketing Channels: A Management View, South Western, 2012.

David Jobber & Fiona Chadwick, Principles & Practice of Marketing, McGraw Hill, 2012.

Kotler, P., & Armstrong, G. (2013). Principles of marketing. Upper Saddle.

Ramaswamy, V. S., &Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.

Online Resources

Marketing Management Study Material Notes | Syllabus,

Reference Books and Important Questions - BTech Geeks

II Sem. - MARKETING MANAGEMENT - 2019 Admn..pdf (uoc.ac.in)

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.S.Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

II-SEMESTER					
Core	**Course code: 641204**	**Human Resource Management**		**Credits: 3**	**Hours: 3**

UNIT – I

Objective 1	Examine the concept to Human Resource Management.	
**Introduction to Human Resource Management** – Definition–Objectives and functions–Role and structure of Human Resource Function in organizations- Present day Challenges of HRM – Relevant one or two case studies.	
Outcome 1	Explain the concept and structure of Human Resource management	**K2**

UNIT – II

Objective 2	Understand the concept of Human Resource planning and recruitment techniques	
**Human Resource Planning** – Personnel Policy - Job analysis–Job description– Job specification- Planning for Leadership Transition and Second-line leadership – Recruitment - Sources of Recruitment- Internal Vs. External sources of recruitment – Relevant one or two case studies.	
Outcome 2	Analyze about the various recruitment sources.	**K4**

UNIT – III

Objective 3	Identify the process of selection and assess about Training and development.	
**Employee Selection** - Process and Problems- Placement and Induction–Training and Development: Methods of Training for Operatives, Supervisors and Executives– Promotion – Demotions – Transfers – Separation and Retention – Relevant one or two case studies.	
Outcome 3	Carry out evaluation of training and development	**K5**

UNIT – IV

Objective 4	Perform calculation for compensation and wages administration	
**Employee Compensation** – Wages and Salary Administration–Bonus–Fringe Benefits– Cafeteria Approach- ESOPs- Job Evaluation Systems –HR Auditing and Accounting– Relevant one or two case studies.	
Outcome 4	Identify different employee benefits and manage salary administration	**K3**

UNIT – V

Objective 5	Understand the Employee Grievances and their Redressal Evaluate job systems	
**Employee Maintenance and Integration** – Welfare and Safety Provisions–Accident prevention – Employee Grievances and their Redressal – Workers Participation in Management – Human Capital and Talent Management - Relevant one or two case studies.	
Outcome 5	Brief on the safety and welfare provisions.	**K2**

Suggested Readings: -

Alan Price (2011), Human Resource Management, Cengage Learning EMEA.

Derek Torrington, Stephen Taylor, Laura Hall (2007), Human Resource Management, Pearson.

Gary Dessler (2010), Fundamentals of Human Resource Management, Prentice Hall.

Gary Dessler and BijuVarkkey (2009), Fundamentals of Human Resource Management, Prentice Hall.

K. Aswathappa (2005), Human Resource Management Text and Cases, TMH.

Robert L Mathis & John H Jackson (2007), Human Resource Management, South-Western College Publication.

Susan Jackson, Randall Schuler and Steve Werner (2012), Managing Human Resources, engage Learning.

P Subba Rao (2007), Personnel and Human Resource Management, HPH, Mumbai.	
Werther William B Jr (2010), Personnel Management and Human Resources, McGraw-Hill.	

Online Resources

https://www.coursera.org/specializations/human-resource-management

https://hbsp.harvard.edu/human-resource-management

https://egyankosh.ac.in/handle/123456789/25214

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr. M. AYISHA MILLATH	

641204 – Human Resource Management

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	L(1)	M(2)	M(2)	S(3)	L(1)
CO2	S(3)	M(2)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	L(1)	M(2)
CO4	M(2)	L(1)	M(2)	L(1)	M(2)	S(3)	L(1)	S(3)	M(2)	S(3)
CO5	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	L(1)	S(3)	M(2)
Avg	2.2	2	2	2	2	2	2	2	2.2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	L(1)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	M(2)	M(2)	M(2)	L(1)	S(3)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.2	2	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

		II-SEMESTER		
Core	**Course code: 641205**	**Production and Operations Management**	**Credits** 3	**H/W** 3

	Unit –I	
Objective 1	Demonstrate awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise, a basic understanding of Capacity Planning, an awareness of the importance of facility layouts	

Introduction to Production and Operation Functions: Types of Manufacturing Systems: Job Shop, Batch/Intermittent, Continuous/Assembly Line, Process and Project Systems. Designing the Product – Standardization: Modularization: Reliability: Reverse Engineering – Relevant one or two case studies.

Outcome 1	Understand the characteristics and system of production and operations, and about products	**K2**

	Unit-II	
Objective 2	Explain the importance of quality control and apply the techniques to measure quality control	

Capacity Planning –Importance, Capacity Determination for Manufacturing and Service Industry: Capacity Planning Strategies: Capacity Measurement. Facility Planning: Location of Facilities, Locational Flexibility, Facility Design Process and Techniques, Locational Break Even Analysis – Relevant one or two case studies.

Outcome 2	Know the capacity strategies and plant location for production	**K4**

	Unit III	
Objective 3	To understand the role of Operations in overall Business Strategy of the firm.	

Process Planning –Procedure, Characteristics of Production Process Systems, and process form Selection with PLC Phases. Introduction to Study Methods – Work-study, Time – Study and Method-Study, Evolution of Normal/Standard Time, Job Design and Rating – Relevant one or two case studies.

Outcome 3	Assess the process systems and labour productivity mechanisms	**K5**

	Unit IV	
Objective 4	To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms	

Layout, Importance and Function- Objectives, Flow patterns, Layout types–Product, Process, Group Technology/Cellular Layout, Factors for Good Layout, layout Design Procedure, GRAFT, ALDEP, REL Chart, Assembly Line Balancing. PPC: Functions – Planning Phase, Action Phase, Control Phase. Aggregate Production Planning, Line of balance – Forecasting Methods – Relevant one or two case studies.

Outcome 4	Assess the layouts, and planning for the production and operations	**K5**

	Unit V	
Objective 5	To understand the trends and challenges of Operations Management in the current business environment	

Material Requirement Planning-(MRP-1) and Control, Inventory, Inventory Control, EOQ, Purchase Inventory models – P System & Q System. Stores Management – ABC, VED, FSN,

Techniques. Network Techniques – PERT, CPM (With time – Cost Trade – Off) – Relevant one or two case studies.	

Outcome 5	Understand the materials management and production scheduling for operations	K5

Suggested Readings :

Anil Kumar, S., Suresh, N. (2006). Production And Operations Management. India: New Age International (P) Limited.

Malhotra, M. K., Ritzman, L. P., Krajewski, L. J. (2012). Operations Management: Processes and Supply Chains. United Kingdom: Prentice Hall PTR.

Panneerselvam, R. (2012). Production and Operations Management. India: PHI Learning.

Render, B., Munson, C., Heizer, J. (2015). Operations Management: Sustainability and Supply Chain Management. United Kingdom: Pearson.

Sanders, N. R., Reid, R. D. (2012). Operations Management. United States: Wiley.

Online Resources

https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf

https://ftp.idu.ac.id/wpcontent/uploads/ebook/ip/BUKU%20MANAJEMEN%20OPERASI/Productions_&_Operations_Management.pdf

https://nou.edu.ng/coursewarecontent/MBA%20801%20PRODUCTION%20AND%20OPERATIONS%20MANAGEMENT.pdf

https://web.gjuonline.ac.in/distance/book/mba/MBA-204.pdf

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

Course Designed by: Dr. K.Chandrasekar,

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)
CO3	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)
CO4	S(3)	L(1)	M(2)	L(1)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)
CO5	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)	L(1)
W. Avg	2.8	2.4	2.8	2.4	2.6	2.6	2.8	2.6	2.8	2.4

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	M(2)	M(2)	S(3)	S(3)
CO3	M(2)	S(3)	S(3)	M(2)	M(2)
CO4	S(3)	M(2)	S(3)	M(2)	S(3)
CO5	S(3)	S(3)	L(1)	S(3)	S(3)
W. Avg	2.8	2.6	2.4	2.6	2.8

S –Strong (3),   M-Medium (2),   L- Low (1)

II- Semester					
Core	**Course code:**	**641206**	**Financial Management**	**Credit: 3**	**H/W:3**
Unit - I					
Objectives 1	To gain knowledge on various aspects of financial management.				
Functions and Goals: Definition of financial management- Scope of financial management- Functions of financial management- Goals of financial management - Profit maximization and wealth maximization - Finance Decision (functions) - Investment-Financing - Dividend decision- Indian Financial System - Relevant one or two case studies					
Outcomes 1	Understand the real activities of finance and goals of financial management				**K2**
Unit-II					
Objectives 2	To understand about long term and short term sources of finance.				
Financing function: Long term financing sources and instruments - Shares and Debentures - Foreign equity and debt securities - Working Capital: Components &Estimation - Financing - Sources and approaches - Relevant one or two case studies.					
Outcomes 2	Acquaintance about the long term and short term financial sources				**K1**
Unit-III					
Objectives 3	To gain knowledge about capital structure and cost of capital.				
Capital structure planning: Cost of capital: Equity, Debt, Retained earnings - Weighted average cost of capital - Capital structure theories - Net income, Net operating income, MM and Traditional Theories					
Outcomes 3	Comprehend the various capital structure theories and cost of capital				**K2**
Unit-IV					
Objectives 4	To expertise in the area of capital investment techniques.				
Capital Investment Proposals: Nature and types - Evaluation techniques: Payback period - ARR - IRR - NPV - Capital Rationing - Relevant one or two case studies					
Outcomes 4	Appreciate to know the capital budgeting techniques				**K4**
Unit-V					
Objectives 5	To acquaintance on dividend decisions				
Budgeting: Concepts and budgetary control- Essential of budgetary control - Types of budget - Purchase budget - Sales budget - Production budget - Production cost budget - Flexible budget					
Outcomes 5	Analysis the dividend policies for every business concentrate on finance				**K4**
Suggested readings:- Alvarez, F., Fridson, M. S. (2011). Financial Statement Analysis Workbook: A Practitioner'sGuide. Germany: Wiley. Khan. (2011). Financial Management - with cd. Tata McGraw-Hill Education. Pandey, I. M. (1979). Financial Management. India: Vikas Publishing House. Shapiro, A. C. (2009). Multinational Financial Management. United Kingdom: Wiley.					

Vohra, N. D. (2006). Quantitative Techniques in Management, 3e. India: McGraw-Hill Education (India) Pvt Limited	
Online resources: https://mdu.ac.in/UpFiles/UpPdfFiles/2020/Jan/FinancialManagement.pdf https://www.pnrjournal.com/index.php/home/article/download/7802/10361/9470 https://timespro.com/blog/capital-budgeting-techniques-for-investment-decision-making https://www.shiksha.com/online-courses/articles/budgetary-control-steps-objectives-and-advantages/	

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course Designed by: Dr. S. Sudhamathi,		

Financial Management -641206

Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M (2)	M (2)	S (3)	S (3)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	S (3)	S (3)	L (1)	S (3)	M (2)	M (2)	L (1)	S (3)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	M (2)	L (1)	S (3)	M (2)	M (2)	L (1)	L (1)
CO4	S (3)	M(2)	M (2)	S (3)	L (1)	L (1)	S (3)	M (2)	S (3)	S (3)
CO5	M (2)	M (2)	L (1)	M (2)	S (3)	M (2)	L (1)	L (1)	S (3)	M (2)
Avg	2.5	2.2	1.8	2.6	1.8	1.8	1.8	2	2.4	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	M (2)	M (2)	S (3)
CO2	S (3)	S (3)	S (3)	M (2)	L (1)
CO3	L (1)	M (2)	S (3)	L (1)	M (2)
CO4	M (2)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	S (3)	L (1)	M (2)	M (2)
Avg	2	2.6	2.2	2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

II- Semester				
Core	Course code : 641602	Workshop on Organizing Skills	Credits 2	H/W 3
Objectives	1. To test and apply managerial concepts and skills. 2. To provide an opportunity to work as a team and successfully organize a socially relevant event. 3. Applying the management skills in organizing a Management event			
Evaluation	✓ The students have to undergo the course throughout the semester, similar to a core subject. ✓ The students performance is assessed by both internal and external evaluations. ✓ The course teacher will assess the performance of students with the internal evaluation, accounting for 25 marks. ✓ At the end of the semester, the external evaluation is conducted by a panel of external experts, the course teacher, and the Head of the department. ✓ The external evaluation is conducted via a viva voce examination, which carries a total of 75 marks ✓ Students who score 40% or above in both internal and external evaluations, with a cumulative 50% of both, are declared as pass. ✓ Students who fail to score 40% or above in internal evaluation must redo the course in the next academic year, as per the decision made by the department. Students who fail to score 40% or above in external evaluation must reappear the viva voce in the next semester, as per the decision made by the department			
Outcomes	1. Outcomes Manage a team in organizing events. 2. Develop organizing skills.			
	Course designed by Dr.S.Chandramohan			

		II- Semester		
Core	Course code: 641702	Quantitative Methods	Credits: 3	Hours: 4

UNIT - I	
Objective 1	Understand the concepts and significance of linear programming

Linear Programming: Introduction to the linear programming – Solving LP using graphical and simplex method (only simple problems) – Duality and Sensitivityanalysisfordecision-making-– Interpretingthesolutionfordecision-making–Caseproblems

Outcome 1	Understand the Linear programming using simplex and graphical methods	K2

UNIT - II	
Objective 2	Understand the transportation algorithm and assignments

Transportation Algorithm &Assignment: Balanced and Unbalanced Problem Formulation and solving methods–North West Corner, Vogel's Approximation-MODImethod-AssignmentandTravellingExecutiveAlgorithms–Caseproblems.

Outcome 2	Get knowledge about transportation algorithm	K3

UNIT - III	
Objective 3	1. Know about Game theory and Queuing methods

Game Theory & Queuing: Game Theory: Saddle point, Dominance and Mixed strategy. Queuing Theory: Waiting Line Model, queuingmodelandapplications–Caseproblem..

Outcome 3	Understand the Game theory and Queuing methods	K4

UNIT - IV	
Objective 4	Understand the Probability distributions and its applications.

Probability: Introduction to the concept to probability– Probability distributions:Binomial,PoissonandNormal–FeaturesandApplications–Case studies on applicable probability model in real life like share prices, stock market indices, etc.

Outcome 4	Apply the knowledge of Binomial, poisson and Normal Distributions in business scenario	K2

UNIT - V	
Objective 5	Enriching decision making using decision theory and simulation.

Decision Theory & Simulation: Introduction to Decision Theory: Pay-off and Loss Tables– Expected value of pay-off – Expected value of Perfect Formation – Decision Tree approach to choose optimal course of action. Introduction to simulation as an aid to decision-making-Inventory, Cash, Project and Product launching problems using Monte Carlo simulation - Case Problems

Outcome 5	Make appropriate business decisions using decision theory and simulation	K2

Suggested Readings :-

Carter, M., Price, C. C., Rabadi, G. (2018). Operations Research: A Practical Introduction. United States: CRC Press.

Eiselt, H. A., Sandblom, C. (2010). Operations Research: A Model-Based Approach. Germany: Springer Berlin Heidelberg

jaisankar, S. (2009). Quantitative Techniques for Management. India: Excel Books.

Khanna, R. B. (2012). Quantitative techniques for managerial decisions. India: PHI Learning

Munson, C., Render, B., Stair, R., Balakrishnan, N. (2017). Managerial Decision Modeling: Business Analytics with Spreadsheets, Fourth Edition. Germany: De Gruyter.

Render, B. (2016). Quantitative Analysis for Management, 12e. India: Pearson India Education Services.

Tulsian, P. C. (2006). Quantitative Techniques: Theory and Problems. India: Pearson Education.

Vohra, N. D. (2006). Quantitative Techniques in Management,3e. India: McGraw-Hill Education (India) Pvt Limited.

Online Resources

 https://www.scribbr.com/methodology/quantitative-research/

https://www.questionpro.com/blog/quantitative-research/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. S. Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Semester - II				
Core	CourseCode: 641207	Business Analytics Lab	Credits 2	H/W 2
Unit -I				
Objectives 1	To introduce basics of statistics, covering statistical terms, population and sample, datatypes, and measurement scales (nominal, ordinal, interval, ratio).			
Basics of Statistics: Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) -Measurement Scales - Nominal, Ordinal, Interval & Ratio.				
Outcome 1	Leaners gain foundational understanding, enabling effective data interpretationand analysis in diverse contexts.			K1
Unit-II				
Objectives 2	To provide Teach basic data analysis using Excel (Pivot table, Vlookup, Hlookup), ChiSquare Analysis, Independence, and Goodness of fit tests.			
Basic Data analysis using Excel Pivot table – Vlookup – Hlookup - Chi Square Analysis - Test of Independence - Test of Goodness of fit. Analysis of Variance - One-Way Classification - Two-way Classification. Correlation, Regression.				
Outcome 2	Students will gain proficiency in Excel-based data analysis techniques andstatistical tests, enhancing their analytical skills for decision-making and research.			K2
Unit III				
Objectives 3	To introduce basics of R: software installation (R and R Studio), data reading andwriting, data cleaning, and library installation.			
Basics of R: Installation of software (R and R Studio) – Reading and writing data from local files (.txt,.csv,.xls) – Data Cleaning - Installing libraries				
Outcome 3	Leaners will gain proficiency in R for data analysis and manipulation.			K4
Unit IV				
Objectives 4	To provide data visualization using R, covering ggplot and types of charts: Bar/PieCharts, Histogram, Box and Whisker Chart, and Scatter Diagram.			
Data visualization using R: ggplot- types of charts - Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram.				
Outcome 4	Students will be familiar in data visualization using R, creating various types ofcharts for effective data representation and analysis.			K6
Unit V				
Objectives 5	To provide Python basics, installing Python, pandas with pip, and reading/writing datafrom local files (.txt, .csv, .xls, .json, etc).			
Basics of Python: Introducing to Python – Installing Python – installing pandas using pip - Reading and writing data from local files (.txt,.csv,.xls,.json, etc)				
Outcome 5	Leaners will learn Python skills, install pandas, and effectively handle data invarious formats, enhancing data manipulation proficiency.			K6

Suggested readings :
Berk & Carey(2009)., "Data Analysis with Microsoft Excel", 3rd Edition, Cengage Learning. David Ascher and Mark Lutz(2001)., "Learning Python", 2nd Edition, O'Reilly Media. Eric Goh Ming Hui(2019)., "Learn R for Applied Statistics with Data Visualizations, Regressions, and Statistics", 1st Edition, APRESS. Garrett Grolemund and Hadley Wickham(2017)., "R for Data Science", 1st Edition, O'Reilly Media. Garrett Grolemund(2014)., "Hands-On Programming with R", 1st Edition, O'Reilly Media. Linda Herkenhoff and John Fogli(2013)., "Applied Statistics for Business and Management using Microsoft Excel", 1st Edition, Springer.

Online Resources:

Online Resources:

https://www.learnpython.org/

https://www.tutorialspoint.com/python/

https://www.rstudio.com/online-learning/

Pivot Tables in Excel (In Easy Steps) (excel-easy.com)

VLOOKUP in Excel (Formula, Examples) | How to Use? (educba.com)

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr. S. Sathish	

Course Outcomes (COs) Vs Programme Outcomes(POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	L (1)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	S (3)	L (1)	S (3)	L (1)	M (2)	M (2)	L (1)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	M (2)	M (2)	M (2)	L (1)
CO4	L (1)	M (2)	M (2)	L (1)	L (1)	M (2)	M (2)	L (1)	L (1)	L (1)
CO5	M (2)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)	L (1)	M (2)
W. Avg	2	2.2	2	1.8	1.6	1.6	2	1.6	1.8	1.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	M (2)	S (3)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	M (2)	S (3)	M (2)	L (1)
W. Avg	**2.6**	**2.2**	**1.8**	**2**	**1.8**

S –Strong (3), M-Medium (2),   L- Low (1)

		II-SEMESTER		
NME	**Course code:**	**Psychology for Managing Self & Others**	**Credits: 2**	**Hours: 3**

	UNIT - I	
Objective 1	To study basic knowledge and principles stemming from disciplines of psychology, social psychology	

Psychology - Definition – Nature, Scope - Psychology as a science - What is not psychology- Subfields of Psychology – Major Perspectives of Modern psychology – Evolutionary psychology – Biological bases of behaviour.

Outcome 1	Grasp basic knowledge about behavioral science	**K2**

	UNIT - II	
Objective 2	To examine behaviour of the individual, interpersonal relationships, behavior at work	

Transactional Analysis and its importance – Use of strokes, stamps, Sweatshirts and rackets, Performance Review, TA tips for Performance interview.

Outcome 2	Appreciate the value of behavioral sciences in modern life.	**K3**

	UNIT - III	
Objective 3	To understand the concept of transactional analysis	

Assertiveness – Nature – Importance –Types of behaviour - Individual Assertiveness and communication - Relevance in organisational Life - Goal setting – Development planning with subordinates.

Outcome 3	Acquire knowledge in Transactional Analysis and its importance	**K1**

	UNIT - IV	
Objective 4	To study about Behaviour Modification Principles &Practice	

Behaviour Modification: Definition, Meaning – Behaviour change – Behaviour modification techniques – Cognitive Behaviour Therapy.

Outcome 4	Develop and approach fundamental issues of Counselling with respect to businessman agreement	**K6**

	UNIT - V	
Objective 5	To study about managerial counselling, formulation of behavior change goals	

Managerial counselling – Elements of Counselling – Types of Counselling - Training for counselling – Anxiety: Meaning, Types – Stress: Meaning, Types, and Workplace stressors

Outcome 5	Explain basic counselling techniques and theories.	**K2 K5**

Suggested Readings: -

Morgan, C. T., King, R. A., Weisy, J. R., Schopler, J. (1993). Introduction to Psychology. 7th Ed. New Delhi: Tata McGraw Hill Publishers.

Cooper D.L, Improving Interpersonal Relations – Some Approaches to Social Skill Training, Gower, 1987.

Elaina Zuker, Mastering Assertions Skills, Pomer and Positive Influence at Work, AMA, 1983.

Rober de Board, Counselling People at Work, An Introduction for Managers, Gower, 1983.

Marrison J.H and O' Hearne JJ. Practical Transactional Analysis Management, Addison, Wesley Publishing Co. 1977.

Martin Sundel, Sandra Sundel, (2004), Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications Fifth Edition, Sage Publications.

Online Resources					
https://www.coursera.org/learn/empathyforselfandothers					
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9482966/					
https://www.slideshare.net/zulfiquer732/introduction-to-behavioraLscience					
K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
		Course designed by: Dr. M. AYISHA MILLATH			

641802 – Psychology for Managing Self & Others

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	L(1)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)
Avg	2.6	2	2	2.2	2	2.2	2	2.2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	S(3)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	S(3)
Avg	2.4	2	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

II-SEMESTER					
NME	**Course code**	**Management of Retailing**	**Credits: 2**		**Hours: 3**

UNIT - I		
Objective 1	Understand the concepts Principles of Retailing; delves into the functions of retailing, types of retailing, forms of retailing based on ownership, Retail theories, Wheel of Retailing, Retail life cycle and Retailing in India	
Introduction to retailing: definition – functions of retailing - types of retailing – forms of retailing based on ownership - Retail theories – Wheel of Retailing – Retail life cycle - Retailing in India.		
Outcome 1	Understand the concepts and significance of Principles of Retailing; functions of retailing, types of retailing, forms of retailing based on ownership, Retailtheories,WheelofRetailing,RetaillifecycleandRetailinginIndia	**K2**
UNIT - II		
Objective 2	Knowledgeable in Consumer Behaviour in the retail context, buying decision process, influence of group and individual factors, Customer shopping behavior, Customer service satisfaction, Retail planning process, Preparing a complete business plan, implementation and risk analysis.	
Consumer Behaviour in the retail context – buying decision process – influence of group and individual factors - Customer shopping behaviour - Customer service satisfaction - Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis..		
Outcome 2	Comprehend with Consumer Behaviour in the retail context, buying decision process, Customer shopping behavior, Customer service satisfaction, Retail planning process, Preparing a complete business plan ,implementation and risk analysis.	**K3**
UNIT - III		
Objective 3	Thorough in Merchandise Planning, Visual Merchandising, Retail Pricing Methods, Value Pricing and EDLP and Category Management	
Consumer Behaviour in the retail context – buying decision process – influence of group and individual factors - Customer shopping behaviour - Customer service satisfaction - Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.		
Outcome 3	Appreciate the role of Merchandise Planning, Visual Merchandising, Retail Pricing Methods, Value Pricing and EDLP and Category Management	**K4**
UNIT - IV		
Objective 4	Competent in the role of Retail Organization Structure and HRM in Retail, Recruitment and Training Marketing Mix	
Managing Retail: Organization Structure and HRM in Retail - Recruitment and Training – Retail Store Operations – Servicing the Retail Customer.		
Outcome 4	Make market predictions by the adoption of Retail Marketing Mix and Communication, Promotion, Setting objectives, communication effects of promotional mix, Role of IT in Retailing :Barcodes and RFID and Retail	**K2**

	MIS	
UNIT - V		
Objective 5	Understand the Communication, Promotion, Setting objectives, communication effects of promotional mix, Role of IT in Retailing: Barcodes and RFID and Retail MIS	
Retail Marketing Mix and Communication - Promotion – Setting objectives – communication effects of promotional mix – Role of IT in Retailing: Barcodes and RFID – Retail MIS.		
Outcome 5	Understand the Communication, Promotion, Setting objectives, communication effects of promotional mix, Role of IT in Retailing: Barcode sand RFID and Retail MIS	**K2**
Suggested Readings :-		
Barry Bermans and Joel Evans, (2002). "Retail Management – A Strategic Approach", 8th edition, 2002, PHI private limited, New delhi.		
David Gilbert, "Retail Marketing Management", 1st Indian Reprint, 2000, Pearson Education Limited, New delhi.		
Pradhan, S. (2011). Retailing management: Text and cases. Tata McGraw-Hill Education.		
Online Resources		
https://unstop.com/blog/retail-management-meaning		
https://managementstudyguide.com/retail-management.htm		

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course designed by: Dr. A. Iyappan		

Course Outcome VS Programme Outcomes

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	L(1)	M(2)	M(2)	S(3)	L(1)
CO2	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	L(1)	L(1)	M(2)	L(1)
CO3	S(3)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	L(1)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)
Avg	2.6	2	1.8	2	2	1.6	1.8	1.6	2.4	1.8

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
Avg	2.4	2.2	2	2.2	1.8

S –Strong (3), M-Medium (2), L- Low (1)

III -Semester					
Core	**CourseCode** 641301	Strategic Management		**Credit: 3**	**Hours: 4**
Unit –I					
Objective 1	To have a clear understanding of the key concepts and principles of strategic Management				
Strategy: Introduction - Strategic planning and strategic management: Levels of strategic planning - Process of strategic planning - dimensions of strategic decisions - Strategic management process.					
Outcome 1	Understand about Strategic Management				K2
Unit – II					
Objective 2	To have skills and understanding of tools and techniques for analyzing a company strategically				
Environmental analysis: environmental scanning - Industry analysis - Competitive analysis -Internal analysis: Resource Based view, SWOT / PEST / ETOP analysis, Value Analysis. Strategy formulation / alternatives: Corporate strategies: grand strategies - stability, expansion, retrenchment and combination.					
Outcome 2	Well Known about SWOT / PEST / ETOP analysis, Value Analysis. Strategy formulation.				K2
Unit – III					
Objective 3	To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes.				
Business level strategies: - acquiring core competencies – Porter's Generic Strategies Model – Functional level strategies: Production and Operations – Finance – HR – Marketing and R & D Strategies.					
Outcome 3	Can differentiate the Categories Functional level strategies				K2
Unit – IV					
Objective 4	To encourage students to think critically and strategically.				
Strategic analysis and choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Business Screen, Shell's Directional Policy Matrix, Hofer's Product – Market Matrix. Strategic implementation: Steps- structural issues- behavioral issues- strategic leadership.					
Outcome 4	Known about Market Matrix. Strategic implementation.				K2
Unit – V					
Objective 5	The ability to identify strategic issues and design appropriate courses of action				
Strategic evaluation and control: Balanced Score Card approach – EVA and MVA - ERP– Stake holder analysis – Systems thinking approach, Strategic control - operational control - process and techniques.					
Outcome 5	Understand about EVA and MVA - ERP– Stake holder analysis, process and techniques.				K2
Suggested Readings :					
Azhar, K. (2008). Strategic management and business policy. Srinivasan, R. (2014). Strategic management: the Indian context. PHI Learning Pvt. Ltd. Thomson, Strickland & Pearson, (2005). Strategic Management‖, Tata Mcgraw Hill, N. Delhi Ramaswamy, V. S., & Namakumari, S. ( ). Strategic Planning-Formulation of corporate strategy‖,					

Macmillan India Ltd., N. Delhi					
Online resources					
http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf					
https://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf					
https://vtechworks.lib.vt.edu/server/api/core/bitstreams/16fbf003-a52b-49d1-9fc4-73f899d5a1a3/content					
K1-Remember	**K2-Understand**	**K3-Apply**	**K4-Analyze**	**K5-Evaluate**	**K6-Create**
			Course designed by: Dr.G.Ilankumaran		

Strategic Management -641301

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	3	2	1	3	2	2	3
CO2	3	2	2	3	3	2	3	2	1	3
CO3	2	3	2	2	1	3	3	3	3	2
CO4	3	2	2	3	2	2	3	1	2	2
CO5	1	2	3	3	2	1	3	3	3	3
Avg	2.4	2.2	2	2.8	2	1.8	3	2.2	2.2	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	1	2	2
CO2	3	3	2	2	
CO3	2	3	2	2	2
CO4	2	3	2	2	2
CO5	2	2	3	2	2
Avg	2.2	2.8	2	2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

III Semester					
Core	Course code:641302	**Management Control and Information System**		**Credits** 3	**H/W** 4

Unit –I	
Objective 1	Understand the concepts and significance Management Control and Information Systems in organizations

Nature of Management control - Management control Vs Task control - Key variables in Management control Design and their types – Key Result Areas. Concept of a System: Its Components, Boundaries, Characteristics, Data, and Information, Information support for decision-making. Classification of Information System.

Outcome 1	Able to identify the concepts and significance of Management Control and Task Control	**K2**

Unit-II	
Objective 2	Knowledgeable in Management control structure and process.

Management control structure – Expense control – Profit centres – Transfer pricing – Investment centres. Management control process – Programming and budgeting – Analysing reporting – Performance evaluation

Outcome 2	Knowledge in making organizational structure and design - Special management control situations	**K4**

Unit III	
Objective 3	Know about Information systems and types of IS

M.I.S. for management control – Systems theory and management control – Installation of Management Information & Control System – Decision type and IS requirements: Structured Vs Unstructured and Strategic Vs Tactical decisions – Classifications, Transaction Processing, Process Control, Office automation, Decision Support System

Outcome 3	Identify the Management control system, MIS, Information System.	**K4**

Unit IV	
Objective 4	Thorough in Data flow diagram, System documentation, System Analysis and Design

System study: Introduction, understanding the flow of information and physical Objects, Fact finding techniques, Data flow diagrams, and other aids, System documentation - Introduction to System Analysis and Design.

Outcome 4	Knowledge in making Data flow diagram, System documentation, System Analysis and Design	**K3**

Unit V	
Objective 5	Depth knowledge about types of Organization, Types of Control, Service Organization

Management Control and Information Systems in organizations - Types of organizations and their implications – Types of control and Variations in controls based on organizational structure and design - Special management control situations – Multinational companies – Service organization– Non-profit organizations – Multi – Project organization.

Outcome 5	Having the broad knowledge on the types of Organization, Types of Control, Service Organization	K2

Suggested Readings :

1. Anthony, R. N. (1988). The management control function. Harvard Business School Press.
2. Gupta, A. K., Naregalkar, R. R., Vaidya, V. D., & Gupta, M. (2007).
3. O'brien, J. A., & Marakas, G. M. (2005). Introduction to information systems. New York City, USA: McGraw-Hill/Irwin.

Online Resources:

https://mrcet.com/downloads/MBA/digitalnotes/Management%20Information%20Systems%20and%20ERP.pdf

https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/General/4ManagementControlSystem.pdf

https://egyankosh.ac.in/bitstream/123456789/90068/1/Block-1.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.K.Chandrasekar,

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)
CO3	S(3)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)
CO4	M(2)	S(3)	L(1)	S(3)	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)
CO5	S(3)	S(3)	S(3)	S(3)	L(1)	S(3)	S(3)	M(2)	S(3)	L(1)
W. Avg	**2.6**	**2.8**	**2.4**	**2.8**	**2.4**	**2.6**	**2.8**	**2.6**	**2.8**	**2.4**

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	S(3)	S(3)	M(2)
CO3	M(2)	M(2)	M(2)	M(2)	S(3)
CO4	S(3)	S(3)	M(2)	S(3)	M(2)
CO5	M(2)	S(3)	S(3)	S(3)	S(3)
W. Avg	**2.6**	**2.8**	**2.6**	**2.8**	**2.6**

S –Strong (3), M-Medium (2), L- Low (1)

III Semester				
Core	Course code: **641603**	**Workshop on Personality Development**	**Credits** 2	**H/W** 4
Objectives	To enhance self-awareness of students by understanding personality traits and areas for improvement, improve communication skills including public speaking and body language, develop interpersonal skills for effective teamwork and conflict resolution, teach professional etiquette and workplace ethics, provide insights into leadership styles and qualities, foster emotional intelligence, promote adaptability to different situations, cultures, and environments, teach networking skills, help set and achieve personal and professional goals, and provide techniques for stress management and maintaining a healthy work-life balance.			
Evaluation	✓ The students have to undergo the course throughout the semester, similar to a core subject. ✓ The students performance is assessed by both internal and external evaluations. ✓ The course teacher will assess the performance of students with the internal evaluation, accounting for 25 marks. ✓ At the end of the semester, the external evaluation is conducted by a panel of external experts, the course teacher, and the Head of the department. ✓ The external evaluation is conducted via a viva voce examination, which carries a total of 75 marks ✓ Students who score 40% or above in both internal and external evaluations, with a cumulative 50% of both, are declared as pass. ✓ Students who fail to score 40% or above in internal evaluation must redo the course in the next academic year, as per the decision made by the department. ✓ Students who fail to score 40% or above in external evaluation must reappear for the viva voce in the next semester, as per the decision made by the department.			
Outcomes	The students with a well-rounded personality and professional skills essential for their personal and career growth. By the end of the workshop, students should have a heightened self-awareness, enabling them to understand their strengths and areas for development. They should also demonstrate improved communication skills, including effective public speaking and body language. They should exhibit professionalism in their conduct, understanding workplace ethics and business etiquette. They should be able to set and work towards personal and professional goals, while also effectively managing stress and maintaining a healthy work-life balance.			
	Course Designed by Dr. S.Chandramohan			

III Semester					
Elective	**CourseCode** 641311		**Working Capital Management**	Credit: 3	Hours: 3
Unit –I					
Objective 1	To understand the financial concepts and significance of Working Capital Management				
Working capital concepts: Definition and Concept of working Capital - Kinds and importance of working capital - Components of current assets & liabilities – working capital policies – Determining factors – estimating the working capital needs – operating cycle analysis – Various approaches of working capital finance - Relevant one or two case studies.					
Outcome1	Understand the working capital concepts as well as to know the working capital policies.				K2
Unit – II					
Objective 2	To Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.				
Cash management: Rationale – cash budgeting – Optimal cash - cash management models – Strategies for Managing marketable securities - Relevant one or two case studies					
Outcome2	Comprehend the impact on the firm's profitable, liquidity, risk and operating flexibility				K2
Unit – III					
Objective 3	To investigate funds flow cycles and their impact on working capital management objectives.				
Receivables management: Credit terms – credit analysis – Credit policy - impact of credit policy changes – Receivable matrix - monitoring receivables management - Relevant one or two case studies.					
Outcome3	Appreciate the funds flow cycles and their impact on working capital management.				K5
Unit – IV					
Objective 4	To Understanding the Inventory Managements basics.				
Inventory management: Types of inventory – inventory costs – EOQ – Reorder Level - inventory levels– overview - Relevant one or two case studies					
Outcome4	Tools and techniques to enhance the decision-making process.				K4
Unit – V					
Objective 5	To learn various sources of working capital				
Sources of working capital: Bank credit – Tandon & Chore committee recommendations – Commercial papers – Inter corporate deposits – Bills discounting – Certificate of deposits – factoring – Control of Working capital: Ratios for controlling working capital - Relevant one or two case studies					
Outcome5	Understand the sources of working capital				K2,K6

Suggested for readings:-

Anderson, J. C., Narus, J. A., Narayandas, D., & Seshadri, D. V. R. (2011). Business market management (B2B): understanding, creating, and delivering value. Pearson Education.

Mathew, S. (2007). Working Capital Management.

Mehta, D. R. (1974). Working capital management. New Jersey, 4.

Preve, L., & Sarria-Allende, V. (2010). Working capital management. Oxford University Press.
Rao, K. R. (1985). Working capital planning control in public enterprises in India. (No Title).
Talekar, S. D. (2005). Management of working capital. Discovery Publishing House.

Online resources

https://razorpay.com/learn/business-banking/cash-management/

https://www.ibm.com/topics/inventory-management

https://www.meruaccounting.com/blog/receivable-management-meaning-objectives-importance/

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

Course designed by: Dr.S. SUDHAMATHI

Working Capital Management -641311
Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	L(1)
CO2	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)	L(1)
CO3	S(3)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	L(1)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
Avg	2.6	2	1.8	2	2	2.4	1.8	2.2	2.4	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
Avg	2.4	2.2	2	2.2	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER					
Elective	**Course code 641312**	**Direct Tax Laws & Practice**		**Credits: 3**	**Hours: 3**
UNIT – I					
Objective 1	To understand the Income Tax Act, 1961, focusing on basic concepts				
Income tax Act, 1961: Basic concepts–Residential status- Basis of charge and scope of total income – exempted incomes U/S 10 – income form salary- Basic concepts- Perquisites gratuity-pension- Leave encashment- provident fund- All deduction- profit in lieu of salary.					
Outcome 1	Understand the knowledge about the direct tax laws				**K2**
UNIT – II					
Objective 2	To comprehend the provisions related to income from house property under the Income Tax Act, 1961				
Income from house property- Annual value – Exempted house property incomes- expected Rent (ER) - Fair Rent or Fair Rental Value (FAR) - Municipal Rent or Municipal Rental Value (MRV) - Standard Rent (SR) – Actual Rent (AR)- Gross Annual Value (GAV) – Net Annual Value (NAV)- Unrealized Rent (URR) – Vacancy (V)- Self- Occupied house (SIO) - Let out house (L/O)- Deemed to be out house (DLO)- Partly self- Occupied house- Part of the year let out and part of the year self- occupied- Relevant one or two case studies					
Outcome 2	Comprehend the Income from other sources such as Methods of Accounting				**K2**
UNIT - III					
Objective 3	To understand the provisions related to income from business under the Income Tax Act, 1961				
Income from Business- Basic concepts- Incomes that are taxed under business or profession- Business, profession and vocation – Rules to be kept in mind to charge an income under profit and gains of business or profession - Meaning of various concepts – Expenses Expressly Allowed-expenses expressly Disallowed (Sec 40) – income form profession- overall format professional like Doctors, Lawyers, Accountants.					
Outcome 3	Appreciate the procedural aspects for assessment of tax liability				**K4**
UNIT - IV					
Objective 4	To understand income from capital under the Income Tax Act, 1961				
Income from capital –Basic concepts- Computation of capital gains- Transfer of capitalAssets- Deductions – Exempted capital gains U/S 10 – simple format of short term capital gain – long–term capital gain					
Outcome 4	Comprehend the transfer of capital assets.				**K2**
UNIT - V					
Objective 5	To comprehend income from other sources under the Income Tax Act, 1961				
Income from other sources- Basic concepts- incomes that are taxed under other sources- Methods of Accounting- Interest exempted fully from tax while calculating income from other sources- winning from lotteries, puzzles, card games, - tax treatment- various kinds of securities – grossing up Rate					
Outcome 5	Understand about the accounting for income from other sources				**K2**

Suggested Readings :-
Girish Ahuja & Ravi Gupta (2023) Practical Approach to Direct & Indirect Taxes Including Income Tax & GST. Commercial Law Publishers (India) Pvt. Ltd.
Vinod K Singhania & Kapil Singhania (2023) Taxmann's Direct Taxes Law & Practice. Taxmann

Online Resources
https://www.icsi.edu/media/webmodules/DIRECT_TAX_LAW_AND_PRACTICE_BOOK.pdf
https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-7-April-2021.pdf

K1-Remember	K2-Understand	KS 3-Apply	K4-Analyze	K5-Evaluate	K6-Create

Course designed by:Dr. S. Rajamohan

Direct Tax Laws & Practice -641312

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)
CO3	S (3)	S (3)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	M (2)	S (3)	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	S (3)	S (3)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)
Avg	2.4	3	2.4	2.4	2.6	2.6	2.2	2.2	2.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	S (3)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	M (2)	S (3)	M (2)	S (3)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	M (2)
Avg	2.6	2.6	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III- Semester				
Elective	Course code: 641313	Security Analysis and Portfolio Management	Credit: 3	H/W: 3

Unit – I

Objectives 1	To understand the concepts of investment in securities and types of risk.	
Investment environment & Corporate Securities: Objectives - Risk & return – Investment alternative and strategies. Securities – types – Features- Primary & Secondary markets – recent trends in primary and secondary market DEMAT – REMAT- Role of SEBI in primary and secondary Market- Relevant one or two case studies.		
Outcomes 1	Analyze and evaluate financial markets, how securities are traded in primary and secondary markets.	K4

Unit-II

Objectives 2	To know the security analysis fundamentals and their sources..	
Security Analysis: Fundamental–Economic–Industry and company analysis–Sources of information for analysis - Relevant one or two case studies.		
Outcomes 2	Understand the industry analysis, equity valuation and technical analysis	K2

Unit-III

Objectives 3	To study the various theories and the portfolio models.	
Technical Analysis: Theory of technical analysis, Dow theory, Bar chart, Odd-lot theory, Breadth of market, relative strength analysis – Volume of share traded, moving average analysis – Efficient market Hypothesis - Relevant one or two case studies.		
Outcomes 3	Analyze bond prices and yields of portfolios	K4

Unit-IV

Objectives 4	To assimilate the portfolio analysis and management	
Portfolio analysis & Management: Portfolio & Security returns–Portfolio risk–Diversification – Markowitz model – Sharpe model – CAPM – Factor models – Arbitrage pricing theory- Relevant one or two case studies.		
Outcomes 4	Characterize the implications of the market efficiency evidence on active portfolio management.	K2/K4

Unit-V

Objectives 5	To equip in evaluation of portfolio investment	
Portfolio investment - Evaluation: Planning, Implementation, Monitoring, Portfolio types– Portfolio Revision – Formula plans – Performance measures of portfolio – Sharpe's Performance – Treynor's Performance measures for portfolio – Jensen's Model- Relevant one or two case studies		
Outcomes 5	Understand the portfolio investment and evaluation	K2

Suggested readings:-

Barua, S. K., Raghunathan, V., & Varma, J. R. (1994). Research on the Indian capital market: a review. Vikalpa, 19(1), 15-32.

Fischer, D. E., & Jordan, R. J. (1979). Security Analysis and Portfolio Management: 2d Ed. Prentice-Hall.

Francis, J. C., & Archer, S. H. (1979). Portfolio analysis. Prentice Hall.

Singh, P. (2012). Investment management. Himalaya Publishing House.

Online resources:
 https://www.coursesidekick.com/finance/8330
https://corporatefinanceinstitute.com/resources/valuation/fundamental-analysis/
https://www.nadex.com/learning/introduction-to-technical-analysis/
https://onlinecourses.nptel.ac.in/noc23_mg112/preview

Course Designed by: Dr. S. Sudhamathi,

Security Analysis and Portfolio Management – 641313

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	L(1)`	S(3)
CO2	L(1)	M(2)	L(1)	L(1)	L(1)	M(2)	M(2)	M(2)	M(2)	L(1)
CO3	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)	M(2)	M(2)
CO4	M(2)	M(2)	M(2)	M(2)	L(1)	M(2)	L(1)	M(2)	S(3)	S(3)
CO5	L(1)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	S(3)	S(3)	M(2)
Avg	1.8	2.4	2	2.2	1.8	2	2	2.4	2	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	L(1)
COS(3)	L(1)	L(1)	S(3)	L(1)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
Avg	2.2	2.2	2	2	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

III- Semester				
Elective	Course code: 641314	International Finance	Credits: 3	Hours: 3
UNIT – I				
Objective 1	To provide conceptual framework international financial management.			
An overview of International Finance –Importance, Uniqueness, Rewards and Risks, Balance of trade, Balance of Payment- Theories of Foreign Exchange mechanism – Bretton wood System - Various exchange rates- Exchange control regulations in India- Foreign Exchange Dealers Association of India (FEDAI) - Foreign Exchange Management Act (FEMA) Reserve Bank of India (RBI) – LERMS				
Outcome 1	To provide conceptual framework international financial management.			K2
UNIT – II				
Objective 2	To understand the basic knowledge of how international financial markets work.			
Letter of credits - INCO Terms, Methods of payments used in Foreign Trade – Shipping documents in foreign trade: Various types of invoices - marine insurance policy - Bill of lading, Certificate of Origin - Analysis Certificate - Packing list - Weight list and such other relevant documents				
Outcome 2	To understand the basic knowledge of how international financial markets work.			K2
UNIT – III				
Objective 3	To gain knowledge of conceptual and analytical frame work of international financial institutions.			
International Financial Institutions: International Parity Conditions–Fundamental Principles-Purchasing Power Parity - Managing Foreign Exchange Risk and Exposure – Accounting - Real Operating exposures - Risks speculation - Market efficiency.				
Outcome 3	To gain knowledge of conceptual and analytical frame work of international financial institutions.			K4
UNIT – IV				
Objective 4	Conceptual understanding of International Investment decisions.			
International Investment decisions - Cost of capital of foreign investment – International Working Capital Management. Foreign Exchange Risk - Types of Exposure - Management of exposure - Currency Market Hedges - Insuring Currency Risks				
Outcome 4	Conceptual understanding of International Investment decisions.			K2
UNIT – V				
Objective 5	To analyse International Investment and Financing.			
International Investment and Financing - Multinational diversification–GDR – American Depository receipts - Global Investment companies - International Investment strategies - Forming International Portfolios. Future of International Financial Systems				
Outcome 5	To analyse International Investment and Financing			K2

Suggested Readings :-
Datey, V. S. (2013). Indirect taxes (Law and practice), Taxman publication P. Ltd New Delhi.
G. Sarangi. Introduction to Indian Tax System and Central Excise Law and Procedure,
Lal, B. B. (2000). Profit planning and control in public enterprises in India. Atlantic Publishers & Dist
Manoharan, V. M. (2000). Indian export processing zones and CEPZ. Vikas Pub. House.
Singhania, V. K. Students Guide to Income Tax, Taxman. Publication, New Delhi.

Online Resources:

https://onlinelibrary.wiley.com/journal/14682362

https://www.udemy.com/course/international-finance-i/

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr. S.Rajamohan	

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)
CO2	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)
CO3	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO5	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)
W.AV	2.4	3	2.4	2.4	2.6	2.4	2.2	2.2	2.2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	M(2)	M(2)
CO3	M(2)	S(3)	S(3)	S(3)	M(2)
CO4	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
W.AV	2.2	2.2	2.4	2.2	2
S –Strong (3), M-Medium (2), L- Low (1)					

III- Semester				
Elective	Course code: 641315	**Strategic Financial Management**	Credit: 3	H/W: 3
Unit – I				
Objectives 1	To provide conceptual framework international financial management.			
Financial Planning and Forecasting –Use of Financial Models, Simulation and Probabilities in Financial Forecasting				
Outcomes 1	Acquaint the students with concepts of financial management from strategic perspective			**K2**
Unit-II				
Objectives 2	To understand the basic knowledge of how international financial markets work...			
Working Capital Management –Financing Working Capital - Working Capital Leverage, Cash and Liquidity Management Models: Miller and Orr Model – Baumol Model.				
Outcomes 2	Comprehend provide knowledge on the capital structure decisions.			**K2**
Unit-III				
Objectives 3	To gain knowledge of conceptual and analytical frame work of international financial institutions.			
Evaluation of risky investment –Measurement of risk–Sensitivity analysis of NPV–Selection of a project – Risk adjusted discount rate method – certainty equivalent methods - Risk analysis in Portfolio context – Risk Management – Strategy				
Outcomes 3	Know history and the central bank policy in the currency market and exchange rate system.			**K3**
Unit-IV				
Objectives 4	Conceptual understanding of International Investment decisions			
Capital Structure Decisions: Designing the Financial Mix–Probability aspects–EBIT / EPS Analysis – ROI & ROE Analysis - Factors determining capital structure – Quantitative assessment of debt capacity – Timing of issue – Capital structure of new company.				
Outcomes 4	Appreciate the expose the student to prepare the various financial analyses like Risk management..			**K4**
Unit-V				
Objectives 5	To analyse International Investment and Financing			
Corporate Valuation: Marakon Approach–Alcar Approach–McKinsey Approach–Stern Stewart Approach – BCG Approach – Adjusted Book Value Approach – Stock and Debt Approach – Direct Comparison Approach.				
Outcomes 5	can gain knowledge on different approaches on capital valuation			**K2,K4**
Suggested readings:- Babu, G. R. (2012). Financial Management. Concept Publishing Company. Peiris, M. S., Dewasiri, N. J., & Banda, Y. W. (2020). Book review: IM Pandey (Ed.), Financial Management. Sharma, R. K., & Gupta, S. K. (1997). Financial management theory and practice. Sofat, R., & Hiro, P. (2015). Strategic financial management. PHI Learning Pvt. Ltd.. Weetman, P. (2019). Financial and management accounting. Pearson UK.				
Online resources:				

Strategic Financial Management -641315

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	M(2)	S(3)	M(2)	L(1)	M(2)	M(2)	S(3)	L(1)
CO2	M(2)	L(1)	L(1)	S(3)	S(3)	M(2)	L(1)	S(3)	L(1)	M(2)
CO3	M(2)	S(3)	M(2)	L(1)	L(1)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	L(1)	L(1)	L(1)	M(2)	M(2)	S(3)
CO5	M(2)	L(1)	L(1)	S(3)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)
Avg	2.4	2	1.6	2.4	1.8	1.8	1.8	2	2.4	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	S(3)
CO3	S(3)	L(1)	S(3)	L(1)	M(2)
CO4	L(1)	M(2)	L(1)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
Avg	2	2	2.2	2	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER				
Elective	**Course code 641316**	**Financial Markets and Institutions**	**Credits: 3**	**Hours: 3**
UNIT – I				
Objective 1		To understand financial institutions, encompassing both banks and non-banking financial institutions		
Financial Institutions –Banks & Non-banking financial institutions–Genesis antidevelopment – New financial institutions like The Discount Finance House of India (DFHI), Stock Holding Corporation of India Limited (SHCIL), Industrial Leasing and Financial Services Limited (IL&FS)				
Outcome 1		Discuss the theories of Discount Finance House of India (DFHI), Stock Holding		**K2**
UNIT – II				
Objective 2		To comprehend development banks, including notable institutions		
Development Banks: Industrial Finance Corporation of India (IFCI) - National Bank for Agricultural and Rural Development (NABARD), EXIM Bank, Small Industrial Development Bank of India (SIDBI), Industrial Reconstruction Bank of India(IRBI), State Financial Corporation's (SFCs) & State Industrial Development Corporations (SIDCs). Objectives and scope of development banks.				
Outcome 2		Corporation of India Limited (SHCIL), Industrial Leasing and Financial Services Limited.		**K2**
UNIT – III				
Objective 3		To understand international financing institutions, including the IBRD, IFC, IDA, ADB, IMF.		
International financing institutions: International Bank for Reconstruction and Development (IBRD), International Finance Corporation, International Development Agency, Asian Development Bank & International Monetary Fund. Objectives of International Financial Institutions, Sources of funds, priority areas.				
Outcome 3		Understand facts of the insurance business, mutual funds and investment banks.		**K4**
UNIT – IV				
Objective 4		To comprehend investment institutions like LIC, GIC and UTI.		
Investment institutions: Life Insurance Corporation, General Insurance Corporation, Unit Trust of India and other Mutual Fund institutions. Credit rating: Credit rating process, sovereign rating, Venture Capital, Venture Capital Funds.				
Outcome 4		Know history and the central bank policy in the currency market and exchange rate system.		**K2**
UNIT – V				
Objective 5		To understand financial markets, encompassing primary, secondary, and derivative markets, and exploring the relationships between them		
Financial Markets: Primary, Secondary & Derivative markets, Relationship between them - Role of Stock exchanges and their functions – SEBI – NSE - MCX. Money market: Call money market - Treasury bill market.				

Outcome 5	Know features of options and futures in NSE and MCX.	K2
Suggested Readings :-		
Mishkin (2014) Financial Markets and Institutions (Pearson Series in Finance). Pearson Education India; eigth edition		
Jeff Madura (2014) Financial Markets and Institutions. South-Western College Publishing; 11th edition		
Online Resources		
Anthony Saunders and Marcia Millon Cornett (2012) Financial Markets and Institutions, Fifth Edition. The McGraw-Hill Companies, Inc. https://shorturl.at/fmzE6		

K1-Remember	*K2-Understand*	*K 3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course designed by:Dr.S. RAJAMOHAN		

Financial Markets and Institutions -641316

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)
CO2	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)	S (3)	M (2)	M (2)	S (3)
CO3	M (2)	S (3)	M (2)	M (2)	M (2)	S (3)	S (3)	S (3)	S (3)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)	S (3)	S (3)
Avg	2.6	2.2	2.2	2.8	2.2	2.2	3	2.4	2.4	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	S (3)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	S (3)	S (3)	M (2)	S (3)
CO4	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	S (3)	M (2)	M (2)
Avg	2.2	2.6	2.4	2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

III- Semester				
Elective	**Course code: 641317**	**Principles of Insurance**	**Credit: 3**	**H/W: 3**

Unit – I		
Objectives 1	To discover fundamentals of Insurance	
Concept of Insurance –Basic Principles of Insurance–Economic Principle of Insurance–Legal Principles of Insurance - Financial Principles of Insurance. Concept of Risk – Kinds and Classification of Risks – Assessment - Transfer.		
Outcomes 1	Understand the taught various concepts of insurance	**K2**
Unit-II		
Objectives 2	To comprehend the knowledge about various types of insurance.	
Types of Life Insurance –Classification–Plans of Life Insurance–Theory of Rating–Actuarial Principles - Mortality Tables – Physical and Moral Hazard – Representation – Warrantees – Conditions.		
Outcomes 2	Comprehend the knowledge about various types and classes of insurance.	**K2**
Unit-III		
Objectives 3	To provide essential knowledge about Group insurance.	
Group Insurance –Nature of Group Insurance - Types of Group Insurance, Gratuity Liability Plans, Group Superannuation, Other Group Schemes – Experience Rating		
Outcomes 3	Comprehend the knowledge about group insurance.	**K3**
Unit-IV		
Objectives 4	To provide essential knowledge about Health insurance.	
Health Insurance –Economics of Health Care–Health Care Environment–Flexible Benefit Plans – Group Medical Expense Coverage's And Benefits..		
Outcomes 4	Understand the health insurance, Mediclaim policy.	**K2**
Unit-V		
Objectives 5	To provide a strong understanding of types of general Insurance	
Types of General Insurance, Fire, Marine, Motor, Engineering, Aviation, Agriculture, - Its Scope – Special Classes of Insurances, Oil And Energy, Satellite Insurances and Special Contingency Covers, Industrial All Risks, Project Insurance and Advanced Loss of Profits. Computerization in Insurance Industry – Operating and Controlling Units – Management Issues.		
Outcomes 5	Know the aspects of general insurance	**K1**

Suggested readings:-

Mathew, M. J. (1998). Insurance Theory & Practice. Jaipur: RBSA Publishers.

Mishra, M. N., & Mishra, S. B. (2011). Insurance Principles and Practice. S. Chand Publishing.

Rejda, G. E. (2011). Principles of risk management and insurance. Pearson Education India.

Skipper, H. D. (2008). Risk management and insurance: perspectives in a global economy. John Wiley & Sons.

Online resources:

https://www.toppr.com/guides/business-studies/business-services/insurance/

https://www.libertyinsurance.in/Docx/IC-38.pdf

https://www.oecd.org/els/health-systems/33698043.pdf

Principles of Insurance -641317

Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)
CO2	L(1)	S(3)	L(1)	M(2)	S(3)	M(2)	M(2)	L(1)	L(1)	M(2)
CO3	M(2)	M(2)	M(2)	L(1)	M(2)	L(1)	S(3)	M(2)	S(3)	S(3)
CO4	S(3)	L(1)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)	M(2)
CO5	L(1)	M(2)	S(3)	M(2)	M(2)	M(2)	L(1)	M(2)	S(3)	M(2)
Avg	1.8	2	2.2	2	2.4	1.8	2	2	2.4	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	S(3)
CO3	S(3)	L(1)	S(3)	L(1)	M(2)
CO4	M(2)	M(2)	L(1)	M(2)	M(2)
CO5	S(3)	S(3)	M(2)	S(3)	L(1)
Avg	2.4	2.2	2	2.2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER					
Elective	**Course code: 641318**		**Behavioral Finance**	**Credits: 3**	**Hours: 3**
UNIT – I					
Objective 1	Explain the concept of behavioural finance, investment decision cycle, exponential discounting, and hyperbolic discounting				
Introduction to Behavioural finance: Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting					
Outcome 1	Understand the concept of behavioural finance, investment decision cycle, exponential discounting, and hyperbolic discounting			**K2**	
UNIT – II					
Objective 2	Understand the functions of utility/ preference. Also, explain theories based on expected utility concept.				
Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.					
Outcome 2	Understand the functions of utility/ preference. Also, explain theories based on expected utility concept.			**K2**	
UNIT – III					
Objective 3	Knowledgeable about behavioural factors and financial market				
Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.					
Outcome 3	Understand about behavioural factors and financial market, asset management and behavioural factors.			**K4**	
UNIT – IV					
Objective 4	Get familiar with behavioural corporate finance				
Behavioural Corporate Finance: Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioural factors in corporate decision-making. External Factors and Investor Behaviour: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.					
Outcome 4	Knowledgeable on behavioural corporate finance, behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy.			**K2**	
UNIT – V					
Objective 5	Comprehend the emotions and decision-making				
Emotions and Decision-making: Experimental measurement of risk-related - Measuring Risk -					

Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.		
Outcome 5	Understand the emotions, personality traits and neurophysiology of risk taking.	**K2**

Suggested Readings :-

Gomes, R., Knowles, P. A., Bingham, F. G. (2005). Business Marketing. Spain: McGraw-Hill/Irwin

Ginty, M., Vaccarello, L., Leake, W. (2012). Complete B2B Online Marketing. United States: Wiley.

Ryan, C. (2014). Winning B2B marketing: how to use fusion marketing methods to drive revenue, leads and awareness. United States: Fusion Marketing Press.

INTERNATIONAL BUSINESS, Sixth Edition. (2020). (n.p.): PHI Learning Pvt. Ltd.

Business Market Management (B2B): Understanding, Creating, and Delivering Value. (2012). India: Pearson.

Online Resources:

https://www.coursera.org/learn/duke-behavioral-finance

https://corporatefinanceinstitute.com/resources/career-

map/sell-side/capital-markets/behavioral-finance/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course designed by: Dr. S.Rajamohan		

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)
CO2	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)
CO3	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)
CO4	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)	S(3)
W.AV	2.4	2.4	2.4	2.2	2.4	2.6	2.2	2.4	2.4	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
W.AV	2	2.4	2.2	2.2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code 641321**	**CONSUMER BEHAVIOUR**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	.To understand the underlying principles and concepts of consumer behaviour

Introduction: Consumer Behaviour – An Introduction – Need - Significance – Application of CB principles to strategic marketing – Role of marketing in CB – CB and marketing segmentation.

Outcome 1	Learners Understand the Consumer Behaviour as well as to know the management action relating to Application of Consumer Behaviour	**K2**

UNIT - II	
Objective 2	To develop the Attitude formation and change in consumer behaviour

Consumer as an Individual Consumer needs and motivation– Personality and CB – Consumer Psychographics, Perception, Attitudes – Attitude formation and change – learning – Lifestyle and personality influences

Outcome 2	Learners could be able to Develop the Consumer Psychographics through the practice of Attitude formation and change	**K4**

UNIT - III	
Objective 3	To interpret the of consumer decision-making and Identify the consumer decision-making process

Consumer decision-making process – Routinised response, limited and extensive problem solving behavior. Howard-sheth Engell, Kollat- Blackwell and Nicosia models of consumer decision-making. Consumer gifting behavior. Relationship marketing.

Outcome 3	Interpret the models of consumer decision-making And Identify the consumer decision-making process	**K4**

UNIT - IV	
Objective 4	To classify the Impact of social class, cultural factors on consumer behavior and process of opinion leadership

Influence of reference groups – Friendship, Work, Celebrity and family. Impact of social class – culture - subculture and cross-cultural factors on consumer behavior. The process of opinion leadership and motivation behind opinion leadership.

Outcome 4	Students may Classify and express the cultural factors on consumer behavior and could be able to examine process of opinion leadership	**K2**

UNIT - V	
Objective 5	To justify the Consumer perception and the service quality

Consumer perception – Introduction - Sensation (Exposure to Stimuli) - Perceptual selection – Perceptual organization - Factors that distort individual perception - Price perceptions - perceived product and service quality - consumer risk perceptions

Outcome 5	Learners may Justify the Factors that distort individual perception and consumer risk perceptions.	**K5**

Suggested Readings :-

Satish K Batra, S. H. H. Kazmi.*(2008) Consumer Behaviour: Text and Cases.*
Excel Books
Wayne D. Hoyer, Deborah J. MacInnis, Rik Pieters, Eugene Chan, Gavin

Northey (2017). *Consumer Behaviour: Asia-Pacific Edition.* Cengage Learning
Australia

Dr. Gaurav Agarwal (2021). *Consumer Behaviour - SBPD Publications.* SBPD
Publications

Online Resources

https://dde.pondiuni.edu.in › files › MBA › General

https://www.himpub.com › Chapter1482

 https://nibmehub.com › opac-service › pdf › read

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. C.K.Muthukumaran

Course Outcome VS Programme Outcomes

CO	PO1	PO2	POS	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	L(1)	M(2)	L(1)	S(3)	L(1)	M(2)	L(1)	L(1)
CO2	L(1)	L(1)	M(2)	L(1)	L(1)	S(3)	L(1)	M(2)	L(1)	L(1)
CO3	M(2)	M(2)	L(1)	L(1)	M(2)	S(3)	M(2)	M(2)	M(2)	L(1)
CO4	M(2)	M(2)	M(2)	L(1)	M(2)	S(3)	M(2)	M(2)	M(2)	L(1)
CO5	L(1)	L(1)	-	L(1)	M(2)	S(3)	M(2)	M(2)	M(2)	L(1)
W.AV	1.8	1.6	1.2	1.2	1.6	3	1.6	2	1.6	1

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSOS	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	L(1)	L(1)
CO2	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	L(1)	M(2)
CO4	M(2)	L(1)	M(2)	S(3)	M(2)
CO5	M(2)	L(1)	M(2)	S(3)	M(2)
W.AV	2	1.8	2	2	1.8

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code:** 641322	**MARKETING COMMUNICATIONS**	**Credits: 3**	**Hours: 3**
UNIT - I				

UNIT - I

Objective 1	Understand the concepts and significance of marketing communications, History of marketing communications, Growth of advertising in India, Benefits of advertising and types of advertising.	

Introduction: Introduction to marketing communications - History of marketing communications - Growth of advertising in India - Benefits of advertising - Types of advertising

Outcome 1	Learning the concepts and significance of marketing communications, History of marketing communications, Emerging growth of advertising in India,	**K2**

UNIT - II

Objective 2	Knowledgeable in Advertising organization, Advertising communication process, Construction of an advertisement Copy, Layout, Developing and appraising advertising messages for print.	

Advertising organization - Advertising communication process - Objectives of advertising - Introduction to creativity concept - Construction of an advertisement: Copy - Layout - Developing and appraising advertising messages for print, broadcast and outdoor media- Advertising media.

Outcome 2	Benefits of advertising and types of advertising Comprehend Advertising communication process, Construction of an advertisement Copy, Layout, Developing and appraising advertising messages for print .	**K3**

UNIT - III

Objective 3	Thorough in Development of a media plan - Market identification and media strategy - Budgeting for advertisement programs.	

Media Planning - Development of a media plan - Market identification and media strategy - Budgeting for advertisement programs

Outcome 3	Appreciate the role of Market identification and media strategy - Budgeting for advertisement programs	**K4**

UNIT - IV

Objective 4	Competent in research in advertising, advertising agencies, economic and social aspects of advertising and criticisms on advertising	

Research in Advertising - Evaluation of advertising effectiveness and advertising agencies - Economic & social aspects of advertising – Criticisms on advertising

Outcome 4	To apply research in advertising of marketing communication	**K2**

UNIT - V

Objective 5	Familiarize with integrated marketing communication.	

Integrated Marketing Communication – Concept – Process - Tools/components – Recent/Emerging trends – The role of advertising agencies and other marketing organisations providing marketing services and perspective on consumer behaviour.

Outcome 5	To demonstrate knowledge of integrated marketing communication	**K2**

Suggested Readings :-	

Belch, G. E., & Belch, M. A. (2004). Advertising and promotion: An integrated marketing communications perspective 6th. New York: McGraw-Hill.

Shah, K. (2014). Advertising and integrated marketing communications. Tata McGraw-Hill Education.

Eagle, L., Czarnecka, B., Dahl, S., & Lloyd, J. (2020). Marketing communications. Routledge.

Bovee, C. L., Houston, M. J., &Thill, J. V. (1995). Marketing. McGraw-Hill College.

Smith, P. R., & Taylor, J. (2004). Marketing communications: an integrated approach. Kogan Page Publishers.

Online Resources

 What is marketing Communication? definition and meaning - Business Jargons

Seven principles of effective marketing communication (marketingweek.com)

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr.S.Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

		III-SEMESTER		
Elective	**Course code 641323**	**ADVANCED MARKETING RESEARCH**	**Credits: 3**	**Hours: 3**
		UNIT - I		
Objective 1		To study the Introductory concepts of marketing and MIS		
		Introduction to Marketing Research - Meaning and importance – Role and scope – MR interface with other disciplines – Evaluation of major MR agencies in India – Marketing Information System – Marketing Decision Support System, Marketing Research process – Marketing Research design.		
Outcome 1		Learners understand the concepts of Marketing Research and approaches in Marketing Research process.	**K2**	
		UNIT - II		
Objective 2		To Analyze the techniques of Market Research and Methods of analyzing Panel data		
		Techniques of Market Research: Types of Research –Quantitative research and Qualitative Research, Desk Research – Trade Research – Panel Research: Technical considerations in Panels – Methods of analyzing Panel data – Types of Panels – Omnibus surveys – Design issues in Omnibus surveys – Marketing Scales and Measurement - Multi Dimensional Scaling		
Outcome 2		Students distinguish the Technical considerations and Multi Dimensional Scaling	**K4**	
		UNIT - III		
Objective 3		To Examine the New Product Development and issues in conducting test marketing		
		Research for New Product Development - Repertory grid - Perceptual maps - Concept Testing - Conjoint Analysis – Product Tests: Objectives, Types of product tests: procedures and issues in conducting test marketing – Research issues in marketing segmentation. Specific types of measurement instrument		
Outcome 3		Examine the various concepts of product testing and Interpret The specific types of procedures and issues in conducting test marketing	**K4**	
		UNIT - IV		
Objective 4		To Classify the Concepts and product tests incorporating price and Price sensitivity measurement model		
		Pricing And Distribution Research - Pricing new products –Concepts and product tests incorporating price – Profit - oriented and share – oriented pricing – Gabor and Granger's Propensity To Purchase' approach to find the optimum price– Price sensitivity measurement model. Distribution Research – Warehouse and retail location research		
Outcome 4		Classify and Express the Concepts and product tests incorporating price and simplify Warehouse and retail location.	**K4**	
		UNIT - V		
Objective 5		To measure the Importance, Disadvantages of web-based marketing research.		
		The internet and marketing research today - Meaning – Importance – Advantages & Disadvantages of web-based marketing research – primary & secondary data collection through the internet – Reach		

analysis – Marketing research in social media – Online brand perception research – Online targeted advertising	

Outcome 5	Students are able to Measure the effectiveness of Marketing Research and redefine it.	**K5**

Suggested Readings :-

Arpita Agnihotri, Saurabh Bhattacharya (2024). *Advanced Marketing*
Research: Methods, Tools and Analytics. Kogan Page

Nikolaos Dimitriadis, Neda Jovanovic Dimitriadis, Jillian Ney (2018).
Advanced Marketing Management: Principles, Skills and Tools. Kogan Page

Mercedes Esteban-Bravo, Jose M. Vidal-Sanz (2021). *Marketing Research*
Method Quantitative and Qualitative Approaches. Cambridge University Press

Online Resources

https://www.academia.edu ›

Marketing_Research_9th_Edition

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
		Course designed by:		**Dr.C.K.Muthukumaran**	

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	S (3)	M (2)	L (1)	L (1)	M (2)	L (1)	M (2)	L (1)	L (1)
CO2	S (3)	M (2)	S(3)	S (3)	S (3)	L (1)	L (1)	M (2)	L (1)	M (2)
CO3	M (2)	S (3)	L (1)	L (1)	M (2)	S (3)	M (2)	L (1)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	S (3)	M (2)	S (3)	L (1)	M (2)	L (1)	L (1)
CO5	M (2)	L (1)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	L (1)	L (1)
CO2	M (2)	L (1)	M (2)	M (2)	S (3)
CO3	S (3)	M (2)	M (2)	L (1)	L (1)
CO4	M (2)	S (3)	M (2)	L (1)	M (2)
CO5	S (3)	L (1)	L (1)	S (3)	M (2)
W.AV	2.6	1.6	1.8	2.0	1.6

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code 641324**	**RURAL MARKETING**		**Credits: 3**	**Hours: 3**
UNIT – I					

Objectives 1	Understand the concepts and significance of rural marketing, components of rural markets, classification of rural markets, rural vs. urban markets, and regulated markets	

Introduction: Introduction: Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets - Regulated markets.

Outcomes 1	Basic concepts and significance of rural marketing, components of rural markets, Understanding the difference between rural markets, rural vs. urban markets, and regulated markets.	**K2**
UNIT – II		
Objectives 2	Knowledgeable in Rural marketing environment: Population, occupation pattern, income generation, expenditure pattern, literacy level, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, and rural demand	

Rural Marketing Environment: Population – occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas — rural demand

Outcomes 2	Comprehend the Rural marketing environment: Population, occupation pattern, income generation, expenditure pattern, literacy level, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, and rural demand	**K2**
UNIT – III		
Objectives 3	Thorough in Marketing of agricultural produce, marketing rural and cottage industry products, consumer durable goods market in rural areas, marketing of FMCG products to rural consumers, and marketing of health and financial services in rural markets	

Rural Marketing Strategies: Rural Marketing Segmentation – product strategies – pricing strategies – distribution strategies – promotions strategies – social marketing – public distribution systems

Outcomes 3	Appreciate the role of Marketing agricultural produce, marketing of rural and cottage industry products, consumer durable goods market in rural areas, marketing of FMCG products to rural consumers, and marketing of health and financial services in rural markets	**K4**
UNIT – IV		
Objectives 4	Competent in the role of financial institutions: commercial banks and cooperative institutions in rural marketing, Marketing Boards and Cooperative Marketing	

Innovation in Rural Markets: Significance of innovation in rural markets. The intervention of IT in Rural markets – importance and initiatives – The emergence of organized retailing in Rural India – Key drivers of organized retail. Cases in organized retail–operative models adopted by

	Indian companies	
Outcomes 4	Make market predictions by the adoption of Case Studies in Indian Context	**K3**

<table>
<tr><td colspan="3" align="center">UNIT – V</td></tr>
<tr><td>Objectives 5</td><td colspan="2">To understand current trends of rural marketing and development</td></tr>
<tr><td colspan="3">Future of Rural Marketing: The changing role of rural sector in India – Rural income and Demand. Problems in the marketing of agricultural inputs in rural India – chemical fertilizers. Certified seeds and agricultural equipment – Tractors, Engines, Pump sets – Marketing of agricultural products.</td></tr>
<tr><td>Outcomes 5</td><td>Understanding the concept of Rural Marketing in India's Economy Growth</td><td>K3</td></tr>
</table>

Suggested Readings:

Gopalaswamy, T. P. (2009). Rural Marketing-Environment, Problems. Vikas Publishing House.

Krishnamacharyulu, C. S. G. (2011). Rural Marketing: Text and Cases, 2/E. Pearson Education India.

Badi, R. V., &Badi, N. V. (2006). Rural marketing. Himalaya Publishing House.

Online Resources:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=h
ttps://www.economicsdiscussion.net/rural-marketing/what-is-rural-
marketing/31880&ved=2ahUKEwiS7PK9xs6EAxV7SWwGHSK5BiYQFnoE
CCwQAQ&usg=AOvVaw0Qvs0N1v-zxVaA3o4SIK_b
https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=htt
ps://www.marketingweekly.in/amp/what-is-rural-marketing-
strategies&ved=2ahUKEwih9NLDx86EAxXhTmwGHQVCC4E4FBAWegQI
GBAB&usg=AOvVaw0xQwWb1CpRNcTRKrYKBWvQ

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: **Dr.N.Ramar**

Rural Marketing- 641324

Course outcome VS Programme outcomes

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)
AV	2.4	2.2	2	2	2.2	2.2	2.2	2.2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PS04	PSO5
CO1	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	M(2)	S(3)
CO3	M(2)	S(3)	M(2)	S(3)	M(2)
CO4	M(2)	M(2)	M(2)	S(3)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	S(3)
AV	2	2.2	2	2.4	2.4

S –Strong (3), M-Medium (2), L- Low (1)

Elective	Course code 641325	Business to Business Marketing	Credits: 3	Hours: 3

UNIT - I

Objective 1	To understand the basic concepts of retailing.

Introduction: Introduction to retailing: definition – functions of retailing - types of retailing – forms of retailing based on ownership -Retail theories – Wheel of Retailing – Retail life cycle - Retailing in India

Outcome 1	Learners understand the retailing and its importance	K2

UNIT - II

Objective 2	To examine the retailing processes and its implementation

Consumer Behavior in the retail context – buying decision process – influence of group and individual factors -

Customer shopping behavior - Customer service satisfaction - Retail planning process –Factors to consider–Preparing a complete business plan–implementation–risk analysis.

Outcome 2	Learners could be able to Examine the various retail planning process and its implementation	K 4

UNIT - III

Objective 3	To Examine the New Product Development and issues in conducting test marketing

Merchandise Management: Introduction–Merchandise Planning – Visual Merchandising – Retail Pricing Methods –

Value Pricing and EDLP–Category Management

Outcome 3	To classify the visual merchandising and Learn category management	K4

UNIT - IV

Objective 4	To Illustrate the organization structure and Retail Store Operations

Managing Retail: Organization Structure and HRM in Retail -Recruitment and Training– Retail Store Operations –

Servicing the Retail Customer

Outcome 4	Learners are able to Illustrate and express the Process of recruitment and training process.	K2

UNIT - V

Objective 5	To Determine the role of IT in retailing and to interact to Retail MIS.

Retail Marketing Mix and Communication- Promotion–Setting objectives–communication effects of promotional mix–Role of IT in Retailing: Barcodes and RFID–Retail MIS

Outcome 5	Students are able to Determine the role of IT in retailing and to interact to Retail MIS.	K5

Suggested Readings :-

John Coe (2004). *The Fundamentals of Business-to-Business Sales & Marketing. McGraw-Hill Education.*

Alan Zimmerman, Jim Blythe (2017). *Business to Business Marketing Management: A Global Perspective.* Taylor & Francis

Andrew J. Petersen, Gary L. Lilien, Stefan Wuyts (2022). *Handbook of Business-to-Business Marketing*. Edward Elgar Publishing

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	S (3)	L (1)	M (2)	L (1)	S (3)	L (1)	M (2)	L (1)	L (1)
CO2	L (1)	L (1)	M (2)	L (1)	L (1)	S (3)	L (1)	M (2)	L (1)	L (1)
CO3	M (2)	M (2)	L (1)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)	L (1)
CO5	L (1)	L (1)	-	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)	L (1)
W.AV	1.8	1.6	1.2	1.2	1.6	3	1.6	2	1.6	1

S –Strong (S (3)), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	L (1)	L (1)
CO2	M (2)	M (2)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	L (1)	M (2)
CO4	M (2)	L (1)	M (2)	S (3)	M (2)
CO5	M (2)	L (1)	M (2)	S (3)	M (2)
W.AV	2	1.8	2	2	1.8

S –Strong (S (3)), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course Code:** 641326	**Digital Marketing**		**Credits: 3**	**Hours: 3**
UNIT – I					
Objective 1	To understand the basics of Digital marketing concepts.				
Digital Marketing Basics • Overview of Digital Marketing Concepts • Marketing principles • Tech Jargon: CPR, CPM, PPC, CPC, SEO, SEM etc. • Understanding various social channels.					
Outcome 1	Participants will gain insights about digital marketing strategies and marketing metrics.				**K2**
UNIT – II					
Objective 2	To equip participants with comprehensive knowledge and practical skills in key areas of digital marketing essential for developing effective online marketing strategies and campaigns.				
Search Engine Optimization-Keywords Research and Analysis-Website Monetization - Online Reputation Management - E-marketing - The Online Marketing Mix-Online Consumer Behaviour					
Outcome 2	Participants will able to strategically plan, execute, and evaluate digital marketing initiatives with a focus on achieving organizational objectives, maximizing online presence and engagement.				**K3**
UNIT – III					
Objective 3	To provide participants with a comprehensive understanding of advanced digital marketing strategies and tools focused on enhancing customer engagement, building brand loyalty, and driving business growth in a dynamic digital landscape.				
Email Marketing- Social Media Marketing- Customer Relationship Management in a Web2.0 World- Market Influence Analytics in a Digital Ecosystem – Electronic customer relationship– Key CRM applications– Next generation CRM.					
Outcome 3	Program participants will be empowered to drive meaningful customer interactions, cultivate long-term customer relationships, and achieve sustainable competitive advantage in the digital marketplace.				**K4**
UNIT – IV					
Objective 4	To equip participants with the knowledge and skills necessary to navigate and capitalize on the digital landscape effectively, leveraging key business drivers to drive growth and success in the virtual realm.				
Business Drivers in the Virtual World **-** social media - Online Branding - Traffic Building-Web Business Models-E-commerce					
Outcome 4	Program participants can gain a comprehensive understanding of the essential factors driving business success in the virtual world.				**K4**
UNIT – V					
Objective 5	To equip participants with the knowledge and skills necessary to develop and implement effective engagement marketing strategies.				
Engagement Marketing through Content Management- Online Campaign Management Consumer Segmentation, Targeting, and Positioning using Online Tools - online communication and co creation					
Outcome 5	To enable participants to enhance brand visibility, increase customer engagement, drive conversions, and ultimately achieve marketing objectives				**K4**

in the digital landscape.		

Suggested Readings:-

Seema Gupta (2018). Digital Marketing. Mc Graw Hill Education, Chennai.

Ryan, D., Jones, C. (2012). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. United Kingdom: Kogan Page.

Ahuja, V. (2015). Digital Marketing. India: Oxford University Press.

Kingsnorth, S. (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing. India: Kogan Page.

McGruer, D. (2020). Dynamic Digital Marketing: Master the World of Online and Social Media Marketing to Grow Your Business. United Kingdom: Wiley.

Dodson, I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. United Kingdom: Wiley.

Online Resources

https://www.inderscience.com/jhome.php?jcode=ijima

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K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course designed by: Dr. P. S. Nagarajan		

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code 641327**	**Principles of Retailing**	**Credits: 3**	**Hours: 3**

UNIT – I	
Objectives 1	Understand the concepts and Principles of Retail; delve into the functions of retailing, types of retailing, forms of retailing based on ownership, Retail theories, Wheel of Retail, Retail lifecycle, and retail in India.
Introduction: Introduction to retailing: definition – functions of retailing - types of retailing – forms of retailing based on ownership -Retail theories – Wheel of Retailing – Retail life cycle - Retailing in India	
Outcomes 1	Understand the concepts and significance of Principles of Retailing; delve into the functions of retailing, types of retailing, and forms of retailing based Ownership, Retail theories, Wheel of Retailing, Retail lifecycle-retailing in India. **K2**

UNIT – II	
Objectives 2	Knowledgeable in Consumer Behaviour in the retail context, buying decision process, the influence of group and individual factors, Customer shopping behavior, Customer service satisfaction, Retail planning process, preparing a complete business plan, implementation, and risk analysis.
Consumer Behaviour in the retail context – buying decision process – influence of group and individual factors - Customer shopping behavior - Customer service satisfaction - Retail planning process –Factorstoconsider–Preparingacompletebusinessplan–implementation–risk analysis.	
Outcomes 2	Comprehend Consumer Behaviour in the retail context, buying decision process, Customer shopping behavior, Customer service satisfaction, Retail planning process, Preparing a complete business plan, implementation, and risk analysis **K3**

UNIT – III	
Objectives 3	Thorough in Merchandise Planning, Visual Merchandising, Retail Pricing Methods, Value Pricing and EDLP and Category Management.
Merchandise Management: Introduction–Merchandise Planning – Visual Merchandising – Retail Pricing Methods – Value Pricing and EDLP–Category Management	
Outcomes 3	Appreciate the role of Merchandise Planning, Visual Merchandising, Retail Pricing Methods, Value Pricing and EDLP and Category Management **K2**

UNIT – IV	
Objectives 4	Competent in the role of Retail Organization Structure and HRM in Retail, Recruitment and Training Marketing Mix
Managing Retail: Organization Structure and HRM in Retail -Recruitment and Training– Retail Store Operations – Servicing the Retail Customer	
Outcomes 4	Make market predictions by the adoption of Retail Marketing Mix and Communication, Promotion, Setting objectives, communication effects of promotional mix, Role of IT in Retailing: barcodes and RFID and Retail MIS **K4**

UNIT – V	
Objectives 5	Understand the Communication, Promotion, Setting objectives, communication

	effects of promotional mix, Role of IT in Retailing: Barcodes and RFID and Retail MIS	

Retail Marketing Mix and Communication- Promotion–Setting objectives –communication effect promotional mix–Role of IT in Retailing: Barcodes and

RFID–Retail MIS

Outcomes 5	Understand the Communication, Promotion, Setting objectives, communication effects of promotional mix, Role of IT in Retailing: Barcodes and RFID and Retail MIS	**K2**

Reference and Textbooks:-(APA Format)

Levy, M., Weitz, B. A., Watson, D. (2014). Retailing Management. Canada: McGraw-Hill Education.

Retail Management: Principles and Practices. (2007). India: New Century Publications.

Evans, J. R., Berman, B. (2001). Retail Management: A Strategic Approach. United Kingdom: Prentice Hall.

Online Resources:-

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.marketing donut.co.uk/customer-care/customer-service/the-five-principles-of-retail&ved=2ahUKEwjM8enPw86EAxWPSGwGHYQnC3IQFnoECDIQAQ&usg=AOvVaw2I_jlI w79hbS5Y-NSucQBr

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.indeed.co m/career-advice/career-development/retail-marketing&ved=2ahUKEwiIkM7Vw86EAxXTSGwGHS0cC7U4ChAWegQIExAB&usg=AOvVa w0VB2HtBZAdgk8q-ZD6jmeg

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
			Course designed by:		**Dr.N.Ramar**

Principles of Retailing- 641327

Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
Avg	2.4	2.2	2.2	3	2	2.2	2.2	2.2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code 641328**	**Marketing at Bottom of Pyramid**	**Credits: 3**	**Hours: 3**

UNIT – I		
Objectives 1	To understand the basic concepts of the Bottom of the Pyramid concept	
	Introduction: Understanding Poverty: Conventional Wisdom in Poverty Alleviation-The 'Fortune' at the Bottom of the Pyramid Debate	
Outcomes 1	Understand the factors important for developing Strategies for the BOP markets	**K2**

UNIT – II		
Objective 2	To develop a deeper level of understanding of BOP markets among the course participants.	
	Exploring the Opportunity in BOP Markets: The Nature of the BOP Market- Purchasing Power-Market Development Imperative- Business Opportunities: National and Global- Business and the New Social compact-Research Methods for the BOP-Segmentation and Consumer Behaviour.	
Outcomes 2	Develop appropriate research methods for BOP markets	**K3**

UNIT – III		
Objectives 3	To provide in-depth coverage of extant research on the BOP, various theoretical concepts, and frameworks.	
	Developing Marketing Strategies for the BOP: BOP and Innovation-New Business Models-Philosophy for Developing Products and Services- Socially Responsible Distribution	
Outcomes 3	Identify business problems and formulate alternate strategies for BOP businesses	**K3**

UNIT – IV		
Objectives 4	To focus on business model innovation for exploiting BOP markets and for creating economic and social value.	
	Implications for Business Strategy: Making Better Investments at the BOP-Reinventing strategies for emerging markets: Beyond the transactional model- co-creating business's new social compact-MNC NGO Partnerships- Organizational barriers to implementation	
Outcomes 4	Identify partners and involve stakeholders in executing decisions	**K5**

UNIT – V		
Objectives 5	To know the various development related to BOP approaches	
	Entrepreneurial Activity at the BOP: Next Generation Business strategies- Subsidies and Impact Investment- Building and Scaling a cross-sector partnership: Micro-insurance collaboration- Legal considerations in BOP ventures	
	BOP Approaches and Development: Partnerships for Development: Models of Business Involvem Sustainability Challenges and Solutions. The Indian experience in BOP Markets	
Outcomes 5	Create innovative solutions, products and ides for the BOP markets	**K6**

Suggested Readings:

Prahalad C.K, (2010) the Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits, 6thedition, Upper Saddle River, Wharton School Publishing.

Kandahar P, Halme M,(2008), Sustainability Challenges and Solutions at the Base of the Pyramid-Business Technology and the Poor, Greenleaf Publishing.

London T, Hart S, (2011), Next Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value. Upper Saddle River, FT Press.

Simanis E, Hart S.L, (2008), The BOP Protocol, 2ndedition, Centre for Sustainable Global Enterprise, Cornell University, www. Bopprotocol.org.

Online Resoures:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.superheuristics.com/bottom-of-pyramid-marketing-detailed/&ved=2ahUKEwj848zbxM6EAxXsTmwGHfQUCmQQFnoECDIQAQ&usg=AOvVaw1NiYMUXqV0B4f3sXAv9g05

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.projectguru.in/bottom-of-the-pyramid-marketing-strategies/&ved=2ahUKEwj848zbxM6EAxXsTmwGHfQUCmQQFnoECCkQAQ&usg=AOvVaw1OkXINBn4W7voDjGbQtlYp

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
			Course designed by:		Dr.N.Ramar

Marketing at Bottom of Pyramid – 641328

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
Avg	2.4	2.2	2.2	3	2	2.2	2.2	2.2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	Course code 641331	Business Modeling and Simulation	Credits: 3	Hours: 3

UNIT - I	
Objective 1	Gain an understanding of integrating business management principles and practice the theory in an interdisciplinary environment.

Basic Simulation Modeling - The Nature of Simulation - Systems, Models, and Simulation - 3 Discrete-Event Simulation - Simulation of a Single - Server Queuing System - Simulation of an Inventory System - Parallel/Distributed Simulation and the High Level Architecture - Steps in a Sound Simulation Study - Other Types of Simulation - Advantages, Disadvantages, and Pitfalls of Simulation

Outcome 1	Know about the integrating business management principles and practice the theory in an interdisciplinary environment	K2

UNIT - II	
Objective 2	Obtain the knowledge and skill to analyze a business process – not just at high-level.

Modeling Complex Systems: Introduction - List Processing in Simulation - A Simple Simulation Language: simple - Single-Server Queuing Simulation with simli - Time-Shared Computer Model - Multi teller Bank With Jockeying - Job-Shop Model - Efficient Event - List Manipulation Simulation Software - Classification of Simulation Software - Desirable Software Features – General Purpose Simulation Packages

Outcome 2	Skill of analyzing about business process	K3

UNIT - III	
Objective 3	Apply critical thinking and problem solving skills in a rapidly evolving environment.

Building Valid, Credible, and Appropriately Detailed Simulation Models - Management's Role in the Simulation Process - Statistical Procedures for Comparing Real-World Observations and simulation Output Data - Selecting Input Probability Distributions - Random-Number Generators - General Approaches to Generating Random Variates - Generating Continuous Random Variates Generating Discrete Random Variates - Generating Random Vectors, Correlated Random Variates.

Outcome 3	Critical thinking and problem solving skills in a rapidly evolving environment	K4

UNIT - IV	
Objective 4	Develop the skills necessary to effectively participate in primary business functions.

Output Data Analysis for a Single System - Transient and Steady State Behavior of a Stochastic Process - Types of Simulations with Regard to Output Analysis - Multiple Measures of Performance - Time Plots of Important Variables - Comparing Alternative System Configurations Confidence Intervals for the Difference Between the Expected Responses of Two Systems - Confidence Intervals for Comparing More than Two Systems - Ranking and Selection

Outcome 4	Skills of effectively participate in primary business function	K2

UNIT - V	
Objective 5	To know the various development related to experimental design and optimization

Experimental Design and Optimization: Introduction - 2k Factorial designs –Fractional Factorial Designs - Response Surfaces and Meta models – Simulation based Optimization - Simulation of Manufacturing Systems: Introduction – Objectives of Simulation in Manufacturing - Simulation Software for Manufacturing Applications - Modeling System Randomness.

Outcome 5	Known about Response Surfaces and Meta models	K2
Suggested Readings :-		
Kelton, W. D., Sadowski, R. P., &Sturrock, D. T. (2001). Simulation with Arena. 2003. Sydney: McGraw4Hill.		
Laguna, M., &Marklund, J. (2013). Business process modeling, simulation and design. Chapman and Hall/CRC.		
Law, A. M., Kelton, W. D., & Kelton, W. D. (2000). Simulation modeling and analysis (Vol. 3). New York: McGraw-Hill.		
Online Resources		
https://www.lucidchart.com/blog/business-process-simulation#:~:text=A%20business%20process%20simulation%20is,world%20before%20it%20is%20built.		
https://www.hurix.com/innovative-business-simulation-techniques-for-enterprises/		

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. S. Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	**2.6**	**2**	**2.8**	**2.2**	**1.2**	**2**	**2.4**	**2**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	**2.8**	**2**	**1.8**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code 641332**	**Integrated Materials Management**		**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	Concepts and procedural aspects of the Integrated Materials Management
Introduction and Basic Concepts - significance of Integrated Materials Management - Materials codification and computerization – Process of Materials Planning and Control	

Outcome 1	Understand about Integrated Materials Management	**K2**

UNIT - II	
Objective 2	Purchasing, stores and warehousing concepts
Inventory Planning and control Models – Theory and Practice – ABC and VED classifications EOQ – Reorder point – Lead Time Analysis – Safety Stocks – Q system – P system– S system. Materials Requirement Planning (MRP) - Inventory Audit and Inventory Information Systems.	

Outcome 2	Well Known about the Purchasing, stores and warehousing concepts	**K3**

UNIT - III	
Objective 3	Inventory management and cross functional areas using both qualitative and quantitative methods.
Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis. Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance Purchasing Capital Goods, Seasonal Goods, and Imported Goods - Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying –Evaluation of Purchase performance	

Outcome 3	Can differentiate the qualitative and quantitative methods by inventory management	**K4**

UNIT - IV	
Objective 4	Applications of computers in Materials Management
Ware Housing and Stores: Location and Layout– Different typical models - Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting.	

Outcome 4	Known about warehousing and its typical models	**K2**

UNIT - V	
Objective 5	To know about Known about warehousing and its typical models
Practical problems in Management -Dead stocks, Surplus stocks d scraps – Evaluation of Stores Performance - MaterialsHandling and Transportation Management issues.	

Outcome 5	Understand about logistics systems from different perspectives to meet desired corporate objectives.	**K2**

Suggested Readings :-

Datta, A. K. (1978). Integrated Materials Management: A Functional Approach. S. Chand.

Gopalakrishnan, P. (2001). Purchasing and materials management. Tata McGraw-Hill Education.

Patel M.D, Cheenawalla A and Patel D.R Integrated Materials Management: Concepts and Cases.

Online Resources

https://www.egyankosh.ac.in/bitstream/123456789/81757/3/Unit-1.pdf

https://dynamicstudyhub.com/material-management/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. S. Chandramohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

III -SEMESTER					
Elective	**Course code: 641333**		**Logistics Management**	**Credits: 3**	**Hours: 3**
UNIT - I					
Objective 1		. To understand the role and importance of logistics in modern day economy			

Logistics Management: Definition of logistics and the concepts of logistics. Logistics Activities: Functions of the logistics system – transportation, warehousing, order processing, information handling and procurement – Logistical Operations Integration, Customer service – Supply Chain Relationships – Global Logistics.

Outcome 1	Knowing about the role and importance of logistics in modern day economy	**K2**

UNIT - II		
Objective 2	To discuss the relationship between logistics and other functional areas.	

Materials Management: Materials management functions and control - inventory management in logistics system - MRP I & II systems - multi-echelons – Warehousing - Material handling – Packaging

Outcome 2	Knows about relationship between logistics and other functional area.	**K3**

UNIT - III		
Objective 3	To analyze logistics systems from different perspectives to meet desired corporate objectives	

Distribution Management: Facility location - Classical location problems - Strategic planning models for location analysis - location models - multi objective analysis of location models - Integrated Models of Location and Routing - Role of transportation in a supply chain - direct shipment, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size) - market channel structure.

Outcome 3	Understand about logistics systems from different perspectives to meet desired corporate objectives	**K4**

UNIT - IV		
Objective 4	understand various features of Logistics Customer Service	

Logistics Customer Service: Modelling logistics systems - Simulation of logistic systems - cost effective distribution strategies - Value of information in logistics - E-logistics - risk pooling effect International and global issues in logistics - Integrated functional activities in logistics - Role of government in international logistics and Principal characteristics of logistics in various countries and regions

Outcome 4	Elaborate knowledge about logistics positioning and Logistics customer service	**K2**

UNIT - V		
Objective 5	To discuss various functionsabout logistics positioning	

Logistics Positioning: Planning and Design Techniques - Logistics Organization
- Logistics in different industries: Third party and fourth party logistics - Airline Schedule Planning - Railway Networks - Postal services - the maritime industries – health care industry and other service industries.

Outcome 5	Understand about logistics systems from different perspectives to meet	**K2**

	Logistics Customer Service	

Suggested Readings :

Bowersox, Logistical Management, Mc-Graw Hill, 2000

David Bloomberg, Stephen LeMay, Joe Hanna: Logistics, Prentice Hall 2001.

Online Resources

https://ftp.idu.ac.id/wpcontent/uploads/ebook/ip/LOGISTIK%20MANAGEMENT/Logistics%20Management%20and%20Strategy%20(%20PDFDrive%20).pdf

https://backup.pondiuni.edu.in/sites/default/files/Logistics%20Supply%20Chain%20Mgt200813.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. S.CHANDRAMOHAN

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

III –SEMESTER					
Elective	**Course code: 641334**	**Maintenance Management**		**Credits: 3**	**Hours: 3**

UNIT – I		
Objective 1	Understand the concepts and significance of a maintenance plan for a technical system	

Maintenance Management-Objectives, Importance – Functions – Structure of the Maintenance Management - Role of maintenance, Centralized and decentralized maintenance organization structures - Environment of Good Maintenance – Inventory Management in Maintenance & its service level – Maintenance cost.

Outcome 1	Develop a maintenance plan for a technical system	**K2**

UNIT – II		
Objective 2	Knowledgeable in applying maintenance approaches to achieve continuous improvement	

Maintenance system - Types of maintenance - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance - Total Productive maintenance - Design maintenance - Contract maintenance - Design and selection of maintenance systems

Outcome 2	Apply maintenance approaches to achieve continuous improvement	**K3**

UNIT – III		
Objective 3	Thorough in problem-solving models to maintenance	

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained-safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule - Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities.

Outcome 3	Apply problem-solving models to maintenance	**K4**

UNIT – IV		
Objective 4	Understand the performance management system for maintenance	

Maintenance man power planning - Selection & Training - Maintenance work measurement - Time standards - Incentive schemes. Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. Maintenance effectiveness - various performance indices and their evaluation - uses and limitations - monitoring of maintenance performance. Replacement Technique

Outcome 4	Develop a performance management system for maintenance	**K2**

UNIT – V		
Objective 5	To know the development process of TPM and its application	

TPM and its Application – development and scope – basic systems of
TPM – procedures and steps – productivity circles – TPM planning and gd Implementation - TPM part of TQM – benefits of TPM – Application
of computer in maintenance.

Outcome 5	Develop a basic system of TPM and its productivity circles	**K2**

Suggested Readings:
Anthony Kelly, Maintenance Planning and Control, East West Press Pvt. Ltd Gopalakrishnan, P &Sundararajan, 'Maintenance Management', Prentice Hall Of India, New Delhi, 1996.

<table>
<tr><td colspan="6">Online Resources
https://examupdates.in/maintenance-management-book/
https://nibmehub.com/opac-service/pdf/read/Handbook%20of%20Maintenance%20Management%20and%20Engineering%20Haroun.pdf</td></tr>
<tr><td><i>K1-Remember</i></td><td><i>K2-Understand</i></td><td><i>K3-Apply</i></td><td><i>K4-Analyze</i></td><td><i>K5-Evaluate</i></td><td><i>K6-Create</i></td></tr>
</table>

<div align="right">Course designed by:Dr. S.CHANDRAMOHAN</div>

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

		III-SEMESTER		
Elective	**Course code 641335**	**Modern Manufacturing Management**	**Credits: 3**	**Hours: 3**
UNIT – I			
Objectives 1	To recognize manufacturing organizations, including job shops, flow lines, asser lines, work cells.			
**Product Design:** Product Design, Selection, Objectives of functional Subsystems, design objectives development stages, sequence, Modular design, Standard assemblies, Robust Design. Process Selection: Technological design, Basic process factors, Equipment choice, Production throughput strategies.				
Outcomes 1	An ability to use the techniques, skills, and modern engineering tools neces for management practice			**K2**
UNIT – II			
Objectives 2	To have a basic understanding of time and motion study, work sampling, and process flow charting			
**Location and Layout Design:** Location Techniques – Locational flexibility; Specific evaluation methods, Variable weights, Weight-cum-rating, Composite measure methods; Locational Break-even analysis. Layout of the physical System – Importance and function; objectives; Types of Layout – Product, Process, Cellular, Job shop, Project Lay out; Plant Lay out factors; lay out Design Procedure; REL Chart; From-To-Chart Technique; Load-Distance analysis Chart; Line Balancing.				
Outcomes 2	An understanding of the integrated, interdisciplinary nature of the discipline			**K1**
UNIT – III			
Objectives 3	To have a basic understanding of current manufacturing control theories, such as lean thinking, Opt, and JIT.			
**Design of Production Planning and Control** – Production Planning Strategies; Forecasting techniques – Exponential Smoothing; Linear regression analysis; Standard error of estimate; Forecast errors – Sources and measurement; Mean absolute Deviation; Tracking signal; Production Planning Techniques.				
Outcomes 3		The broad education necessary to understand the impact of management solutions in a global and societal context			**K4**
	UNIT – IV			
Objectives 4		Solve basic scheduling problems for assembly lines, job shops			
	**Design of scheduling systems** –Priority rules for job allocation; schedule evaluation criteria; Johnson's method; Assignment method; schedule chart; Batch Scheduling by run out method.				
Outcomes 4		. Differentiate between leadership and management.			**K6**
	UNIT – V			
Objectives 5		To understand the interdisciplinary nature of the discipline.			
	**Modern Concepts:** Lean Manufacturing – Discrete Manufacturing –Replacement Decision Model – RFID in Manufacturing – Quality Assurance: Six Sigma concepts ISO 9000 – KANBAN – KAIZEN – Quality Circles - TQM and TPM				

Outcomes 5	The broad education necessary to understand the impact of management solutions in a global and societal context	K1

Suggested Readings :

Adam. E. Everettc and Ebert J. Ronald, *Production and Operations Management* By PHI. Menon K.S., *Purchasing and Inventory Control* by Wheeler Publishing Co.

Alan Mublemaan, John Oakland and Keith Lockajer, *Production and Operations Managemen* MacMillan.

Chase.B.Richard and Aquitans. J. Nicholas, *Production and operations management* – A life cycle approach by Richand D. Irwin, Inc., Illinois.

Online Resources:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.sciencedirect.com/topics/engineering/modernmanufacturing%23:~:text%3DModern%2520manufacturing%2520management%2520pursues%2520the,drives%2520a%2520numerically%2520controlled%2520machine.&ved=2ahUKEwiHhLGo186EAxXisFYBHRVaCnEQFnoECBMQBQ&usg=AOvVaw1P-dBwGtf1lLysaSnHiUWM

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.deskera.com/blog/study-of-modern-manufacturersin2023/amp/&ved=2ahUKEwiHhLGo186EAxXisFYBHRVaCnEQFnoECDQQAQ&usg=AOvVaw1l8U668swvh_ny7hs-xZkO

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
			Course designed by:		**Dr.N.Ramar**

Modern Manufacturing Management – 641335

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
Avg	2.4	2.2	2.2	3	2	2.2	2.2	2.2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
ELECTIVE	**Course code: 641341**	**Human Resource Development**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	Examine the status of current HRD and role analysis.
Introduction: Meaning, Importance, difference between traditional personnel management and HRD - Role Analysis and HRD - Key performance Areas –Critical attributes.	
Outcome 1	Identify the key performance areas. **K3**

UNIT - II	
Objective 2	Analyze the performance appraisal areas.
Performance Appraisals and Performance Development- objectives of Performance Appraisal – Methods – Basic considerations in Performance Appraisal; Development oriented appraisal system. Interpersonal Feedback and Performance Counseling.	
Outcome 2	Comprehend the key objectives of performance appraisal and potential. **K2**

UNIT - III	
Objective 3	Examine about the organizational effectiveness and HRD climate.
Organizational Effectiveness- HRD climate; Organization Development –Managing Change through OD.	
Outcome 3	explain the organizational effectiveness factors and career planning. **K2**

UNIT - IV	
Objective 4	Identify key characteristics and different training needs and development.
Potential Appraisal and Development-Career planning and Development- Training-Identification of training needs; Determination of training objectives; Training programme design; Training Methods; Evaluation and Follow-up training.	
Outcome 4	Point out the training needs and design programmes. **K4**

UNIT – V	
Objective 5	Analyze human resource development strategies
Human Resource Development: Current Status and Future Directions –Human Resource Development experiences in India–Human Resource Development Strategies for Higher Organizational Performance**.**	
Outcome 5	Plan about the future status of HRD. **K6**

Suggested Readings: -

PareekUdai And T V Rao (2015) Designing And Managing Human Resource Systems, 3rd Edition Oxford & IBH.

Rao T.V (1985), Performance Appraisal: Theory And Practice. Aima – Vikas, New Delhi.

T.V. Rao, K.K. Verma, Anil K. Khandelwal and E. Abraham S.J., (2016), Alternative Approaches and Strategies HRD, New Delhi: Rawat Publishers.

Kohli and Sinha D, (Ed) (2000), Human Resource Development – GlobalchangesandStrategiesin2000AD, Allied Publishers.

Online Resources

https://ebooks.inflibnet.ac.in/hrmp02/chapter/261/

https://www.academia.edu/31467197/Human_Resource_Development_John_P_Wilson_

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

641341 – Human Resource Development

Course Outcome VS Programme Outcomes

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	L (1)
CO2	S (3)	S (3)	M (2)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)	M (2)
CO3	S (3)	M (2)	M (2)	S (3)	L (1)	M (2)	M (2)	M (2)	S (3)	M (2)
CO4	M (2)	L (1)	M (2)	L (1)	S (3)	M (2)	S(3)	M (2)	M (2)	S (3)
CO5	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
Avg	2.6	2	2	2	2	2.2	2	2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	M (2)	S (3)	L (1)
CO3	M (2)	L (1)	S (3)	M (2)	M (2)
CO4	S (3)	S (3)	M (2)	M (2)	S (3)
CO5	M (2)	M (2)	L (1)	M (2)	M (2)
Avg	2.4	2.2	2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code: 641342**	**Organizational Culture and Development**		**Credits: 3**	**Hours: 3**
UNIT – I					
Objective 1	Examine the Organizational Culture, Characteristics and Dimensions.				
Organizational Culture: Characteristics – Dimensions – Developing Organizational Culture – Changing Organizational Culture – Effects of Culture on Work – Managing Organizational Culture - Relevant one or two case studies.					
Outcome 1	Manage Organizational Culture in practical situations.				**K3**
UNIT – II					
Objective 2	Identify key characteristics, Theory and Practice of Organizational Development.				
Theory and Practice of Organizational Development**:** Operational Components –Diagnostic, Action and Process–Maintenance Component-Relevant one or two case studies.					
Outcome 2	Understand Operational Components like Diagnostic, Action and Process Maintenance component.				**K2**
UNIT – III					
Objective 3	Analyze action research as a Process.				
Action Research and Process: An approach–History, Use and Varieties of Actionresearch–WhenandhowtouseActionResearchinOrganisationalDevelopment-Relevantoneortwo case studies**.**					
Outcome 3	Use Action Research in Organizational Development.				**K6**
UNIT – IV					
Objective 4	Assess Organizational Development Interventions.				
Organizational Development Interventions**:** Team Interventions-Inter-group Interventions–Personal, Interpersonal and Group Process Interventions–Comprehensive Interventions – Structural Interventions - Relevant one or two case studies.					
Outcome 4	Develop an ability to better understand make use of organizations development interventions.				**K3**
UNIT – V					
Objective 5	Analyze Organizational Change: Barriers & remedies.				
Organizational Change: Causes – Objectives – Kinds – Types – Process of Change Resistance to Change – Strategies for Managing Change - Relevant one Or two case studies.					
Outcome 5	Demonstrate how to apply relevant changes in the organizations.				**K6**
Suggested Readings: -					

Suggested Readings: -

Bell, C., Bell, C. H., French, W. L., French, W. (1999). Organization Development: Behavioural Science Interventions for Organization Improvement. United Kingdom: Prentice Hall.

Singh, P. P., Jain, J. N. (2007). Modern Organisation Development and Change: Principles And

Practices. India: Deep & Deep Publications.

Assessing Organizational Change: A Guide to Methods, Measures, and Practices. (1983). United Kingdom: Wiley.

Noumair, D. A., Burke, W. W. (2015). Organization Development: A Process of Learning and

Changing. United Kingdom: Pearson Education.		

Online Resources

https://www.wrike.com/blog/organizational-development-interventions/

https://www.geeksforgeeks.org/organizational-change-nature-causes-and-change-process/

https://uir.unisa.ac.za/bitstream/handle/10500/1133/03chapter2.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. M. AYISHA MILLATH

641342 – Organizational Culture and Development

Course Outcome VS Programme Outcomes

PO \ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	S (3)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)
CO3	S (3)	M (2)	M (2)	S (3)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	S (3)	M (2)	L (1)
CO5	M (2)	M (2)	S (3)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)
Avg	2.4	2.2	2	2.2	2	2	2.2	2.2	2.4	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO \ CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	M (2)	M (2)	S (3)
CO2	M (2)	M (2)	M (2)	S (3)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	M (2)
Avg	2.2	2.2	2.2	2.4	2.2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code: 641343**	**HR Analytics**		**Credits: 3**	**Hours: 3**

UNIT – I		
Objective 1	To understand the concepts, tools and techniques of HR Analytics that applied to human resource management.	
Introduction to HR analytics – Concept and Evolution of HR analytics, Data sources - Role of Data in HR, Assembling Data, Describing Data, Visualization. Measures of Data, Probability and Managing Uncertainty, HR Analytics: The Third Wave for HR value creation - Future of HR Analytics.		
Outcome 1	Display knowledge about basics of HR analytics and HR metrics.	**K2**
UNIT – II		
Objective 2	To understand HR reports and framework to understand the decisions technologies	
Introduction to HR Metrics and predictive analytics -Importance of HR Analytics – Analysis Vs Analytics - Data Analytic techniques - Impact of HR analytics in business. HRIS - HRMS and Data sources.		
Outcome 2	Explain about frameworks that are used in HR analytics.	**K6**
UNIT – III		
Objective 3	Identify the important HR metrics used in manufacturing companies.	
HR Maturity Framework - Level 1 to 5; HR Analytics Frameworks -LAMP framework - HCM: 21 Framework - Talent ship Framework - components of an effective Analytics framework. Steps involved in predictive analytics: Determine key performance indicator - analyse and report data, interpreting the results.		
Outcome 3	Employ appropriate software to record, maintain, retrieve and analyze human resources information	**K4**
UNIT – IV		
Objective 4	To develop the ability of the students to implement HR metrics that are related with the business and strategy	
HR analytics for HR functions - Demand forecasting techniques – Database for Manpower planning - Recruitment metrics – Sorting application. Identifying and developing Key Performance Indicators (KPI) - create, Build and maintain a HR Scorecard – ROI of HR programs – Retention index, Career progression metrics - Analyzing and Classifying training needs, Measuring training effectiveness.		
Outcome 4	Understand and apply various statistical analysis methods.	**K3**
UNIT – V		
Objective 5	To know the different types of HR metrics and understand their respective impact and application.	
Evaluating Reliability and Validity of Selection Models, - Predicting the Performance and Turnover. Typical data sources, Typical questions faced – Typical data issues - Connecting HR Analytics to business benefit – Techniques for establishing questions, Building support and interest, Obtaining data - Cleaning data - Supplementing data.		
Outcome 5	Manage information technology to enhance the efficiency and effectiveness of human resource functions within the organization.	**K5**

Suggested Readings: -
Dipak Kumar Bhattacharyya (2017), HR Analytics, Understanding Theories and Applications, SAGE Publications India.
Phillips, J., & Phillips, P.P (2014), Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
Byerly, B., Pease, G., Fitz-enz, J. (2012). Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset. United Kingdom: Wiley

Online Resources
https://www.netsuite.com/portal/resource/articles/human-resources/hr-analytics.shtml
https://www.aihr.com/blog/what-is-hr-analytics/
https://ebooks.lpude.in/new-scheme/management/mba/sem_3-4/DEHRM508_HUMAN_RESOURCE_METRICS_AND_ANALYTICS.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. M. AYISHA MILLATH	

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	2	M(2)	M(2)	S(3)	M(2)	M(2)	2	M(2)	S(3)	M(2)
Av	2.4	2.2	2.2	3	2	2.2	2.2	2.2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code: 641344**	**Industrial Relations**	**Credits 3**	**H/W 3**
Unit -I				
Objective 1	To understand the Industrial Relations: Human Rights and Labourers			
Industrial Relations: Human Rights and Labourers – Social, Legal and Natural Justices, Industrial Relations System, Cause for Poor industrial relations, Recommendations of National Commission of Labour, Industrial Relations in developed countries – International Labour organization – Objectives, Structure &Functions.				
Outcome 1	Explain the relation between employer and employee.			**K3**
Unit-II				
Objective 2	To know about Development of Trade Unionism in India			
Development of Trade Unionism in India–Central Organization of workers in India - Role of internal Trade Union – Inter and Intra Union rivalries –Union recognition. International Labour movement: ICFTU –WFTU – ILO –History, objective and functions–Convention and recommendations				
Outcome 2	Identify the rights and responsibilities of union and management in that process.			**K2**
Unit III				
Objective 3	To relate the Concept of Industrial relations – Social obligations of Industry			
Concept of Industrial relations – Social obligations of Industry – Role of Government, employers and the Unions in Industrial relations Industrialrelationsmachinery–Jointconsultation– Workscommittee,Conciliations–Adjudication,Voluntaryarbitration– WorkersparticipationinIndustry–Grievanceprocedure.				
Outcome 3	Identify the role of Government, employers and the Unions in Industrial relations			**K2**
Unit IV				
Objective 4	To understand the Process of collective bargaining, Problems and prospects			
Process of collective bargaining–Problems and prospects–Bipartism agreements – Code of conduct and code of discipline – Wage boards – Reports of wage boards–Management of strikes and lockouts.				
Outcome 4	Examine the process of collective bargaining			**K4**
Unit V				
Objective 5	To know about Employee safety programme – Types of Safety organization.			
Employee safety programme – Types of Safety organization – Safety Committee–Ergonomics, Damage control and system, safety. Employee communication –House journals – notice boards suggestion schemes – upward communication, personnel counseling and mental health- Educational and social development– Modern Trends.				
Outcome 5	Explain the Employee safety programme and Types of Safety organization			**K4**
Suggested Readings:				
Personnel management and industrial relations. (1996). India: Mittal Publications.
Monappa, A. (1985). Industrial Relations. India: Tata McGraw-Hill.
Michael V.P. (2011), Human resource management and Human Relations, Himalaya Publishing House, Mumbai.				

Dynamics of Labour Relations in India. (1974). India: McGraw-Hill Companies.					
K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. M. AYISHA MILLATH	

Industrial Relations - 641344

Course Outcomes (COs) Vs Programme Outcomes (POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	3	3	3	3	3	3	3
CO2	3	3	3	2	2	3	3	3	3	2
CO3	3	3	3	3	3	2	2	2	3	3
CO4	3	1	2	1	2	2	3	3	2	3
CO5	2	3	3	3	3	3	3	2	3	1
W. Avg	2.8	2.4	2.8	2.4	2.6	2.6	2.8	2.6	2.8	2.4

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	2	2	3	3
CO3	2	3	3	2	2
CO4	3	2	3	2	3
CO5	3	3	1	3	3
W. Avg	2.8	2.6	2.4	2.6	2.8

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**Course code: 641345**	**Performance Management**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	Examine the concept of Performance management
Performance Appraisal: A conceptual framework: Objectives – Purposes - Process - Benefits - Limitations - Criteria for effective appraisal - Performance appraisal vs. Performance management. Fundamental Aspects of Performance Management	
Outcome 1	Develop a framework of performance management.	**K2**

UNIT - II	
Objective 2	Identify key characteristics of performance appraisal
Performance planning: Meaning - Need - Considerations - Planning individual performance - Key Performance Areas (KPA) & Key Result Areas (KRA) - Identification of Target; Action Plans and Goal Setting - Measuring performance: Principles of measurement- Criteria for performance - Measurement scales system- The Balanced Scorecard - Economic Value Added and other measures - Types of measures - Performance data - Competency levels – Benchmarking - Performance indicators.	
Outcome 2	Comprehend the key performance areas and key result area.	**K3**

UNIT - III	
Objective 3	Idea about competency analysis and mapping
Tools for measuring performance : HR Scorecard- HR Accounting- Assessment and Development Centre- 360 Degree Appraisal- 540 Degree Appraisal- Behaviorally Anchored Rating Scale (BARS) - Competency Analysis and Competency Mapping	
Outcome 3	Apply the tools for measuring performance management.	**K4**

UNIT - IV	
Objective 4	Assess about tools for measuring performance
Reward systems and performance - the role of motivation in performance management- Reward and recognition - Types of incentives- Bases for determining incentives- Reward Management - Reward Management and HRM- ESOPS - Reward Management Process- Evaluating the reward system.	
Outcome 4	Understand about the reward system suitable for the performance	**K2**

UNIT - V	
Objective 5	Analyze reward system and performances
Performance Evaluation – Counseling: Definitions of counseling- Objectives – Essential conditions – Process - Coaching: Aims - Process - The coachingmodel- Problem-solving Evaluation and Maintenand Performance Evaluation- Check- List - Evaluation : Review meetings- Attitude surveys- Focus groups- Performance Monitoring: Methods of Monitoring.	
Outcome 5	Prepare checklist and maintain performance records	**K2**

Suggested Readings :-

Baron, A., Armstrong, M. (1998). Performance Management: The New Realities. United Kingd Institute of Personnel and Development.

Rao, T. V. (2004). Performance Management and Appraisal Systems: HR Tools for Gl Competitiveness. India: SAGE Publications.

Bhattacharyya, D. K. (2011). Performance Management Systems and Strategies: India, Pearson Education India.

Online Resources:

https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HRM/2Performance

Management.pdf

http://sjput.in/pdf/hrmiii_pm.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. A. IYAPPAN	

Performance Management – 641345

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M2)	L(1)	M2)
CO2	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)	S(3)	3(S)
CO5	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)	S(3)
Avg	2.6	2.6	M(2)	2.6	2.4	2	2.4	2.2	2.2	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M92)
CO3	S(3)	S(3)	M(2)	M(2)	S(3)
CO4	S(2)	S(3)	S(3)	M(2)	M2)
CO5	M(2)_	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER				
Elective	**Course Code 641346**	**Organizational Stress & Conflict Management**	**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	. Examine the Nature of Stress — Constructs and Problems: Occupational Stressors.	
Nature of Stress — Constructs and Problems: Occupational Stressors, Role Stress, - Sources of Managerial Stress - Stress and Change Management, Stress andConflict-LeadershipStylesinStressfulandNon-StressfulSituations-DecisionMakingunderStress		
Outcome 1	Decision Making under Stress	**K2**

UNIT - II

Objective 2	Identify key characteristics and different personality Styles in Stressful and Non-Stressful Situations.	
Stress and Thought Processes—Learning, Stress and Personality-Behavioral and Situational Modifiers, Stress and Motivation - Verbal and Non-verbal Indicators of Stress, Assessment of Stress.		
Outcome 2	Behavioural and Situational Modifiers, Stress and Motivation	**K3**

UNIT - III

Objective 3	Understand about Coping with Resources and Processes, Stress and Thought Processes.	
Coping with Resources and Processes — Assertiveness Training – Burnout -Stress and Social Support - Group Processes and Changing Values for Understanding and Coping with Stress.		
Outcome 3	Propagate stress personally and within work environment	**K4**

UNIT - IV

Objective 4	Assess Conflict Management – Approaches & view of conflict.	
Conflict Management–Approaches & view of conflict, Conflict interaction processes–Conflict resolution–Negotiation – Personal & work place conflicts.		
Outcome 4	.Identify one's primary approach to handling conflict	**K2**

UNIT - V

Objective 5	Understand strategies for resolving destructive Conflict.	
Constructive and Destructive conflict - Conflict process – Strategies for encouraging Constructive conflict – Strategies for resolving destructive conflict.		
Outcome 5	.Approaches & view of conflict and Conflict interaction processes	**K2**

Suggested Readings :-

Davis, K. (1971). Human Behavior at Work: Human Relations and Organizational Behavior. United Kingdom: McGraw-Hill.

Moorhead, G., Griffin, R. W. (2014). Organizational Behavior: Managing People and Organizations. United States: Cengage Learning.

Robbins, S. P. (1974). Managing Organizational Conflict: A Non-traditional Approach. United States: Prentice-Hall.

Online Resources

https://indiafreenotes.com/stress-and-conflict-management

https://www.yourarticlelibrary.com/hrm/organisation/managingsress-and-conflicts-at-

workplace/60350					
K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by:Dr. A. Iyappan	

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	M(2)	S(3)	M(2)	L(1)	S(3)	M(2)	M(2)	S(3)
CO2	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)	L(1)	S(3)
CO3	M(2)	S(3)	M(2)	M(2)	L(1)	S(3)	S(3)	S(3)	S(3)	M(2)
CO4	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	L(1)	S(3)	S(3)	S(3)	S(3)
Avg	2.4	2.2	2	2.8	2	1.8	3	2.2	2.2	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	L(1)	M(2)	M(2)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)
CO3	S(3)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
Avg	2.4	2.8	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code: 641347**	**Team Dynamics and Employee Leadership**		**Credits 3**	**H/w 3**
UNIT – I					
Objectives 1	To understand the elements and dimensions of team management.				
Team Dynamics– Team composition, formation, and development– Principles of Teams; Team Size and Skills - Impact of Team dynamics on Performance– Team Performance and Motivation-Team decision making: Pitfalls and Solutions- team morale. Teams and Teamwork					
Outcomes 1	Understand the uniqueness of team management and workforce diversity				K2
UNIT – II					
Objectives 2	To Study the effect of team dynamics on organization success				
Experiential learning methodologies – T– group sensitivity training, encounter groups, appreciative inquiry, discovering facets of interpersonal trust through Johari window, Conflict resolution in teams, competitive Vs collaborative behavior, developing collaboration.					
Outcomes 2	Boost employee engagement levels and enjoy the proven outcomes.				K1
UNIT – III					
Objectives 3	To gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.				
Leadership Approaches that Foster Team Performance; Team Learning. Leadership Challenges: Challenges of Knowledge Work; Realities of E-commerce Environment; Managing Diversity.					
Outcomes 3	Differentiate between leadership and management.				K4
UNIT – IV					
Objectives 4	Use leadership development techniques to achieve organizational goals.				
Understanding Leadership: Leadership Skills - The Difference between Leadership and Management; Evolution of Leadership Theories; Attributes of Effective Leaders. Leadership Styles; Likert's Four Styles; Tannenbaum& Schmidt Continuum of Leaders Behavior.					
Outcomes 4	. Differentiate between leadership and management.				K6
UNIT – V					
Objectives 5	To explore conflict resolution skills and leadership tactics .				
Conflict Resolution Skills; Leadership Tactics. Leadership Development to Organization Goals. Learning: The Learning Organization; Leading a Learning Organization. - Coaching Leaders - Demystifying Coaching; Improving as a Coach					
Outcomes 5	Apply Leadership tactics in conflict resolution				K1

Suggested Readings :

Askay, D. A., Levi, D. J. (2020). Group Dynamics for Teams. United States: SAGE Publications.

Belbin, R. M. (2017). Team Roles at Work. United Kingdom: Taylor & Francis Group.

Hughes, R. L., Curphy, G. J., Ginnett, R. C. (2012). Leadership: Enhancing the Lessons of Experience. United Kingdom: McGraw-Hill Irwin.

Haydon, J., Emsell, P., Carmichael, J. L., Collins, C. (2011). Leadership and Management Development. United Kingdom: OUP Oxford.

Online Resources:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://agi

lityportal.io/blog/leadership-styles-and-their-influence-on-team-dynamics%3Fformat%3Damp&ved=2ahUKEwjx3o3n086EAxUBZmwGHdseDqwQFnoECBUQAQ&usg=AOvVaw03mJwM1FaerODoGwFZdunP

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.culturemonkey.io/employee-engagement/team-dynamics/&ved=2ahUKEwjx3o3n086EAxUBZmwGHdseDqwQFnoECCYQAQ&usg=AOvVaw2QISFn4BWUBHjpvO1d2Yh7

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr. M. AYISHA MILLATH	

Team Dynamics and Employee Leadership- 641347

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)
CO2	S(3)	S(3)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)
CO3	S(3)	M(2)	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	S(3)	L(1)	M(2)	S(3)	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)	S(3)
Avg	2.6	2.4	2.6	2.4	2.2	2.4	2.2	2.4	2.6	2.6

S –Strong (3), Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	M(2)	S(3)	S(3)	S(3)
CO4	S(3)	S(3)	L(1)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	S(3)	S(3)
Avg	2.4	2.4	2.2	2.6	2.2

S –Strong (3), M-Medium (2), L- Low (1)

		III Semester		
Elective	Course Code 641348	Human Resource Accounting and Auditing	Credit:3	H/W 3
		UNIT – I		
Objectives 1	Understand approaches of HRA&A (Human resources accounting and auditing.			
Introduction: meaning and definition of HR Accounting–Importance: Development of the concept - Objectives of Human Resource Accounting - HRA for Managers and HR Professionals; Investment in Human Resources - Quality of Work Force and Organization Performance - Efficient use of Human Resources – Human Capital. Measurement of Human Value Addition into Money Value - Approaches to Human Resource Accounting.				
Outcomes 1	Measure human value addition in money value.			K2
		UNIT – II		
Objectives 2	Identify the costs associated with HR.			
Investment Approach –Investment in Human Resources; HR Value- Concepts, Methods and Mechanics; Recruiting and Training Costs-Depreciation Rates of return- Organization Behavior vs. Turnover-Non-Value Add in the Management of Human Resources Measures and prevention improvementDeterminationofchangesinHumanResourceVariables-IncreasedCosts, Cost Reduction and Future Performance				
Outcomes 2	Discuss various investment avenues in HR.			K2
		UNIT – III		
Objectives 3	Learn about responsibility accounting and HR sub-system			
Responsibility Accounting and Management Control Design of HR Accounting process and Procedures for each of the HR Sub- Systems including Recruitment, induction, PA, and Training; Classification of Costs in HR Accounting.				
Outcomes 3	Find classification of costs related to HR			K4
		UNIT – IV		
Objectives 4	Know the components of HR audit			
HR Audit: Introduction -Basic concepts and components – objectives – human resource development and HR Audit.				
Outcomes 4	Develop a comprehensive model for HRA.			K5
		UNIT – V		
Objectives 5	Write a report on the HRD audit			
HRDAuditMethodologyAndIssuesInterviews–Observation–Questionnaires– HRD Scorecard–Writing the HRD A report–Designing and Using HRD Audit For Business Improvement.				
Outcomes 5	Design and use HRD audit for improving business			K6

Suggested Readings :

Flamholtz, E. G. (2012). Human Resource Accounting: Advances in Concepts, Methods and Applications. United States: Springer US.

Fitz-enz, J. (1995). How to Measure Human Resources Management. United Kingdom: McGraw-Hill.

Katiyar, R. C. (1992). Accounting For Human Resources. India: V K Publishing House.

S. M. (1990). Human Resource Accounting. India: Anmol Publications.

Rao, T. V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement. India: SAGE Publications.

Online Resources:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url
=https://www.civilserviceindia.com/subject/Management/notes/human-
resources-accounting-and-audit.html&ved=2ahUKEwjU-
_GEzM6EAxVaR2wGHc3kDh4QFnoECB0QAQ&sqi=2&usg=AOvVaw3
XihbajXQSCHjBXGjMjkZN

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url
=https://www.scribd.com/document/271224536/Human-Resource-
Accounting-
Auditing&ved=2ahUKEwj9xuXKzc6EAxU63jgGHa_aC6Y4ChAWegQIB
xAB&usg=AOvVaw2z657NtzizLH1fNHhikJDc

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Human Resource Accounting and Auditing-641348

Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
Av	2.4	2.2	2.2	3	2	2.2	2.2	2.2	2.6	2

S –Strong (3), M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.4	2.4	2.2	2.2	2

S –Strong (3), M-Medium (2),   L- Low (1)

		III-SEMESTER		
Elective	**Course code** 641351	**System Analysis and Design**	**Credits: 3**	**Hours: 3**

	UNIT - I	
Objective 1	Understand the concepts and significance of Systems analysis, System design, System development life cycle.	
System Concepts – Definition, Characteristics of a System – Elements of a System, Types of Systems, Introduction to systems analysis and design – Systems analysis, System design, System development life cycle.		
Outcome 1	Gather data to analyse and specify the requirements of a system	**K2**
	UNIT - II	
Objective 2	Understand the role of system analyst and the place of the same in MIS organisation	
System Analyst: Preparing for career as system analyst, general business knowledge, technical skills, communication skills – Role of system analyst – Change agent – Investigator and monitor – Psychologist – Sales person – Motivator – Politician – Place of the system analyst position in the MIS organisation.		
Outcome 2	Learn about the career and role of system analyst	**K3**
	UNIT - III	
Objective 3	Understand the role of system analyst and the place of the same in MIS organisation	
System Analysis: Problems with system development life cycle approach – Need for structured approach – information gathering – a problem solving approach – Data flow diagrams, data modeling with logical entity relationship, Process modeling with logical data flow diagrams, data dictionary, decision tree, decision tables, structured English.		
Outcome 3	Able to understand about system development life cycle and the need for the same.	**K4**
	UNIT - IV	
Objective 4	Thorough in Designing conventional computer files and controls, modern computer data base, computer outputs and controls, computer inputs and control. Understand the software maintenance and security.	
System Design: Introduction – The process of design logical and physical – Designing conventional computer files and controls, modern computer data base, computer outputs and controls, computer inputs and control - Code design, Computer based methods, Procedures and controls.		
Outcome 4	Design a database for storing data and a user interface for data input.	**K2**
	UNIT - V	
System Implementation : System testing conversion – Combating resistance to change – Post testing conversion – Combating resistance to change – Post-implementation review - Software maintenance – Hardware / Software selection – Security : Disaster / recovery and ethics in system development.		
Outcome 5	Will understand the need for system security and maintenance.	**K2**

Suggested Readings :-
Elias M Awad, *System Analysis and Design,* McGraw Hill
I.T. Hawryszkiewyez, *Introduction to systems Analysis and Design*, PHI.
Jeffrey L Whitten, Lonnie D Bentley & Victor M Barlow, *Systems Analysis and Design Methods*, Golgotia Publications.

Online Resources
https://www.tutorialspoint.com/system_analysis_and_design/system_analysis_and_design_overview.htm
https://nios.ac.in/media/documents/vocational/cca/cca1.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
					Course designed by: Dr. A. Iyappan

Course Outcome VS Programme Outcomes

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)
CO2	L(1)	M(2)	L(1)	S(3)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)	M(2)	L(1)
CO4	M(2)	L(1)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)	S(3)
CO5	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	L(1)	L(1)	S(3)	2(M)
Avg	1.8	1.8	2	2.6	2	2	1.8	2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	S(3)
CO2	S(3)	S(3)	M(2)	M(2)	L(1)
CO3	L(1)	M(2)	S(3)	M(2)	M(2)
CO4	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	S(3)	M(2)	M(2)	M(2)
Avg	2	2.6	2.2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**Course code: 641352**		**Relational Database Management**	**Credits 3**	**H/W 3**

	Unit -I	
Objectives1	To Understand the concepts and significance of Relational database system, Database Planning and development, Database organizing, and Database Management and its usage for business application	
Database Management: Fundamental of Data Processing, Logical data elements, file organization, file Processing and Management Problems. Database Planning and development, Database organizing, Database Management and its usage for business application.	
Outcome 1	Student will master the basic concepts and understand the applications of database systems.	**K2**

	Unit-II	
Objectives2	To gain Knowledg in Data Independence and Interdependence, the Entity-Relationship Model, Data Models	
	Database Systems: Concepts – Structures – Data Independence and Interdependence - The Entity-Relationship Model. - Data Models - Storage Structure – Features of Large Database	
Outcome 2	The student will be able to construct an Entity-Relationship (E-R) model from specifications and to transform to relational model	**K6**

	Unit III	
Objectives3	To understand the concepts of structured query language.	
	Relational Data model – Rules – Relational Operations – Architecture of System R and ORACLE – Normalization - Structured Query Language - Relational Algebra and Relational Calculus	
Outcome 3	The student will acquire the basic knowledge about oracle system and SQL	**K2**

	Unit IV	
Objectives4	Thorough in failure and recovery process in database management system.	
	Failure and Recovery: Failure Types – Recoverability – Recovery Process – Activities Protocol – Concurrency control and Automatic Recovery – Distributed Database and Replication	
Outcome 4	The student will master the failure and recover process	**K2**

	Unit V	
Objectives5	Thorough in Database Security Concepts, Security Features, Database Administration, Managing Users	
	Database Security: Concepts – Security Features – Database Administration: Managing Users – applications – Architecture of a Hierarchical DBMS - The Architecture of Network-Based DBTG System.	
Outcome 5	Student will will acquire in depth knowledge about database security .	**K2**

Suggested Readings:

Abramson, I., Abbey, M., Corey, M. (2004). Oracle Database 10g: ABeginner's Guide, New Delhi: Tata McGraw Hill.

Rajesh, N. (2005). Database Management Systems, New Delhi: Prentice Hall of India

Online Resources:

https://www.w3schools.com/mysql

SQL Tutorial (geeksforgeeks.org)

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr. S.Sathish	

Course Outcomes (COs) Vs Programme Outcomes (POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	L (1)	S (3)	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)
CO3	S (3)	M (2)	M (2)	L (1)	S (3)	L (1)	M (2)	M (2)	M (2)	L (1)
CO4	L (1)	M (2)	M (2)	L (1)	L (1)	L (1)	M (2)	S (3)	M (1)	L (1)
CO5	L (1)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	L (1)	M (2)
W. Avg	2	2	2.2	1.8	2	1.2	2	1.8	2	1.6

S –Strong (3), M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	L (1)	S (3)	S (3)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)
CO3	S (3)	M (2)	M(2)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	L (1)	M (2)	M (2)	L (1)	L (1)
W. Avg	2.2	2.2	1.8	2	1.8

S –Strong (3), M-Medium (2),   L- Low (1)

III-SEMESTER					
Elective	**Course code:** 641353	**Software Engineering**		**Credits 3**	**H/W 3**
Unit -I					
Objectives1	Understand the phases in software development and role of management in software development.				
Definition of Software and Software Engineering – Phases in Software Development – Software Development Process, Models – Role of Management in Software Development – Role of Metrices and Measurement.					
Outcome 1	Student will be able to understand the role of management and role of metrices in software development.			**K2**	
Unit-II					
Objectives2	To acquire Knowledgeable in Problem analysis, Cost Estimation and Project Scheduling.				
Software Requirements Specification (SRS): Role of SRS – Problem Analysis – Requirement Specification – Validation – Metrices – Monitoring and Control. Planning a Software Project: Cost Estimation – Project Scheduling.					
Outcome 2	Learn about the role of software requirement specification, acquire knowledge about planning and scheduling software project			**K1**	
Unit III					
Objectives3	To acquire thorough knowledge in system design and object-oriented approach.				
System Design: Design Objectives – Design Principles – Module Level Concepts – Design Methodology – Structured Design: Design Methodology - Object-Oriented Approach – Design Specification – Verification – Metrices – Monitoring and Control.					
Outcome 3	Student will understand about objectives of system design and object oriented Approach.			**K2**	
Unit IV					
Objectives4	To understand the graphics user interface design and its methodology				
User Interface Design Methodology – GUI Design Methodology – Task and Object Modeling - Detailed Design: Module Specifications – Detailed Design and Process Design Language – Verification – Metrices – Monitoring and Control					
Outcome 4	Student will learn about the graphical user interface design methodology			**K1**	
Objectives5	To design a software and test it using different testing methods.				
Unit V					
Coding and Testing: Programming Practice – Code review – Unit Testing – White Box Testing – Software Reliability and Quality Management – Software Reuse.					
Outcome 5	Student will design and apply different testing methods to test the software reliability and quality.			**K3**	
Suggested Readings: Jawadekar. W. S. (2004). Software Engineering, New Delhi: Tata McGraw Hill Rajib M, (2004). Fundamentals of Software Engineering, Prentice Hall of India					

Fairlay, R. (1985). Software Engineering Concepts, McGraw Hill Book Company ISE				

Online Resources:

https://www.coursera.org/learn/introduction-to-software-engineering

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. S.Sathish

Course Outcomes (COs) Vs Programme Outcomes (POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	L (1)	S (3)	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	M (2)	L (1)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	L (1)	L (1)	L (1)	M (2)	S (3)	S (3)	L (1)
CO5	S (3)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	L (1)	M (2)
W. Avg	2.4	2	2	1.8	2.2	1.2	2	1.8	2.2	1.6

S –Strong (3), M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	L (1)	M (2)	S (3)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	L (1)	M (2)	M (2)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	L (1)
W. Avg	2.2	2.2	1.4	2	2

S –Strong (3), M-Medium (2),   L- Low (1)

III-SEMESTER				
Elective	Course code: **641354**	**ADVANCED EXCEL(Practical)**	**Credits 3**	**H/W 3**

Unit -I	
Objectives1	To enable the students to know about the conditional statements in Excel

Conditional Logic – Introduction – IF Statement – Nested IF – AND – OR – NOT – IFERROR – SUMIF – AVERAGEIF – COUNTIF & COUNTIFS – SUMIF – AVERAGEIFS Text Formulas – Introduction – Case Formulas – Fix Number Fields – Trim Spaces – Substitute Text.

Outcome 1	Student will Apply Various Mathematical & Statistical conditional Operations in MS-Excel.	**K3**

Unit-II	
Objectives2	To introduce the concepts of Charts and enable the students to create, format and edit charts.

Introduction to Charts – Chart types – Creating worksheet charts - Creating Charts, Selecting Charts and Chart Elements, Moving and Resizing Charts, Changing the Chart type, Changing the Data Range, Switching Column and Row Data, choosing a Chart Layout & Chart Style - Editing and Formatting Charts - Inserting Objects into a Chart, Changing the Chart Background, Applying Chart Analysis Lines, Applying WordArt Styles to Chart Elements.

Outcome 2	Able to create, edit, format, and modify different types of charts.	**K2**

Unit III	
Objectives3	To introduce the concepts of Sorting and filtering and have hands on training in HLookup and VLookup.

Sorting – Introduction – Sort Data – Custom Sort Orders - Sort Multiple Levels – Filter Data – Advanced Filter – Conditional Sorting and Filtering – Sorting with Custom Lists - The Hlookup and Vlookup Functions.

Outcome 3	Student will Learn and understand about sorting data using Excel & Learn about using HLookup and VLookup.	**K2**

Unit IV	
Objectives4	To make the students learn about Pivot tables and its functions.

PivotTables – Introduction – Creating PivotTables - Manipulating a PivotTable - Changing Calculated Value Fields - Applying PivotTable Styles - Creating a PivotChart - Setting PivotTable Options - Sorting and Filtering PivotTable Data.

Outcome 4	The student will Learn about analysing data using Pivot tables	**K2**

Unit V	
Objectives5	To introduce about the use of Macros, document protection and recording a macro.

Protecting Data – Introduction – Workbook Passwords – Protecting Workbooks – Unlocking Cells Macros – Introduction and Macro Security – Recording a Macro – Assign a Macro to a Button or Shape – Run a Macro upon Opening a Workbook – Inspect and Modify a Macro.

Outcome 5	Student will understand and apply Macros in MS Excel and learn about protecting documents.	**K3**

Suggested Readings:

Walkenbach, J. (2015). "Excel 2016 Bible". Wiley; 978-1119067511.

Kusleika, D. & Alexander, M. (2016). "Excel 2016 Power Programming with VBA", John Wiley & Sons. 978-1119067726

Goldmeier, J.(2014). "Advanced Excel Essentials", Jordan. 978-1-4842-0734-5

Winston, W. L. (2014). Microsoft Excel 2013 Data Analysis and Business Modeling. 978-0735669130

Online Resources

https://www.w3schools.com/excel/index.php

Pivot Tables in Excel (In Easy Steps) (excel-easy.com)

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. S.Sathish

Course Outcomes (COs) Vs Programme Outcomes (POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	L (1)	S (3)	M (2)	M (2)	L (1)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	M (2)	L (1)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	M (2)
CO3	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	M (2)	M (2)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	L (1)	L (1)	L (1)	M (2)	S (3)	L (1)	L (1)
CO5	L (1)	S (3)	M (2)	M (2)	M (2)	L (1)	M (2)	L (1)	L (1)	M (2)
W. Avg	2	2	2	1.8	1.8	1.2	2	1.8	1.8	1.6

S –Strong (3), M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	L (1)	M (2)	S (3)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	L (1)
W. Avg	2.4	2.2	1.4	2	1.8

S –Strong (3), M-Medium (2),   L- Low (1)

III-SEMESTER					
Elective	Course code: **641355**	**BUSINESS INTELLIGENCE**	**Credits 3**	**H/W 3**	

Unit - I	
Objective 1	To introduce the basics of Business Intelligence, mining, and warehousing
Business Intelligence: Definition and Concept – Process Flow of Business Intelligence – Data, Information and Knowledge – Business Intelligence and Related Technologies Such as Data Warehousing and Data Mining – Applications of BI like Financial analysis, statistical analysis, sales analysis, CRM, result pattern and ranking analysis.	
Outcome 1	Learn about the concepts of Business Intelligence, mining, and warehousing
Unit-II	
Objective 2	This subject aims to present the fundamental concepts of Business Intelligence Architecture, Business Intelligence tools, Business Analytics (BA) Model.
Business Intelligence Architectures: The major components – Cycle of Business Intelligence Analysis – Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications - Business Analytics Vs. Business Intelligence – Business Intelligence & Analytics Strategy – Business Analytics (BA) Model – Business Analytics at the strategic level – Strategy and Business Analytics: Four Scenarios.	
Outcome 2	Understand and learn in depth about of BI Architecture, BI tools, and applications
Unit III	
Objective 3	This subject aims to presents the importance of data and data warehouse.
Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures. Data warehouse process, Integration and Development – Vendors, Development approaches, data representation in data warehouse, OLAP Vs OLTP, OLAP operations Implementation issues of data warehouse, Administration, security and future trends of data warehouse.	
Outcome 3	Learn about Data warehouse architecture and data representation in Data warehouse.
Unit IV	
Objective 4	It also gives different methods perform data mining to find useful patterns if any.
Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods, meta heuristics, Artificial neural networks for data mining, data mining software tools.	
Outcome 4	Study about text mining and web mining
Unit V	
Objective 5	To introduce the basics about text mining and web mining.
Text mining, Web mining, web content mining, web structure mining – concepts and definitions, Natural language processing, Applications, Process, Tools. BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems.	
Outcome 5	Learn and understand the concept of data mining for Business Intelligence, Artificial neural network for business intelligence.
Suggested Readings:	
Efraim Turban, Ramesh Sharda, DursunDelen, "Decision Support and Business Intelligence Systems", 9th Edition, Pearson	

Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.

Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management, John Wiley & Sons, 2011

Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 2011.

Ramesh Sharda, DursunDelen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2014.

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

Course designed by: Dr. S.Chandramohan

Course Outcomes (COs) Vs Programme Outcomes (POs)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	3	3	3	3	3	3	3	3	3
CO2	3	3	2	3	3	2	3	3	3	3
CO3	2	2	3	2	2	3	2	2	3	2
CO4	3	2	3	3	2	3	3	3	2	3
CO5	3	3	1	3	3	1	3	2	3	2
W. Avg	2.8	2.6	2.4	2.8	2.6	2.4	2.8	2.6	2.8	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	2	3	3	3
CO3	2	3	2	2	2
CO4	3	3	2	3	3
CO5	3	1	3	2	3
W. Avg	2.8	2.4	2.6	2.6	2.8

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER					
Elective	**CourseCode** 641361		**Innovation and Entrepreneurship**	**Credit: 3**	**Hours: 3**
Unit –I					
Objective 1		The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world			
Innovation: Meaning, difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction					
Outcome 1		Understanding about the Innovation types & Platforms, Business Model Innovation.			K2
Unit – II					
Objective 2		To provide insights to students in converting an Idea to an opportunity and develop understanding of various funding sources for a start-up			
Competing Theories of Entrepreneurship: Definition of entrepreneurship, Characteristics of entrepreneurship, A conceptional model, Views of Schumpeter, Walker and Drucker, Theories of entrepreneurial origin, Intrapreneurs-Entrepreneurial Traits And Types: Evolution of the term entrepreneur, who is an entrepreneur? Entrepreneur and enterprise, Entrepreneurs and managers - Traits of a true entrepreneur, Types of entrepreneurs, Functions of an entrepreneur, Behavioural patterns of Entrepreneurs.					
Outcome2		Predicting Intrapreneurs-Entrepreneurial Traits.			K3
Unit – III					
Objective 3		Familiarizing the students with SME sector activities, venture capital financing and international entrepreneurial opportunities.			
Entrepreneurial Motivation: The motivating factors, Entrepreneurial ambitions, Compelling factors, Facilitating factors, The Achievement Motivation, the Kakinada Experiment.					
Outcome3		Constructing the motivating factors.			K3
Unit – IV					
Objective 4		To understand the role of innovation and technical change in enterprise and global level economic performance			
Institutions Assisting Entrepreneurs: Institutional set-up, DICs, SISI, SIDCO of Tamilnadu, SIPCOT, Special Economic Zones, Entrepreneurial Guidance Bureau, KVIC, Commercial banks, New Entrepreneur Development Agency - Incentives And Subsidies					
Outcome4		Identifying Special Economic Zones			K3
Unit - V					
Objective 5		To understand the technological, human, economic, organizational, social and other dimensions of innovation			
Entrepreneurial Development Programmes In India: The concept of entrepreneurial development, Need for training and development, Phases of entrepreneurial development programme, Contents of training programme for Entrepreneurial Development, The target group, Special agencies and schemes, Institutions conducting EDPs, Problems in Institutional framework, Evaluating EDPs.					
Outcome 5		Develop an Entrepreneurial Programmes			K3

Suggested Readings:					

Suggested Readings:

Gupta & Srinivasan. (2020). Entrepreneurial Development, Sultan Chand & Sons.

Jose, P., Kumar, A., & Mampilly P. T. (1996). Entrepreneurial Development. Himalaya, Mumbai.

Saravanavel, P. (2020). Entrepreneurial Development. Margham Publication.

Online resources

https://www.drnishikantjha.com/booksCollection/Innovation%20and%20Entrepreneurship_%20Theory,%20Policy%20and%20Practice%20(%20PDFDrive%20).pdf

http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/ENTREPRENEURSHIP%20Innovation%20and%20entrepreneurship.PDF

https://www.researchgate.net/profile/WilliamGartner3/publication/275692000_Innovation_and_Entrepreneurship/links/5bb3bcbc299bf13e605b222e/Innovation-and-Entrepreneurship.pdf

K1-Remember	**K2-Understand**	**K3-Apply**	**K4-Analyze**	**K5-Evaluate**	**K6-Create**

Course designed by: Dr.G.Ilankumaran

Innovation and Entrepreneurship -641361

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	2	2	3	3	2	3	2	2
CO2	2	3	3	2	3	3	3	2	3	3
CO3	2	3	3	2	3	3	3	2	3	2
CO4	2	2	2	2	3	2	3	3	2	1
CO5	2	2	2	2	3	2	2	3	1	2
Avg	2	2.6	2.2	2	3	2.6	2.6	2.6	2.2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	3
CO2	3	3	2	3	2
CO3	3	3	3	3	3
CO4	2	2	2	2	2
CO5	2	3	2	2	2
Avg	2.6	2.8	2.4	2.6	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER				
Elective	**CourseCode** 641362	Design Thinking For Business	Credit: 3	Hours: 3
Unit –I				
Objective 1	Understand the ways of thinking			
History - Origin of Design thinking – Ways of thinking – Systems – Thinking - Integrative thinking – Design Thinking -Design (vs) design thinking - Design thinking application to Business – The why and how of design thinking				
Outcome1	Understanding the concept of Design thinking application to Business.			K2
Unit – II				
Objective 2	Study design thinking application to business.			
Ways of thinking systems - integrative and design thinking - Design in business and strategy - Empathy as a starting point - Design thinking as a system to foster innovation and creativity in organization - Society and well being, Empathy economy and External context – Design thinking stages - Empathize, Define, Ideate, Prototype and Test				
Outcome2	Knows about the Thinking System and Design thinking stages			K2
Unit – III				
Objective 3	Learn the stages of design thinking			
Design thinking tools for managers (used in various stages) visualization – brainstorming – Ideation - Clustering, Select, Rapid Prototyping, Customer experience journey, creative reframing - Story telling and User Persona - Application of various tools across different stages of design thinking				
Outcome3	Understand about Design thinking tools and Summarising Story telling and User Persona.			K2
Unit – IV				
Objective 4	To Know the Leading case studies of design thinking			
Leading case studies of design thinking – Embrace Global low cost incubator – Aravind Eye Hospital, Design thinking case study at Apple.				
Outcome4	Discussed on Leading case studies of design thinking.			K6
Unit - V				
Objective 5	To understand the Organizations adopting and changing to design thinking			
Organizations adopting and changing to design thinking – Need for changing – Challenges of change - Application of design thinking through a campus case study. Actual challenge for local business or campus approached through design thinking and changes suggested				
Outcome5	Understand about actual challenge for local business or campus approached through design thinking.			K2
Suggested Readings Stickdorn, M & Schneider, J. (2011). This is Service Design Thinking: Basics, Tools, Cases. John Wiley & Sons Inc. Ledtka, J., & Ogilvie, T. (2011). Designing for Growth: A design thinking toolkit for management. Columbia University Press. Kumar, J. (2012). 101 Design Methods: A structured approach for innovation in your organizat Wiley.				

Online resources
https://www.aitskadapa.ac.in/e-books/CSE/DESIGN%20THINKING/Design%20Thinking%20for%20Strategic%20Innovation_%20What%20They%20Can_t%20Teach%20You%20at%20Business%20or%20Design%20School%20(%20PDFDrive%20).pdf
https://www.aitskadapa.ac.in/ebooks/CSE/DESIGN%20THINKING/Design%20Thinking%20for%20Strategic%20Innovation_%20What%20They%20Can_t%20Teach%20You%20at%20Business%20or%20Design%20School%20(%20PDFDrive%20).pdf

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
					Course designed by: Dr.G.Ilankumaran

DESIGN THINKING FOR BUSINESS - 641362

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	3	2	1	2	2	1	2
CO2	3	2	2	3	3	1	2	2	1	2
CO3	3	3	2	3	3	2	3	3	2	2
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	2	3	3	3	3	3	3	3
Avg	3	2.6	2	3	3	2	2.6	2.6	2	2.4

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	1	2
CO2	3	3	2	3	2
CO3	3	3	2	2	3
CO4	3	3	3	3	2
CO5	2	3	2	3	2
Avg	2.6	3	2.2	2.4	2.2

S –Strong (3), M-Medium (2), L- Low (1)

III-SEMESTER				
Elective	**CourseCode 641363**	**Business Plan Development**	**Credit: 3**	**Hours: 3**

Unit –I	
Objective 1	To enable students to evaluate and write a sound business plan including assessment of a business concept, collection and organization of market research data, and preparation of financial projects for the business concept.

The Successful Business – Getting Your Plan Started – Making Your Plan Compelling.

Outcome 1	Understand about Successful business plan.	K2

Unit – II	
Objective 2	Introduce the mindset, transfer the toolkit and impart the knowledge required to think and act like a Designer.

The Executive Summary – Company Description – Industry Analysis and Trends – Target Market – Competition – Strategic Position and Risk Assessment – Marketing Plan and Sales Strategy – Operations – Technology Plan – Management and Organization – Community Involvement and Social Responsibility – Development – Milestones and Exit Plan – The Financials – The Plans Appendix.

Outcome 2	Well Known about Target Market, Competition , Strategic Position and Ris Assessment .	K2

Unit – III	
Objective 3	Develop the empathic, creative, collaborative, and problem-solving skills of the stude which form part of the Design Thinking Toolkit.

Preparing – Presenting and Sending Out Your Plan – Looking for Money – Using Your Plan for Class and Competitions – Internal Planning for Existing Business and Corporations – Time Saving Tips.

Outcome 3	Can differentiate the Categories Class and Competitions	K2

Unit – IV	
Objective 4	The course sculptures the culture of being an entrepreneur and helps the stud Business Plan Development ent to understand and prepare them to be successful entrepreneurs.

Considerations for Internet , 'E- Business' – Considerations for Retailers – Considerations for Manufacturers – Considerations for Service Businesses – Business Planning in a Weak or Strong Economy

Outcome 4	Explaining E- Business in detail.	K2

Unit - V	
Objective 5	To Know the fundamental concepts of Sourcing of Financing Institutions

Sourcing of Financing Institutions – Feasibility Reports – Presentation for Funding – Networking Strategies for Successful Implementation

Outcome 5	Understanding about Networking Strategies.	K2

Suggested Readings:

Barringer, R.Bruce (2014). Preparing Effective Business Plans: An Entrepreneurial

Chandra, Prasanna (2014). Projects - Planning, Analysis, Selection, Financing,

Implementation and Review, 8/e; New Delhi: Tata McGraw-Hill

| | Kleiner, Eugene, Abrams , Rhonda (2014). The Successful Business Plan: Secrets & Strateg 6/e; New Delhi: Prentice Hall of India Private Ltd. |

Online resources

https://uilis.usk.ac.id/oer/files/original/ea5cf77be122f189823e0db7e5919c85.pdf

https://egyankosh.ac.in/bitstream/123456789/9673/1/Unit-12.pdf

https://2012books.lardbucket.org/pdfs/creating-services-and-products/s15-developing-a-business-plan.pdf

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

Course designed by: Dr.G.Ilankumaran

Business Plan Development -641363

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	3	2	1	3	2	2	3
CO2	3	2	2	3	3	2	3	2	1	3
CO3	2	3	2	3	1	3	3	3	3	2
CO4	3	2	2	3	2	2	3	1	2	2
CO5	1	2	3	3	2	2	3	3	3	3
Avg	2.4	2.2	2	3	2	2	3	2.2	2.2	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	1	2	2
CO2	3	3	2	2	
CO3	2	3	2	2	2
CO4	2	3	2	2	2
CO5	2	3	3	2	2
Avg	2.2	3	2	2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER					
Elective	**CourseCode 641364**	**System Dynamics**		**Credit: 3**	**Hours: 3**
Unit –I					
Objective 1	To introduce students to mathematical modelling of dynamic systems in var engineering disciplines.				
Complex and Adaptive Systems: Introduction – Applications of System Dynamics – Structure and Behaviour of Dynamic Systems					
Outcome1	Students will demonstrate understanding of dynamic system stability and transient response specifications.				K2
Unit – II					
Objective 2	To develop students 'skills in analyzing, simulating, and identifying dynamic systems based upon their input-output responses.				
Systems Thinking Tools: Causal Loops – Stocks and Flows – Dynamics of Single Structure – First Order Systems and Multiple Loop Systems – Cognitive Maps					
Outcome2	Students will demonstrate understanding of block diagrams and how t reduce them.				K2
Unit – III					
Objective 3	To introduce students to design and analysis of basic feedback control systems.				
Path Dependence and Positive Feedback – Delays: Material and Information Delays – Estimating the duration and Distribution of Delays					
Outcome3	Students will be able to design and analyze basic automatic controllers using algebraic techniques in the transfer domain.				K2
Unit – IV					
Objective 4	To understand the Principles of Formulating Rate Equations				
Modeling Decision Making: Principles – Formulating Rate Equations – Pitfalls. Modeling Human Behaviour: Bounded and Intended Rationality – Cognitive Limitations.					
Outcome4	Students will demonstrate the ability to apply feedback control to real-w engineering systems.				K2
Unit - V					
Objective 5	To Know Model Testing Concepts, Validation and Verification				
Model Testing Concepts: Validation and Verification – Boundary Adequacy Test – Structure Assessment Test – Dimensional Consistency Test – Parameter Assessment Test – Extreme Condition Tests.					
Outcome5	Students will be able to design model testing concepts				K2
Suggested Readings					
Ogata, K. (2014). *System Dynamics,* 4th Edition, Prentice-Hall.					
Palm, W. J.(2009). III, *System Dynamics,* 3rd Edition, McGraw-Hill College.					
Vu, H. V., Ramin S. E. (1997). *System Dynamics,* McGraw-Hill.					
Online resources					
https://edisciplinas.usp.br/pluginfile.php/4827346/mod_resource/content/1/Ernest%20Doebeli n-System%20Dynamics-CRC%20Press%20%281998%29.pdf					
https://edisciplinas.usp.br/pluginfile.php/4827346/mod_resource/content/1/Ernest%20Doebeli					

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
			Course designed by: Dr.G.Ilankumaran		

SYSTEM DYNAMICS – 641364

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	1	2	2	3	1
CO2	3	3	1	2	2	2	1	1	2	1
CO3	3	2	2	3	1	2	2	2	3	2
CO4	2	1	2	1	3	1	2	2	2	2
CO5	2	2	1	2	2	2	2	1	3	2
Avg	2.6	2	1.8	2	2	1.6	1.8	1.6	2.4	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	2	2	2	3	1
CO3	2	1	3	2	2
CO4	3	3	2	2	2
CO5	2	2	1	2	2
Avg	2.4	2.2	2	2.2	1.8

S –Strong (3),   M-Medium (2),   L- Low (1)

III-SEMESTER				
Course code: 641998	**Summer Internship Report**		**Credits:3**	**Hours:**
Objectives	Students will have to take up a project work for 6 to 8 weeks at the end of the II semester. A report of the project work should be submitted to the Institute within 40 days after completing the project work. Thereafter the students will appear for a Viva Voce conducted by a Panel Consisting of the Director, faculty guide, and an external examiner.			
Evaluation	✓ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and an External Examiner for 75 marks. ✓ A Viva-Voce will be conducted by a panel consisting of an External Examiner, the Director and the Faculty Guide jointly for 25 marks. ✓ The students who secure not less than 40% in each component and a cumulative 50% of the total shall be declared to have passed the course. ✓ If a student fails to complete the training and / or fails to submit the training report in time, he / she has to redo the training in the ensuing semester or academic year as decided by the Department. ✓ If a student scores less than 40 % (i.e., less than 30 marks) in the Training Report Valuation, he / she has to redo the training in the ensuing semester or academic year as decided by the Department. ✓ If a student scores 40 % or above in the Training Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester or academic year as decided by the Department. ✓ When a faculty guide is not present on the date of the Viva Voce, the Director will nominate some other faculty to the Panel			
Outcomes	The outcomes for the summer internship program of MBA students include the application of theoretical knowledge to real-world business challenges, development of professional skills such as communication and teamwork, exposure to specific industries or sectors, networking opportunities, practical problem-solving skills, clarification of career goals, personal growth and adaptability, enhancement of professional reputation, increased employability, and feedback and evaluation for further development.			
	Course Designed by Dr. Professor			

		III-SEMESTER			
NME	**Course code**	**Management of small business**	**Credits: 2**	**Hours: 3**

UNIT - I

Objective 1	Identify essential management skills required of a successful entrepreneur.

Small Scale enterprises – An Introduction and overview – Definition – Scope and importance – relative advantages of small scale enterprises vis - a – vis – large and medium scale industries – Efforts to development of SSE

UNIT - II

Objective 2	Conduct industry profile and marketing research using Internet resources in order to develop a marketing plan for a business

Policy and institutional infrastructure for small enterprises – Development agencies for small enterprise – small enterprises growth and environmental factors influence – funding agencies and their role in Developing SSE.

UNIT - III

Objective 3	Develop cost and revenue projections that are utilized in constructing projected financial statements.

. **Establishing the small scale enterprises** – opportunities scanning – Choice of enterprise – Market assessment for SSE – Choice of technology and selection of site – Financing the new/small enterprise – Preparation of business plan – Ownership structure and organizational frame work.

UNIT - IV

Objective 4	Utilize tax and cash flow methodologies in order to manage an enterprise as an entrepreneur Construct a business plan.

Operating the small-scale enterprise – Financial management issues in SSE – Operation management issues in SSE – Marketing management issues in SSE – Organizational relation in SSE – Small Business Promotion programme.

UNIT - V

Objective 5	To Know the Performance appraisal and growth strategies of small business.

Performance appraisal and growth strategies – Management performance assessment and control Growth and stabilization strategies for small enterprises – Managing family enterprises – Related cases.

Suggested Readings :

Desai, V. (1979). *Organization and Management of Small-scale Industries: A Systems Approach*. Himalaya Publishing House.

Mathur, S. P. (1979). *Economics of small-scale industries*. Sundeep.

Siropolis, "*Entrepreneurship and small Business Management*"

Staley, E., & Morse, R. (1965). *Modern small industry for developing countries*. McGraw-Hill.O

ONLINE RESOURCES:

https://open.umn.edu/opentextbooks/

https://link.springer.com

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	(M)2	(M)2	(S)3	(S)3	(M)2	(L)1	(M)2	(M)2	(S)3	(M)2
CO2	(S)3	(M)2	(L)1	(S)3	(M)2	(M)2	(L)1	(S)3	(M)2	(M)2
CO3	(M)2	(M)2	(M)2	(M)2	(L)1	(S)3	(L)1	(M)2	(L)1	(S)3
CO4	(L)1	(L)1	(M)2	(S)3	(M)2	(S)3	(S)3	(M)2	(S)3	(S)3
CO5	(M)2	(M)2	(L)1	(M)2	(S)3	(M)2	(S)3	(L)1	(S)3	(M)2
AVG	2	1.8	1.8	2.6	2	2.2	2	2	2.4	2.4

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	(L)1	(S)3	(M)2	(M)2	(S)3
CO2	(S)3	(M)2	(S)3	(S)3	(L)1
CO3	(M)2	(M)2	(S)3	(M)2	(S)3
CO4	(S)3	(M)2	(M)2	(S)3	(M)2
CO5	(M)2	(S)3	(L)1	(M)2	(S)3
AVG	2.2	2.4	2.2	2.4	2.4

S –Strong (3), M-Medium (2), L- Low (1)

		III-SEMESTER			
NME	**CourseCode**	**Management of Family Business**	**T**	Credit: 2	Hours: 3
		Unit –I			
Objective 1	Understand the importance of family business				
Family Business - Competitive strengths and weaknesses in a family firm - dynamics of family interactions - family business culture.					
Outcome1	Students will be able to understand the uniqueness, strengths and weaknesses of family business, rights, duties and responsibilities of the members in the family business.				K2
		Unit – II			
Objective 2	Assess the competitive strengths and weaknesses.				
Conceptual Family Business Development model - communications and conflict resolution - strategic planning – Roles and Responsibilities Delegation					
Outcome2	Conceptual framework of governance in the family business				K2
		Unit – III			
Objective 3	Learn the family business development model.				
Governance in the family firm - Strategic management in the family firm - Financial management in the family firm.					
Outcome3	Significance of Human resource optimization				K2
		Unit – IV			
Objective 4	Study the governance in the family business.				
Succession in the family firm - Change and transgenerational value creation.					
Outcome4	Summarize the functions of Change and trans generational value creation				K2
		Unit - V			
Objective 5	Understand the team building in family business.				
Human Resource Optimization – Building a Professional Culture – Team Building – Future of Family Business.					
Outcome5	To determine the model for Professional Culture – Team Building – Future of Family Business				K2
Suggested Readings : De Vries, M. F. K., Carlock, R., & Florent-Treacy, E. (2007). *Family business on the couch*. West Sussex, John Wiley & Sons, Ltd. Gersick, K. E., Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). *Generationto Generation: Life cycles of the family business*. Harvard Busin Manfred, F. R., Vries, K., Carlock, R. S., &Florent-Treacy, E. (2007). Family business on thecouch: A psychological perspective. Poza, E. J. (2013). *Family business*. Cengage Learning. U.S.A.					
Online resources http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/FAMILY%20BUSINESS%20Handbook%20 of%20Research%20on%20Family%20business.pdf https://www.scribd.com/document/581059711/Family-Business-Management					

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
					Course designed by: Dr.G.Ilankumaran

MANAGEMENT OF FAMILY BUSINESS – 641903

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	3	3	3	3	2	3	2	2	3
CO2	3	2	2	2	2	3	3	2	2	3
CO3	2	3	2	3	2	3	3	2	3	3
CO4	2	1	2	1	2	1	2	3	2	1
CO5	2	2	3	2	2	2	2	2	2	2
AVERAGE	2.2	2.2	2.4	2.2	2.2	2.2	2.6	2.2	2.2	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	3	2
CO2	2	2	2	2	3
CO3	2	3	2	2	3
CO4	3	2	3	2	3
CO5	2	2	3	3	2
AVERAGE	2.2	2.2	2.4	2.4	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

	IV Semester			
Core	**Course Code** 641401	Business Ethics & Corporate Governance	Credit: 3	Hours: 4

Unit –I

Objective 1	The course aims to provide a brief background of ethical, moral and value based issues in evaluation of society and its impact on business relationship.

Ethics – What is ethics – Objectives of ethics – Nature of ethics in business – Characteristics of business ethics – Need for business ethics – Concepts and Theories of Business Ethics - Evolution of Business Ethics – Kohlber's Six Stage Moral Development Process – Utilitarianism, Deontology and Virtue Theory.

Outcome1	Knowing about the role and importance of Business Ethics & Corporate Governance of Industries.	K2

Unit – II

Objective 2	Understand the concepts of Ethics, objectives of ethics, Nature of ethics in business, Characteristics of business ethics, Need for business ethics, Concepts and Theories of Business Ethics

Ethics and Business: - The Ethics of Consumer Protection - Environmental Ethics - Marketing Ethics - Ethical Issues in Human Resource Management - Corporate Ethics: Investors Rights, Privileges, Problems and Protection - Role of legislation and other bodies in enforcing ethical business behaviour - Globalization and Business Ethics.

Outcome2	Knows about the Ethics of Consumer Protection.	K2

Unit – III

Objective 3	To Know the various process Knowledge in Ethics and Business

Corporate Governance: An overview – Theories of Governance - Boards in Corporate Governance: Types and Roles – Selection of Members – Responsibilities of Board - Boards in Public Sector Vs Private Sector – Current Issues on Composition of Board of Directors – Cases in Corporate Governance.

Outcome3	Understand about Theories of Governance and Boards in Corporate Governance .	K2

Unit – IV

Objective 4	To understand the overview and various theories of Corporate Governance

Corporate Governance System across countries: A Comparison – MNCs Vs Domestic Companies. Codes: Code of Conduct – Code of Ethics – Laws and Enactments regarding Board of Governors and Board of Directors.

Outcome4	Elaborate knowledge on Corporate Governance System across countries.	K6

Unit - V

Objective 5	To know the fundamentals of Corporate Social Responsibility

What is CSR? - History and Indian Examples – Economic Issues of CSR – Government's Role – Awards by Institutions: Debate on Methodology of Evaluation of CSR Initiatives.

Outcome5	Understand about Corporate Social Responsibility.	K2

Suggested Readings :

Fernando, A. C. (2012). *Corporate Governance: Principles, Polices and Practices, 2/E*.

Pearson Education India.

Monks, R. A., & Minow, N. (2000). Corporate Governance. 2nd.Surendar Kumar, Corporate

Shaw, W. H. (2016). *Business ethics: A textbook with cases*. Nelson Education.

Velasquez, M. G., & Velazquez, M. (2002). *Business ethics: Concepts and cases* (Vol. 111).

Upper Saddle River, NJ: Prentice Hall.

Online resources
 https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf
https://baou.edu.in/assets/pdf/BBA_603_slm.pdf
https://www.himpub.com/documents/Chapter2975.pdf

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

Course designed by: Dr.G.Ilankumaran

Business Ethics & Corporate Governance - 641401

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	3	2	1	2	2	1	2
CO2	3	2	2	3	2	1	2	2	1	2
CO3	3	3	2	3	3	2	3	3	2	2
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	2	3	3	3	3	3	3	3
Avg	3	2.6	2	3	2.6	2	2.6	2.6	2	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	1	2
CO2	3	3	2	3	2
CO3	3	3	2	2	3
CO4	3	3	3	3	2
CO5	2	3	2	3	2
Avg	2.6	3	2.2	2.4	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

		IV Semester			
Core	Course code: **641402**	**Project Planning & Management**		**Credits 3**	**H/W 4**
		Unit –I			
Objective 1	To know about preparing the project report.				
Concepts of Project Management – Project – Meaning – Nature – Types of Project - Project Management – Nature and Scope of Project Management – Project Management as a Profession – Role of Project Manager - Project development cycle.					
Outcome 1	Understand the step-by-step guide to planning and executing a project. Working through case studies with real-world scenarios, interact with fellow students				**K2**
		Unit-II			
Objective 2	Special emphasis will be provided on project formulation as also on various tools And techniques for project appraisal and control.				
Project Identification & formulation – Project environment – Identification of Investment opportunities - Generation and Screening of Project Ideas - Preliminary Screening – Pre-feasibility study – Project Selection – Project Formulation – Stages in Project Formulation – Planning Commission's Guidelines for Project formulation. Project Appraisal – Objectives – Market Appraisal, Technical Appraisal, Financial Appraisal, Socio-economic Appraisal, Managerial Appraisal					
Outcome 2	Understand the Project Formulation and its tools				**K2**
		Unit III			
Objective 3	To understand the project planning concept with cost efficiency				
Being an Entrepreneur: Forecasting costs and benefits of Projects - Financial projections - Appraisal criteria - sensitivity analysis - project evaluation under uncertainties - The Time Value of Money concepts- Investment Criteria - Benefit Cost Ratio - Assessment of Various Investment Methods - Investment Appraisal: Indian Practice - Project Cash Flows: Basic Principles & Cash Flow Estimation - Viewing a Project from other Perspectives					
Outcome 3	Evaluate a project to develop the scope of work, provide accurate cost estimates and to plan the various activities				**K4**
		Unit IV			
Objective 4	It provides a step-by-step guide to planning and executing a project. Working Through case studies with real-world scenarios, interact with fellow students to Learn and apply the methodologies and good practices of formal project management.				
Project Panning & scheduling – objectives – Project designing & scheduling & Time estimation – Cost & Time trade cost - Network techniques - PERT / CPM methods - Information system for Project monitoring - multiple projects - scheduling - Resource scheduling - Project Management software. Organizing systems for projects - project planning-Human aspects of Project management - Project cost over runs and cost control - Project Audit					
Outcome 4	Learn and apply the methodologies and good practices of formal project management				**K5**
		Unit V			

Objective 5	To emphasize the concept of feasibility study in project planning & preparing the project report	
Preparation of Project Reports: Types – Contents – Feasibility Report – Means of Project financing - Project Finance from Banks: Procedures of Application – Project presentation to bankers – Assignments and Cases Studies of Business Project Reports		
Outcome 5	Prepare the Project planning Report by their own	K6

Suggested Readings :-

Patel, B. M. (2000). *Project Management: Strategic financial planning, evaluation and control*. Vikas Publishing House Pvt Ltd.

Peter, O. O., Eze, E. C., & Anthony, A. A. (2019). Assessment of Quantity Surveying Firms' Process and Product Innovation Drive in Nigeria. *SEISENSE Journal of Management*, *2*(2), 22-38.

UNIDO, Guidelines For Project Evaluation , Oxford, IBH

Online Resources :

https://opentextbc.ca/projectmanagement/chapter/chapter-11-resource-planning-project-management/

https://www.manage.gov.in/studymaterial/PM.pdf

https://www.ispringsolutions.com/blog/elearning-project-management

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by Dr.K.Chandrasekar,	

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)	S(3)	M(2)	S(3)
CO5	S(3)	S(3)	L(1)	S(3)	S(3)	L(1)	S(3)	M(2)	S(3)	M(2)
W. Avg	2.8	2.6	2.4	2.8	2.6	2.4	2.8	2.6	2.8	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

PSO CO	CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	CO1	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	CO2	S(3)	M(2)	S(3)	S(3)	S(3)
CO3	CO3	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	CO4	S(3)	S(3)	M(2)	S(3)	S(3)
CO5	CO5	S(3)	L(1)	S(3)	M(2)	S(3)
W. Avg	W. Avg	2.8	2.4	2.6	2.6	2.8

S –Strong (3),   M-Medium (2),   L- Low (1)

IV- Semester					
Elective	**Course code: 641411**	**Advanced Cost Accounting**		**Credit: 3**	**H/W: 3**
Unit - I					
Objectives 1	To acquaint with the concepts and significance of cost accounting.				
Concept of Cost: Definition - Elements - Objectives - Functions of cost Accounting - Cost Centre – Cost unit - Installation of costing system - Preparation of cost sheet - Application of computers - Software for cost management..					
Outcomes 1	Understand the purpose and elements of cost.				**K2**
Unit-II					
Objectives 2	To understand the Stores management and Labour cost control.				
Material &Labour: Material purchase control: - Centralized - Decentralized. Inventory control: Stores Management - Techniques. Issue control: Issue procedure - Transfer of surplus. Losses: Scrap - Obsolete –Defective. Labour: Cost control - Remuneration - Advanced specific incentive plans - profit sharing and labor co-partnership					
Outcomes 2	Get knowledge about stores management				**K1**
Unit-III					
Objectives 3	To know the techniques of cost control.				
Cost Control: Target Costing - Definition - Procedure - Implementation -Advantages. Life cycle Costing- Definition - Implementation. Activity Based Costing - Definition - Procedure - Implementation - Advantages					
Outcomes 3	Understand the activity based costing, target costing and Life cycle Costing.				**K2**
Unit-IV					
Objectives 4	To understand the various methods of costing				
Methods of costing: Meaning - Features - Job Costing, Process Costing - Output / Unit Costing - Contracts Costing – Operation/Service Costing - Batch Costing - Multiple composites costing.					
Outcomes 4	Understand the different methods of cost accounting..				**K2**
Unit-V					
Objectives 5	To understand the various methods of costing				
Techniques of Costing: - Marginal Costing - Budget and Budgetary Control -Direct costing – Absorption costing - Uniform costing - Historical costing - Standard Costing and Variance Analysis – Material variance - Labour variance					
Outcomes 5	Enumerate the techniques of costing.				**K2,K4**
Suggested readings:- Arora, M. N. (1995). Cost Accounting: Principles & Practice. Vikas publishing house. Arora, M. N. (2012). A textbook of cost and management accounting. Vikas Publishing House. Maher, M., & Deakin, E. B. (1994). Cost accounting. Boston: Irwin. Maheshwari, S. N. (2012). A Textbook of Accounting for Management, 3rd Editionn. Vikas Publishing House..					

Advanced Cost Accounting -641411

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M (2)	L (1)	S (3)	S (3)	M (2)	L (1)	M (2)	M (2)	S (3)	L (1)
CO2	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	M (2)	S (3)	M (2)	M (2)	L (1)	S (3)	S (3)	M (2)	S (3)	M (2)
CO4	M (2)	M (2)	S (3)	L (1)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	S (3)	S (3)	M (2)	S (3)	M (2)	M (2)	M (2)	S (3)	S (3)	M (2)
Avg	2.4	2.2	2.4	2.2	1.8	2	2.4	2.4	2.6	1.8

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	L (1)	M (2)
CO2	M (2)	M (2)	S (3)	S (3)	S (3)
CO3	L (1)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	S (3)	S (3)	M (2)
CO5	M (2)	S (3)	M (2)	L (1)	S (3)
Avg	2.2	2.4	2.4	2	2.4

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER					
Elective	**Course code 641412**	**GST and Customs Law**		**Credits: 3**	**Hours: 3**
UNIT - I					
Objective 1	The constitutional framework of pre-GST indirect taxes, including VAT				
Introduction : Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union and State Government)- Concept of VAT: Meaning, prior to GST; Rationale for GST- Distinction between direct and indirect taxes-Special features of Indirect tax levies- Contribution to Government Revenues – Reforms in Indirect taxation-Provisions Authorizing the Levy and Collection of Customs and GST -Structure of GST (SGST, CGST, UTGST & IGST); GSTCouncil-State Compensation Mechanism, Registration					
Outcome 1	Understand the constitutional framework of Indirect Taxes before GST, Concept of VAT, and Reforms in Indirect taxation.				**K2**
UNIT - II					
Objective 2	To understand the levy and collection of CGST/SGST, registration under GST				
Levy and collection of CGST/SGST- Registration under GST - "Supply" of Goods and Services; Place of Supply: Within state, Interstate, Import and Export - Time of supply – Valuation for GST- Valuation rules, taxability of reimbursement of expenses - Exemption from GST: Small supplies and Composition Scheme - Classification of Goods and Services - Composite and Mixed Supplies.					
Outcome 2	Understand the levy and collection of CGST/SGST, and classification of goods and Services				**K2**
UNIT - III					
Objective 3	The processes and regulations related to inward and outward supplies under CGST				
Inward and Outward supplies under CGST : Filing of Returns-Payment processes- Refund- Assessment procedures- Audit of tax payers-Inspection, Search and Seizure- Demand andRecovery- Liability to pay tax- Advance Ruling- Offences, Penalties, Appeal and Revision- AntiProfiteering –Transitional provision					
Outcome 3	Comprehend the filing of Returns, its payment processes and refund assessment procedures				**K4**
UNIT - IV					
Objective 4	To understand the Integrated GST Act 2017 and its features				
Integrated GST Act 2017 : Special features- Admin- Levy and collection of IGST- Supply of goods under interstate trade or commerce-Exemptions-Apportionment of Tax- Application of provisions of CGST; Union Territory GST Act 2017: Salient features- Levy and collection of UTGST- Exemptions					
Outcome 4	Thorough in Integrated GST Act 2017 Special features				**K2**
UNIT - V					
Objective 5	To comprehend Customs Law, covering basic concepts, types of customs duty, and the process				

Customs Law : Basic Concepts –Types of Customs Duty - Levy and collection of customs duty-Valuation - Baggage Rules & Exemptions -Valuation of goods under the Customs

Act- DutyDraw Back - Warehousing - Confiscation of goods- Imposition of Penalties: Search, Seizure and arrest- Offences and Prosecution Provisions Adjudication-Appeal and Revision	
Outcome 5	Knowledgeable in basic concepts of customs duty and types of customs duty **K2**

Suggested Readings :-

C A D. S Agawala etal (2022) Practical Guide to GST Compliances. Taxmann Publications PVT LTD, New Delhi

Aditya Singhania (2023) GST Practice Manual, Taxmann Publications Private Limited; 7th Edition, New Delhi

Online Resources

Taxmann (2023) Top GST Rulings in 2023. Taxmann Publications Private Limited. Amazone Kindle Edition

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. S.Rajamohan

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	M (2)	M (2)	S (3)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)
CO3	S (3)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	M (2)	S (3)	M (2)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)
Avg	2.4	2	2.6	2.4	2.6	2.6	2.2	2.2	2.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	S (3)	S (3)	M (2)	M (2)	S (3)
CO3	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	S (3)	M (2)	M (2)
Avg	2.2	2.6	2.2	2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course code 641413**	**Financial Derivatives**	**Credits: 3**	**Hours: 3**
		UNIT - I		
Objective 1	To gain knowledge into Financial Derivatives, encompassing an introduction to their economic benefits, various types			
Financial Derivatives: Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives -functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India				
Outcome 1	Understand about the concept of derivatives and its types			**K2**
		UNIT - II		
Objective 2	To comprehend the Financial Derivatives Market in India, including the necessity for derivatives			
Financial Derivatives Market in India: Need for Derivatives – Evolution of Derivatives in India – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Leverage and Margin.				
Outcome 2	Understand the evolution of financial derivatives in India			**K2**
		UNIT - III		
Objective 3	To comprehend the Future and Forward Markets, covering the concept of future markets, financial futures contracts, types			
Future and Forward Market: Concept of future market - Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism -Specification of the Future Contract – Clearing House – Operation of Margins – Settlement –Theories of Future prices – Future prices and Risk Aversion – Concept of forward contract -difference between Forward Contract and Futures Contracts				
Outcome 3	Knowledgeable in the mechanics of financial futures and forward markets.			**K4**
		UNIT - IV		
Objective 4	To comprehend Options and Swaps, including the concept of options, types of options			
Options and Swaps: Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing– Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap.				
Outcome 4	Acquaint with concept of options and swaps.			**K2**
		UNIT - V		
Objective 5	To comprehend Hedging and Stock Index Futures, covering concepts such as basic long and short hedges			

Hedging and Stock Index Futures: Concepts– Basic Long and Short Hedges – Perfect Hedging Model - Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge –Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool.		
Outcome 5	Comprehend about hedging and the development position of derivatives in India.	**K2**

Suggested Readings :-

Hull, J. C. (2017). Options, Futures, and Other Derivatives. Pearson.

McDonald, R. L. (2018). Derivatives Markets. Pearson.

Online Resources

S.L. GUPTA(2005) FINANCIAL DERIVATIVES: THEORY, CONCEPTS AND PROBLEMS. Google Books

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr.S.Rajamohan

Financial Derivatives -641413
Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M (2)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)
CO2	M (2)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)
CO3	S (3)	S (3)	S (3)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	M (2)	S (3)	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
CO5	M (2)	S (3)	S (3)	S (3)	S (3)	M (2)	M (2)	S (3)	S (3)	M (2)
Avg	2.2	3	2.4	2.4	2.6	2.6	2.2	2.2	2.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	S (3)	S (3)	M (2)	M (2)	M (2)
COS 3	M (2)	S (3)	M (2)	S (3)	S (3)
CO4	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	S (3)	S (3)	S (3)	M (2)
Avg	2.2	2.6	2.2	2.2	2.2

S –Strong (S 3), M-Medium (2), L- Low (1)

IV- Semester				
Elective	**Course code: 641414**	**Merchant Banking & Financial Services**	**Credit: 3**	**H/W: 3**
Unit - I				
Objectives 1	Explain the merchant banking in India and recent developments and challenges.			
Merchant Banking: Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI				
Outcomes 1	Understand the merchant banking in India and recent developments and challenges.			**K2**
Unit-II				
Objectives 2	Explain the role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments.			
Issue Management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities				
Outcomes 2	Comprehend the role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments.			**K2**
Unit-III				
Objectives 3	Competent in project preparation and appraisal..			
Project Preparation and Appraisal: Introduction, Project identification, Stages of selection, Project Feasibility study, Appraisal of Project: Financial appraisal, Technical appraisal, and Economical appraisal by merchant bankers				
Outcomes 3	Understand the concept of project identification, preparation and appraisal.			**K2**
Unit-IV				
Objectives 4	Thorough in the fund based financial services and concept of leasing and hire purchase			
Fund Based Financial Services: Meaning and Definition, Role of Financial Services in a financial system - Leasing and Hire Purchasing – Concept and characteristics of hire purchase- Difference between hire purchase and leasing– Financial Evaluation				
Outcomes 4	Thorough in role of financial services, leasing and hire purchasing..			**K4**
Unit-V				
Objectives 5	Knowledgeable in Fund Based Financial Services			
Other Fund Based Financial Services: Management of debt – Factoring and Forfeiting - Placement and Distribution of various securities - Corporate advisory services in Mergers and Acquisitions - Venture capital - Loan syndication - Leasing finance - Investment advisory services - Joint Ventures				

- Mutual Funds - Business Valuation.	

Outcomes 5	Knowledgeable in concept of factoring and forfeit, Joint venture, Mutual Funds and Business valuation	**K1**

Suggested readings:-

Machiraju, H. R. (2010). Indian financial system. Vikas Publishing House.

Sasidharan, K., & Mathews, A. K. (2008). Financial Services and System. Tata McGraw-hill.

Tripathy, N. P. (2007). Financial services. PHI Learning Pvt. Ltd..

Varshney, P. N., & Mittal, D. K. (2000). Indian Financial System. Sultan Chand & Sons, New Delhi.

Vinayakam, N. (1995). Globalisation of Indian Economy.Kanishka Publishers.

Online resources:

https://www.scribd.com/presentation/575870282/MB-I-Unit

https://www.resurgentindia.com/an-overview-of-project-appraisal-for-financemethods-and-risk

https://www.accaglobal.com/gb/en/business-finance/types-finance/hire-purchase.html

https://egyankosh.ac.in/bitstream/123456789/91372/1/Unit-2.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr.S.Sudhamathi	

Merchant Banking & Financial Services -641414
Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L(1)	M(2)	S(3)	M(2)	M(2)	L(1)	M(2)	L(1)	S(3)	M(2)
CO2	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	S(3)	M(2)	S(3)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	L(1)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)
CO5	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)
Avg	2.2	2.4	2.4	2.2	1.8	2	2.2	2.2	2.6	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	M(2)	M(2)	M(2)
CO2	L(1)	M(2)	L(1)	S(3)	L(1)
CO3	S(3)	M(2)	M(2)	M(2)	S(3)
CO4	M(2)	S(3)	S(3)	S(3)	M(2)
CO5	S(3)	M(2)	M(2)	M(2)	S(3)

	Avg	2.2	2.4	2	2.4	2.2	

S –Strong (3), M-Medium (2), L- Low (1)

IV- Semester					
Elective	Course code: 641415	Mergers and Acquisitions		Credit: 3	H/W: 3
Unit - I					
Objectives 1	Explain about overview of mergers and value creation through Mergers				
Introduction : Overview of Mergers-Types And Characteristics-Motives Behind Mergers-Theories of Mergers operating, Financial and Managerial Synergy of Mergers-Role of Industry Life Cycle-Development Stages-Value Creation through Mergers-Agents Contributing to Mergers and Acquisition Activities-Difference between Merger-Amalgamation-Absorption Reconstruction and Takeover.					
Outcomes 1	Understand about overview of mergers and value creation through Mergers				**K2**
Unit-II					
Objectives 2	Explain the regulatory framework for mergers and acquisitions.				
Regulatory Framework For Mergers And Acquisition: Compliance with Indian Companies Act-Competition Act 2002-Income Tax Act 1961-Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.					
Outcomes 2	Knowledgeable about the regulatory framework for mergers and acquisitions				**K1**
Unit-III					
Objectives 3	Thorough in corporate restructuring, mergers and acquisition Process.				
Corporate Restructuring, Mergers and Acquisition Process: Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO) - Management Buy Outs - Master Limited Partnerships- Employees Stock Option Plans (ESOP)- Process of Merger Integration. Process of Merger Integration - Organizational and Human aspects-Managerial challenges of Mergers and Acquisition-Strategic fit and the M & A decision.					
Outcomes 3	Thorough in corporate restructuring, mergers and acquisition Process.				**K4**
Unit-IV					
Objectives 4	Understanding the benchmarks of value, and valuation approaches				
Valuation: Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation-Valuing relative Contribution – Valuing Comparable- Valuation of the Target's Equity-Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control-Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer-Share Exchange Ratio-Merger as Capital Budgeting Decision.					
Outcomes 4	Understanding the benchmarks of value, valuation approaches, valuing corporate control, valuing of Leveraged Buy Outs (LBO) and methods of Financing mergers.				**K2**
Unit-V					
Objectives 5	Be acquainted with the corporate control mechanism and takeover defences. And, explain the regulatory aspects in India with respect to takeover defences				

Corporate Control Mechanism And Takeover Defences : Internal and External control mechanism - Takeover tactics -Takeover defences - Strategies of Takeover bid White Knights-White Square- Crown Jewel- Pacman's Strategy- Golden Parachute.		
Outcomes 5	Understand the corporate control mechanism and takeover defenses. And, explain the regulatory aspects in India with respect to takeover defences	**K2**

Suggested readings:-

Das, B., Raskhit, D., & Debasish, S. S. (2009). Corporate Restructuring: Merger, Acquisition and Other Forms. Himalaya Publishing House.

Krishnamurti, C., & Vishwanath, S. R. (Eds.). (2008). Mergers, acquisitions and corporate restructuring. SAGE Publications India.

Kuchhal, M. C., & Kuchhal, V. (2010). Business Legislation for Management. Vikas Publishing House.

Malacrida, R., & Watter, R. (2005). Mergers, Acquisitions & Corporate Restructuring. Helbing & Lichtenhahn.

Sudarsanam, S. (2003). Value creation from mergers and acquisitions

Online resources:

 https://corporatefinanceinstitute.com/resources/valuation/merger/

https://www.nishithdesai.com/fileadmin/user_upload/pdfs/Research_Papers/Mergers___Acquisitions_in_India.pdf

https://www.mbaknol.com/management-concepts/methods-of-corporate-restructuring/

https://gmdconsulting.eu/nykerk/wp-content/uploads/2020/02/control-and-collaboration-and-agency-theory.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course Designed by: Dr. S. Sudhamathi,	

Mergers and Acquisitions -641415

Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	L(1)	S(3)	L(1)	S(3)	M(2)	S(3)	L(1)	M(2)	S(3)
CO2	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)	M(2)	S(3)	L(1)
CO4	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	L(1)	M(2)	M(2)
Avg	2.4	2.2	2.2	1.8	2.2	2.4	2.4	2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	S(3)	M(2)	L(1)
CO2	S(3)	L(1)	M(2)	S(3)	M(2)
CO3	L(1)	M(2)	M(2)	M(2)	S(3)
CO4	M(2)	S(3)	S(3)	L(1)	M(2)
CO5	S(3)	S(3)	M(2)	M(2)	S(3)
Avg	2.2	2.4	2.4	2	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

IV- Semester					
Elective	**Course code 641416**	**EQUITY RESEARCH (Project Based)**		**Credits: 3**	**H/W 3**
Objectives	This course is designed to be an extension of the course on, "Security Analysis and Portfolio Management" offered as an elective course under Finance Stream. Hence, only those who have completed the SAPM course will be eligible for registering the Equity Research course				
Evaluation	✓ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and an External Examiner for 75 marks. A Viva-Voice will be conducted by a panel consisting of an External Examiner, the Director and the Faculty Guide jointly for 25 marks. The students who secure not less than 40% in each component and a cumulative 50% of the total shall be declared to have passed the course. ✓ If a student fails to complete the project and / or fails to submit the project report in time, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student fails to score 40 % or above (i.e., 30 marks and above) in the Project Report Valuation, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student scores 40 % or above in the Project Report, but scores less than 40 % (10 ✓ marks) in the Viva Voce, he / she has to reappear for the Viva Voice in the ensuing ✓ Semester or academic year as decided by the Institute.				
Outcomes	The outcomes for an equity research project for MBA students include the development of financial analysis skills, proficiency in valuation techniques such as DCF and CCA, in-depth industry knowledge, ability to make informed investment recommendations, risk assessment expertise, effective communication through reports and presentations, honed decision-making abilities in a dynamic market, adherence to professional and ethical standards, potential client interaction, and a commitment to continuous learning to stay abreast of market trends.				
	Course Designed by Dr. S.Chandramohan				

IV- Semester				
Elective	**Course code: 641417**	**Insurance Administration**	**Credit: 3**	**H/W: 3**
Unit - I				
Objectives 1	Knowledgeable on the life insurance contract, insurance marketing, insurance agent and their functions.			
Life Insurance: Meaning – Overview of the Indian life insurance market – Growth of insurance business in India – Life Insurance Organizations – Regulation of life insurance - Principles of life insurance – Personal financial planning and life insurance – Insurance marketing – Insurance agents – Functions – Trends in life insurance distribution channels.				
Outcomes 1	Understand the life insurance contract, insurance marketing, insurance agent and their functions.			**K2**
Unit-II				
Objectives 2	Understand the concepts of underwriting, types of underwriting and its policy forms			
Insurance underwriting: Introduction –profile of underwriter –purpose-objectives-importance-process-Functions-policy forms –retention and reinsurance -types of under writers –decisions-underwriting new business-scrutiny of Proposals – limits – acceptance-components for product evaluation-IRDA considerations-Review				
Outcomes 2	Comprehend the concepts of underwriting, types of underwriting and policy forms			**K2**
Unit-III				
Objectives 3	Acquaint the student with the different aspects of life insurance.			
Principles and practices of life insurance: Assignment-Nomination-Loans – Surrenders – Foreclosure – Revival In Life Insurance. Claims – Types Of Claims-Procedures In Claims Settling – Important Ratios-Revenue Account And Balance Sheet Of Insurance Companies.				
Outcomes 3	Understand the different aspects of life insurance. Includes insurance claims, types of claims and procedures in claims settling.			**K2,K4**
Unit-IV				
Objectives 4	Aware of general insurance and its claim procedures			
General Insurance: Meaning – The Evolution and Growth of General Insurance – Types of General Insurance – Fundamentals of General Insurance –Recent innovations. Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India				
Outcomes 4	Well aware of general insurance and its claim procedures..			**K3**
Unit-V				
Objectives 5	Explain the insurance laws and regulations, IRDA rules governing insurance agency force, and exchange control regulations			
Insurance law and regulations: Agency Contract – License To Act As Insurance Agent – IRDA Rules Governing Insurance Agency Force. Exchange Control Regulations – Collection Of Premiums And Claims Procedural Of Policies Issued To NRI's..				
Outcomes 5	Explain the insurance laws and regulations, IRDA rules governing			**K2**

	insurance agency force, and exchange control regulations	

Suggested readings:-

Gupta, O. S. (1966). Life Insurance: Special Reference to India. Frank Bros..

Mishra, M. N. Life Insurance Corporation of India, I. II. III. Vol.

Mishra, M. N., & Mishra, S. B. (2011). Insurance Principles and Practice. S. Chand Publishing.

Radhaswamy, V. N., & Vasudevan, S. V. Insurance–Principles and practice. S. Chand and Co. New Delhi.

Online resources:
https://www.ibef.org/industry/insurance-sector-india
 https://medium.com/@rrathnakar707/whats-the-process-of-insurance-underwriting-dadc02413a0d
https://www.sebi.gov.in/sebi_data/attachdocs/1468842226820.pdf
https://irdai.gov.in/requirements-for-license-as-a-broker

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course Designed by: Dr. S. Sudhamathi,

Insurance Administration -641417

<u>Course Outcome (CO) Vs Programme Outcome (PO)</u>

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	L(1)	M(2)	M(2)	S(3)	M(2)	S(3)	L(1)	S(3)	S(3)
CO2	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)
CO4	S(3)	L(1)	M(2)	M(2)	L(1)	L(1)	S(3)	S(3)	M(2)	S(3)
CO5	M(2)	M(2)	L(1)	L(1)	M(2)	M(2)	M(2)	L(1)	S(3)	L(1)
Avg	2.6	1.8	1.8	2	2	2	2.4	2	2.6	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

<u>Course Outcome (CO) Vs Programme Specific Outcome (PSO)</u>

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	S(3)	S(3)	S(3)	S(3)
CO3	M(2)	S(3)	M(2)	S(3)	L(1)
CO4	M(2)	L(1)	M(2)	M(2)	M(2)
CO5	S(3)	S(3)	M(2)	M(2)	S(3)
Avg	2.4	2.6	2.2	2.4	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

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Elective	Course code: 641418	Financial Analytics	Credits: 3	Hours: 3

UNIT - I		
Objective 1	To discover fundamentals of Financial Analytics.	
Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics. Financial Time Series and their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time		
Outcome 1	Understand the taught various concepts of insurance	**K2**
UNIT – II		
Objective 2	To know about Predictive Analysis	
Predictive Analysis: Simple linear regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals Multiple linear regression: Coefficient of multiple coefficient of determination, Categorical variables, Heteroscedasticity, Multi-co linearity, outliers, Auto regression and Transformation of variables		
Outcome 2	Comprehend the knowledge about various types and classes of insurance.	**K2**
UNIT – III		
Objective 3	Comprehend the knowledge about Asset Portfolio Models and Modelling Volatility and Risk. To provide essential knowledge about High Frequency Data Analysis.	
Portfolio Analysis: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization. Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)		
Outcome 3	Appreciate the able to learn the basic insurance environment, key concepts and terms used in insurance.	**K4**
UNIT – IV		
Objective 4	. To gain practical knowledge on R-software	
High-Frequency Data Analysis: Non-synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models		
Outcome 4	Understand the health insurance, Mediclaim policy	**K2**
UNIT – V		
Objective 5	To provide Contemporary Developments Related to Financial Analytics	
Analytics using R: Introduction to R software, Data type and their uses in R, Data imports and export and packages in R, Stationarity concepts, Plotting of Graph using R, Testing of stationary using R, Simple and Multiple time series regression using R studio		
Outcome 5	Know the aspects of general insurance	**K2**

Suggested Readings :-

Porter, D. C., Gujarati, D. N., Gunasekar, S. (2012). Basic Econometrics. India: McGraw-Hill Education (India) Private Limited.

Ruey S. Tsay (2012), "An Introduction to Analysis of Financial Data with R", Wiley, ISBN:

978-0-470-89081-3

Bernhard Pfaff (2013), "Financial risk modelling and portfolio optimization with R", Wiley, ISBN 978-0-470-97870-2

Ren´e Carmona (2014), "Statistical Analysis of Financial Data in R", Second Edition. Springer, ISBN 978-1-4614-8787-6

Stefano M. Iacus (2011), Option Pricing and Estimation of Financial Models with R", First Edition. Wiley, ISBN: 978-0-470-74584-7

Online Resources:

https://www.coursera.org/courses?query=financial%20analytics

https://www.datakwery.com/techniques/finance-analytics/

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

Course designed by:Dr. S.Rajamohan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)
CO2	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)
CO3	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO5	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)
W.AV	2.6	3	2.6	2.4	2.6	2.6	2.2	2.2	2.8	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	M(2)	S(3)	S(3)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)
CO3	M(2)	S(3)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
W.AV	2.2	2.6	2.2	2.2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course Code:** 641421	**Sales and Distribution Management**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	To provide participants with a comprehensive understanding of selling theories, types of selling, and the characteristics and classification of salespeople and to explore personal selling objectives, policies, and strategies within competitive settings.

Introduction: Selling and Marketing concept–theories of selling Types: Consumer goodsselling–Industrialselling–Internationalselling–Retailselling–Classification of sales people–Characteristics of sales people–Personal selling: Objectives, Policies, Strategies under competitive settings

Outcome 1	Participants can develop a deep understanding of selling concepts and theories.	**K2**

UNIT - II	
Objective 2	To equip participants with a thorough understanding of the steps involved in the sales process, from prospecting to closing, to effectively engage with customers and drive sales success.

Selling Process: Prospecting: Steps – Pre approach: Objectives, Sources –The Approach: objectives, methods – The presentation: Preparation – Presentation and Demonstration Strategies – Handling objections: Types of objections, Specific situations and Methods of Handling – Closing: tactics, methods and issues – Post Sales Follow-up.

Outcome 2	Program participants will gain proficiency in each stage of the selling process.	**K3**

UNIT - III	
Objective 3	To provide participants with the knowledge and skills necessary to effectively evaluate sales performance, manage sales budgets, and ensure ethical and legal compliance in sales management practices.

Evaluation and control: Performance Appraisal – Determinants of sales force performance – Sales Budget – Sales Reporting: Call Report – Claims and Collections Report. Ethical and Legal Responsibilities of Sales Managers.

Outcome 3	Program participants will be well-equipped to lead and manage sales teams with integrity, accountability, and efficiency, contributing to the overall success of their organizations.	**K4**

UNIT - IV	
Objective 4	To provide participants with a comprehensive understanding of distribution management.

Distribution introduction: Distribution Management and the Marketing Mix – Marketing channels: Structure and Functions – Channel Roles – Relationship Marketing in Channel Management: Importance and Methods. Material Handling – Transportation – Warehousing – Inventory Management – Reverse Logistics - Channel Selection Process & criteria

Outcome 4	Participants will be well-prepared to design, manage, and optimize distribution networks that support organizational objectives and enhance customer satisfaction.	**K4**

UNIT - V	

Objective 5	To equip participants with a comprehensive understanding of channel institutions.

Channel Institutions and Channel Design: ―Retailing–Wholesaling-Franchising-Electronic Marketing Channels–Network Marketing. Demand, Supply, and Channel Efficiency – Types and Roles of Marketing Channel Members: Distributors – C & F Agents – Stockiest –Dealers.

Outcome 5	Program participants will be well-equipped to design, implement, and manage marketing channels that drive business growth and enhance customer satisfaction.	K4

Suggested Readings: -

Still, R. R. (2007). Sales Management: Decision Strategy and Cases, 5/E. India: Pearson Education.

Krishna Havaldar, &Vasant Cavale, 2011. ―Sales and Distribution Management‖ 2nd Edition, New Delhi: Tata McGraw Hill

Spiro, Stanton & Rich, (2008), Management of a SalesForce,12thedition, New Delhi: Tata Mc Graw Hill

Coughlanet.al., (2007), Marketing Channels,7th Edition, New Delhi: Prentice Hall of India

KeeganW.J, 1995. Global Marketing. New Delhi: Prentice Hall of India

Online Resources

https://www.emerald.com/insight/publication/issn/0959-0552

https://journals.sagepub.com

https://www.emerald.com/insight/publication/issn/0960-0035

https://www.scimagojr.com/journalsearch.php?q=21100329555&tip=sid&clean=0

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

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course code 641422**	**Services Marketing**	**Credits: 3**	**Hours: 3**

	UNIT - I	
Objective 1	To understand the basic concepts in services marketing	
Understanding Services: Factors influencing the growth in Services Marketing – Characteristics of Services – Development of Services Marketing Thought–Opportunities and challenges in services marketing–Differences between Goods and Services – Expanded Marketing Mix for Services. Recent trends in the services marketing-Growth of services in India &Abroad	
Outcome 1	Students may be able to Understand the Factors influencing the growth in Services Marketing and Opportunities and challenges in services marketing.	**K2**
	UNIT - II	
Objective 2	To analyse the Classification schemes in Services Marketing	
Framework for Analyzing Services: Classification schemes in Services Marketing – Lovelock's Classification of Services – Insights and implication for different classification schemes. Systems in Services Marketing–Operations system, Delivery system and Marketing system–Service Blue Printing–Service Scape – Service Encounters Service management trinity Internal external and interactive Marketing	
Outcome 2	Students may Generate Insights and implication for different classification schemes and compare Systems in Services Marketing.	**K4**
	UNIT - III	
Objective 3	To Analyze the importance of Importance of positioning in Services Marketing	
Positioning of Services: Positioning Dimensions–Importance of positioning in Services Marketing –Steps in developing a positioning strategy –Positioning Maps–Relationship Marketing: Creating and Maintaining valued relationship with Customers Service Product development – Role of technology in creating value.	
Outcome 3	Operate more ideas on Importance of positioning in Services Marketing and Maintaining valued relationship with Customers.	**K4**
	UNIT - IV	
Objective 4	To Manage the Customer Service and Customer Service Satisfaction	
Managing the Customer Service-Function: Measurement of Customer Service Satisfaction GAPS Model– Service Quality Parasuramanetal's SERVQUAL dimensions Consumer Behaviour in Service Failure &Service Recovery	
Outcome 4	Measurement of Customer Service Satisfaction GAPS Model and compare dimensions Consumer Behaviour in Service Failure &Service Recovery	**K2**
	UNIT - V	
Objective 5	To evaluate the Marketing of Non-profit Organizations and Power and Telecommunication	
Marketing of hospitality: -Perspectives of Tourism, Hotel and Travel services–Airlines, Railway, Passenger and Goods Transport–Leisure services. Marketing of Non-profit Organizations:-Services offered by charities– Educational services–miscellaneous services –Power and Telecommunication	
Outcome 5	Students may Evaluate the Marketing of Non-profit Organizations and its	**K5**

perspectives.		

Suggested Readings :-

Christopher Lovelock, Paul Patterson (2015). *Services Marketing.* Pearson
Australia.

Rao (2004). *Services Marketing .* Pearson Education

Online Resources

https://www.drnishikantjha.com › books Collection

https://baou.edu.in › assets › pdf › PGDM_202_slm

https://sde.uoc.ac.in › default › files › sde_videos

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. C.K.Muthukumaran

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	M(2)	L(1)	L(1)	M(2)	L(1)	M(2)	L(1)	L(1)
CO2	S(3)	M(2)	S(3)	S(3)	S(3)	L(1)	L(1)	M(2)	L(1)	M(2)
CO3	M(2)	S(3)	L(1)	L(1)	M(2)	S(3)	M(2)	L(1)	M(2)	L(1)
CO4	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	L(1)	M(2)	L(1)	L(1)
CO5	M(2)	L(1)	M(2)	L(1)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
W.AV	2.4	2.2	2.0	1.8	2.0	2.4	1.4	1.8	1.6	1.4

S –Strong S(3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	L(1)	L(1)
CO2	M(2)	L(1)	M(2)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	L(1)	L(1)
CO4	M(2)	L(1)	M(2)	S(3)	M(2)
CO5	S(3)	L(1)	L(1)	S(3)	M(2)
W.AV	2.6	1.6	1.8	2.0	1.6

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course Code:** 641423	**Marketing Analytics**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	To provide participants with a foundational understanding of marketing principles, analytical frameworks, and advanced techniques essential for making data-driven decisions and optimizing marketing strategies.
**Introduction to Analytics:** Introduction, basic marketing models, Analytical framework for marketing models Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis
Outcome 1	Program participants will be able to develop proficiency in applying basic marketing models and analytical frameworks to analyze market dynamics. **K2**

UNIT - II	
Objective 2	To equip participants with the knowledge and skills necessary to effectively analyze and optimize marketing efforts through the application of advanced analytics techniques.
	Marketing analytics: Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity.
Outcome 2	Participants will be empowered to make data-driven decisions, maximize marketing effectiveness, and achieve greater ROI for their marketing investments. **K3**

UNIT - III	
Objective 3	To equip participants with the knowledge, skills, and tools necessary to effectively analyze customer data and derive actionable insights to enhance marketing strategies, improve customer experiences, and drive business growth.
	Customer Analytics: Customer Analytics Survival Analysis, Analyzing customer life time value. Predicting customer retention and profit, Choice modeling
Outcome 3	Participants will have gained proficiency in various customer analytics techniques **K4**

UNIT - IV	
Objective 4	To provide participants with a comprehensive understanding of digital analytics principles and techniques tailored specifically to search engine and mobile marketing initiatives.
	Digital Analytics: Digital Analytics Planning search engine marketing and mobile marketing
Outcome 4	Participants can develop the skills necessary to effectively plan, implement, and analyze digital marketing campaigns focused on search engine marketing (SEM) and mobile marketing. **K4**

UNIT - V	
Objective 5	To equip participants with the knowledge and skills necessary to develop strategic resource allocation plans and utilize modeling techniques to optimize resource allocation within an organization.
	Resource planning & modeling: Resource Allocation Planning and modeling resource allocation in the organization
Outcome 5	Program participants will gain proficiency in analyzing organizational needs, **K4**

	identifying key resource requirements, and prioritizing resource allocation based on strategic objectives and constraints.	

Suggested Readings: -

Seema Gupta (2023). Marketing Analytics. Wiley India Pvt. Ltd. New Delhi.

Lilien, G. L., Kotler, P., Moorthy, K. S. (1992). Marketing Models. United Kingdom: Prentice-Hall.

Cox, E. (2011). Retail Analytics: The Secret Weapon. United Kingdom: Wiley.

Farris, P., Wilcox, R. T., Venkatesan, R. (2014). Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning. United States: Pearson Education.

Online Resources

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https://www.henrystewartpublications.com/ama

https://econpapers.repec.org/article/azaama000/

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course Code:** 641424	**AGRICULTURE BUSINESS MARKETING**	**Credits: 3**	**Hours: 3**
UNIT - I				
Objective 1	The program participants can understand comprehensively the fundamental principles and practices involved in the agricultural business sector.			
Introduction: Intro to Agribusiness, Careers in Agribusiness- Types of Businesses & Business Ownership- Agricultural Commodities in the India- Trends in Consumer Preference-Government Agencies and Private Organizations in the Agriculture, Food, and Natural Resources Industry-Agriculture's Impact on the World Economy-World Food Supply-Role of agriculture in Indian economy; problems and policy changes relating to Agri Business				
Outcome 1	The program participants can analyze and apply agribusiness principles to real-world scenarios.			**K2**
UNIT - II				
Objective 2	The program participants can study the primary objective of economic reforms in Indian agriculture, focusing on liberalization, privatization, and globalization, is to increase agricultural productivity and income for farmers.			
Structure of Agriculture - Introduction to Business & Economics- Economic Activity- Business Law and Ethics- Business in the Free Enterprise- Business in a Global Economy-Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.				
Outcome 2	The program participants can undertake Agri business ventures that may result in increased exports, improved market access for farmers, and the development of a more resilient and efficient agricultural supply chain.			**K3**
UNIT - III				
Objective 3	This provides insights about brand recognition and understand the key product information.			
Marketing potential : Importance of Marketing potential and forecasting of Agriculture products, Classification of Products; Product Life Cycle; New Product Development; Product Line and Product Mix; Branding, Packaging and labeling.-factors affecting prices; Pricing Policies and Strategies; Pricing Methods.				
Outcome 3	The program participants can increase the brand recall strategies and improve shelf appeal and redesigning packaging and labeling.			**K4**
UNIT - IV				
Objective 4	The program participants can study the efficiency of the agricultural supply chain, technologies and processes that enable real-time monitoring, tracking, and traceability from farm to consumer.			
Agri Supply Chain Management: Elements of logistics and supply chain management: demand forecasting, functions of inventory, warehousing and distribution centres, transportation, protective packaging, order processing, material handling to agri products				
Outcome 4	The program participants gain sufficient knowledge about the implementation of efficient supply chain management practices, minimize spoilage and wastage of agricultural products, leading to increased profitability for farmers			**K4**

	and a more sustainable and resilient agricultural supply chain.	
**UNIT - V**
Objective 5		To study the sustainable farming practices program, use of digital technologies to effectively do Agri business.
**E-COMMERCE AND AGRI BUSINESS:** E-commerce overview: Introduction, features, importance to economy, models of e- commerce, key success factors, advantages, limitations and challenges in e-commerce in India- internet trading, electronic data interchange, electronic payment - system, adoption of e-commerce by employees, customers, channel partners, suppliers, service providers and regulatory authority
Outcome 5	The program participants after understanding can design digital marketing strategies that can increase the conversion rate, user experience that finally leads to boost revenue and customer engagement.	**K4**

Suggested Readings:

Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford &IBH.

Kohls RL & Uhj JN. 2005. Marketing of Agricultural Products. 9th Ed. Prentice Hall.

Kotler P. 2002. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu.

Krishnamacharyulu C &Ramakrishan L. 2002. Rural Marketing. Pearson Edu.

Ramaswamy VS & Nanakumari S. 2002. Marketing Management. 2nd Ed. Macmillan India

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https://www.indianjournals.com

https://www.emerald.com/insight/publication/issn/2044-0839

https://onlinelibrary.wiley.com/journal/15206297

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	**2.8**	**2**	**1.8**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER					
Elective	**Course code 641425**	**Customer Relationship Management**	**Credits: 3**	**Hours: 3**
UNIT - I					
Objective 1	To study the core concepts of CRM and know the Dynamics of Customer Supplier Relationships				
Introduction: Definition of CRM, CRM as a business strategy, elements of CRM, CRM Processes and systems-Strategy and Organization of CRM: History-of CRM, Dynamics of Customer Supplier -Relationships, Nature and context of CRM strategy, The relationship oriented organization.					
Outcome 1	Students Understand the basic concepts in CRM as well as to know the Dynamics of Customer Supplier Relationships			**K2**	
UNIT - II					
Objective 2	To understand the various marketing aspects of CRM and different policies in CRM				
Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and Multi-channels in CRM, the individualized customer proposition, Relationship policy. Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and cross-sell analysis, Effects of marketing activities, Reporting results.					
Outcome 2	Classify Multi-channels in CRM and compare Effects of marketing.			**K4**	
UNIT - III					
Objective 3	To Generate more ideas on Customer Activity Measurement and managing the Survival rate.				
Customer Based Marketing Metrics-Customer acquisition measurement- Acquisition Rate-Acquisition Cost- Customer Activity Measurement- Average inter purchase time- Retention and Defection- Survival rate- Customer Life Time Value (CLV).					
Outcome 3	Students could be able to grasp more ideas on Customer Based Marketing and Survival rate			**K4**	
UNIT - IV					
Objective 4	Examine the Drivers of Loyalty Program effectiveness and Classify the retention and development				
Managing Customer Relationships: Designing Loyalty Programs- Satisfaction – Loyalty – Profit Chain- Characteristics of Loyalty Program- Drivers of Loyalty Program effectiveness- measuring effectiveness of loyalty program. Achieving Competitive advantage-Creating Value for Customers- Managing customer life cycle- customer acquisition, retention and development.					
Outcome 4	Students are able to know the Managing Customer Relationships and Achieving Competitive advantage			**K2**	
UNIT - V					
Objective 5	To understand the CRM Framework to Marketing Decisions and recent opportunities in CRM				
Application of CRM Framework to Marketing Decisions: Sales-force automation/Marketing Automation/Service automation /Organizing for customer relationship management- Optimal resource allocation across marketing and communication channels to maximize customer profitability- recent opportunities and challenges for CRM					

Outcome 5	Justify the Optimal resource allocation across marketing and communication channels to maximize customer profitability	**K5**

Suggested Readings :-

Franis Buttle (2009). *Customer Relationship Management: Concepts and Technologies*.
Butterworth-Heinemann.

V. Kumar, Werner Reinartz (2018). *Customer Relationship Management: Concept, Strategy, and Tools*. Springer

Kaushik Mukerjee. (2007). *Customer Relationship Management A Strategic Approach To Marketing*. PHI Learning

Online Resources

https://repository.dinus.ac.id/docs/ajar/customer_relationship_management.pdf

https://link.springer.com/book/10.1007/978-3-662-55381-7

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by:Dr. C.K.Muthukumaran

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	S (3)	M (2)	L (1)	L (1)	M (2)	L (1)	M (2)	L (1)	L (1)
CO2	S (3)	M (2)	S(3)	S (3)	S (3)	L (1)	L (1)	M (2)	L (1)	M (2)
CO3	M (2)	S (3)	L (1)	L (1)	M (2)	S (3)	M (2)	L (1)	M (2)	L (1)
CO4	M (2)	M (2)	M (2)	S (3)	M (2)	S (3)	L (1)	M (2)	L (1)	L (1)
CO5	M (2)	L (1)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
W.AV	**2.6**	**2**	**2.8**	**2.2**	**1.2**	**2**	**2.4**	**2**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	L (1)	L (1)
CO2	M (2)	L (1)	M (2)	M (2)	S (3)
CO3	S (3)	M (2)	M (2)	L (1)	L (1)
CO4	M (2)	S (3)	M (2)	L (1)	M (2)
CO5	S (3)	L (1)	L (1)	S (3)	M (2)
W.AV	**2.6**	**1.6**	**1.8**	**2.0**	**1.6**

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER					
Elective	**Course Code:** 641426	**Franchise Management**		**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	To establish a scalable and replicable business model through the emergence of franchising, aiming to expand market reach and increase brand presence.	

Emergence of Franchising: Historical Precedence of Franchising – Marketing Organisation – Franchising – Format Franchising – Internationalization.

Outcome 1	The program participants could understand the increased market penetration and brand visibility achieved through the successful implementation of franchising, resulting in a network of successful franchise units and enhanced overall business profitability.	**K2**

UNIT - II

Objective 2	To provide participants with a comprehensive understanding of the key principles and practices involved in franchising, enabling them to analyze, establish, and manage successful franchised businesses.	

Concepts of Franchising: Design of Services – Agency Theory – Parenting Advantage.

Outcome 2	The program participants will be able to develop a well-informed business plan for a potential franchise, demonstrating proficiency in franchise selection, legal considerations, operational frameworks, and strategies for fostering mutually beneficial relationships between franchisors and franchisees.	**K3**

UNIT - III

Objective 3	To establish a standardized and scalable franchising operation to expand market presence and enhance brand reach.	

Franchising Operation: Franchisor – Franchise – Relationship between Franchisor and Franchisee– Franchise Programming: Preparation – Selection of Franchisee – Legal Aspects

Outcome 3	The program participants, once formed the franchised outlet can maintain a consistent level of quality and customer satisfaction across all franchised locations.	**K4**

UNIT - IV

Objective 4	To comprehensive understand the effective marketing strategy within the Franchise Agreement framework to promote brand awareness, drive customer engagement, and ensure a successful launch of the franchise.	

Franchise Agreement: Content and Development – Marketing Efforts in Franchise Set Up

Outcome 4	The program participants could increase the visibility and brand recognition in the target market through well-executed marketing efforts, resulting in a higher number of potential franchisees expressing interest and a successful setup of the franchise with a strong initial customer base.	**K4**

UNIT - V

Objective 5	To study the franchise system profitability and sustainability.

Major Franchisor Industry Segments Cases: Hospitality and Real Estate – Services – Retail Chains– Computer Training Institutes – Auto Parts – Educational Services – Manpower Sourcing

Agencies.		
Outcome 5	The program participants could asses the franchise industry and can do successfully the franchise business which remains inimitable.	**K4**

Suggested Readings :-

Shiva Ramu (1997). Franchising. Wheeler Publishing, New Delhi.

Shubham Rattan (2016). Franchising Management, ENKAY Publishers, New Delhi

Ilan Alon (2012). Global Franchising Operations Management: Cases in International and Emerging Markets Operations. Pearson Education India.

Spinelli, Rosenberg & Birley (2004). Franchising: A Pathway to Wealth Creation. Pearson Education.

Online Resources

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https://link.springer.com/article

https://www.jstor.org/stable

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course Code:** 641427	**Retail Operations Management**	**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	To provide participants with a comprehensive understanding of the components, functions, and dynamics of retail operations.	

Retail Operations: Components and Functions–The Retail Environment: Structural Change–Modern Retail Structures Trends in retailing in India &Abroad – Government of India policy implications on retails.

Outcome 1	Program participants can develop advanced knowledge and skills in retail operations, enabling them to effectively manage various aspects of retail businesses.	**K2**

UNIT - II

Objective 2	To obtain the knowledge and skills necessary to develop strategic market plans for retail businesses.	

Planning and Development: Strategic Market Planning – Customer Analysis and Segmentation – Merchandising Issues – Pricing Issues – Store Branding Issues, Retailing Mix- Social Forces Economic Forces Technological Forces Competitive Forces.

Outcome 2	Participants can plan and develop successful retail businesses that thrive in dynamic and competitive market environments.	**K3**

UNIT - III

Objective 3	To provide participants with a comprehensive understanding of retail environments.	

Store Design and Layout: Types–Retailing Structure & Different Formats –MNC's role in organized retail formats. Space Management – Service Setting – Automation and Service Quality Traffic flow &Analysis, Population &its mobility Exteriors &Layout

Outcome 3	Program participants will be well-equipped to design innovative and customer-centric retail spaces that drive foot traffic, increase sales, and foster customer loyalty.	**K4**

UNIT - IV

Objective 4	To obtain the knowledge and skills necessary to manage retail logistics and distribution	

Retail Logistics and Distribution – Product Development and Delivery – Sourcing –Vendor Management Private Label Development and Promotion Retail Pricing policies & Strategies Retail Promotion Supply chain management warehousing

Outcome 4	Program participants can lead and manage retail logistics and distribution operations that support business growth and enhance customer satisfaction.	**K4**

UNIT - V

Objective 5	To study and effectively manage human resources in retail settings.	

Retail Administration: Managing Human Resources Recruiting, Selecting and Training Store Employees–Retail Accounting Packages–MIS in Retailing Stock transfer and credit management

Outcome 5	Program participants can administer retail operations efficiently, enhance employee productivity, and drive business success in the retail sector.	**K4**

Suggested Readings :-
Cullen, P., Newman, A. (2002). Retailing: Environment & Operations. United Kingdom: Thomson Learning.
Dunne, P. M., Lusch, R. F., Carver, J. R. (2010). Retailing. United States: Cengage Learning.

Online Resources
https://www.emerald.com/insight/publication/issn/0959-0552
https://www.sciencedirect.com/journal/journal-of-retailing
https://www.scimagojr.com/journalsearch.php?q=21100329555&tip=sid&clean=0

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

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

<table>
<tr><td colspan="6" align="center">IV-SEMESTER</td></tr>
<tr><td>Elective</td><td>Course Code: 641428</td><td>STRATEGIC BRAND MANAGEMENT</td><td>Credits: 3</td><td>Hours: 3</td></tr>
<tr><td colspan="6" align="center">UNIT - I</td></tr>
<tr><td>Objective 1</td><td colspan="5">To provide participants with a foundational understanding of product policy and brand management principles.</td></tr>
<tr><td colspan="6">Introduction to product policy and brand management - Product and classification of products - Conceptual issues in product management - market segmentation, positioning, and differentiation</td></tr>
<tr><td>Outcome 1</td><td colspan="4">Program participants can develop a comprehensive understanding of product policy and brand management concepts.</td><td>K2</td></tr>
<tr><td colspan="6" align="center">UNIT - II</td></tr>
<tr><td>Objective 2</td><td colspan="5">To equip participants with the knowledge and skills necessary to effectively manage product lifecycles, expand product lines strategically, plan and develop new products, and conduct thorough market analysis to drive product success.</td></tr>
<tr><td colspan="6">Product Lifecycle Management – Product Line Extension – Line Stretching, Pruning and Deletions - New Product planning and Development - Product market analysis</td></tr>
<tr><td>Outcome 2</td><td colspan="4">Participants will be able to contribute to the sustainable growth and profitability of organizations by effectively managing their product portfolios and bringing successful new products to market.</td><td>K3</td></tr>
<tr><td colspan="6" align="center">UNIT - III</td></tr>
<tr><td>Objective 3</td><td colspan="5">To provide participants with a foundational understanding of product policy and brand management principles.</td></tr>
<tr><td colspan="6">Introduction to branding theory – Branding Cycle – Types of Brands - Brand building process – Branding Decisions: Brand image, Brand identity, Brand Personality, Brand Positioning - Brand Repositioning and leveraging the brands, Brand relationship, Brand hierarchy.</td></tr>
<tr><td>Outcome 3</td><td colspan="4">Program participants will be equipped to contribute effectively to product development and brand management efforts, develop strategic marketing plans, and drive sustainable business growth through the creation and management of successful product portfolios.</td><td>K4</td></tr>
<tr><td colspan="6" align="center">UNIT - IV</td></tr>
<tr><td>Objective 4</td><td colspan="5">To provide participants with a deep understanding of strategic considerations in branding.</td></tr>
<tr><td colspan="6">Strategic issues in branding: Rules and risks of brand extension, and consumer perception on brand dimensions. Concept of brand equity: Brand Valuation – Methods – Merits and Demerits of each method.</td></tr>
<tr><td>Outcome 4</td><td colspan="4">Participants can develop advanced knowledge and skills in strategic brand management, enabling them to make informed decisions regarding brand extension strategies.</td><td>K4</td></tr>
<tr><td colspan="6" align="center">UNIT - V</td></tr>
<tr><td>Objective 5</td><td colspan="5">To provide participants with a comprehensive understanding of co-branding strategies, brand labeling and packaging techniques, and real-world case studies illustrating successful and unsuccessful brand strategies in both Indian and international markets.</td></tr>
</table>

Co-Branding: Types, Methods and Advantages – Brand Labeling and Packaging – Cases on Brand Strategies, Successes and Failures in Indian and International Contexts.

Outcome 5	Participants can acquire advanced knowledge and skills in co-branding.	K4

Suggested Readings: -

Daniel Lehman and RusellWiner, "Product Management", Tata Mcgraw Hill

Jean Noel Kapferer, "Strategic Brand Management", Delhi: Prentice Hall of India

Kevin Lane Keller, "Strategic Brand Management", Pearson Education

Y.L.R. Murthy, "Brand Management in Indian Context", New Delhi: Vikas Publishing

Online Resources

https://www.palgrave.com/gp/journal/41262

https://www.emerald.com/insight/publication/issn/1061-0421

https://journals.sagepub.com

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. P. S. Nagarajan

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	2.8	2	1.8	2	2

S –Strong (3), M-Medium (2), L- Low (1)

	IV-SEMESTER			
Elective	Course code:**641431**	**ADVANCED PRODUCTION PLANNING AND CONTROL**	**Credits 3**	**H/W 3**
Unit -I				
Objective 1		Understand the various components that makeup the manufacturing planning and control system and the interaction among them		
Production Planning: Objectives, Scope & Functions - Forecasting – definitions – methods – characteristics of forecasting problems – Subjective forecasting methods, Objective forecasting methods – linear and nonlinear regression techniques – analysis of seasonal demand – seasonal demand with growth pattern – problems				
Outcome 1		Develop the models that are applicable for supply chain inventory management,including those for quantity discounts, Safety stocks, and order quantity and reorder point interactions		**K2**
Unit-II				
Objective 2		Knowledgeable in the models that are applicable for supply chain inventory management, including those for quantity discounts, Safety stocks, and order quantity and reorder point interactions		
Production Control – Control Objectives - Inventory control with known demand – inventory costs - EOQ models – quantity discount models – instantaneous and gradual – supply and demand cases – problems				
Outcome 2		Appreciate the material requirements plans, manufacturing resource plans, and capacity requirement plans can be developed, and lot sizing decisions can be made for a manufacturing		**K1**
Unit III				
Objective 3		Through the material requirements plans, manufacturing resource plans, and Capacity requirement plans can be developed, and lot sizing decisions can be made for a manufacturing.		
Operations scheduling – production scheduling – job shop scheduling – problems in job shop scheduling – sequencing problems – scheduling tools and techniques – problems in scheduling				
Outcome 3		Know well about the various components that makeup the manufacturing planning and control system and the interaction among them		**K3**
Unit IV				
Objective 4		Understand the implementation important research topics within production Planning and control.		
Supply chain management – make or buy decisions – JIT purchasing - Global sourcing – information flow – problems				
Outcome 4		Identify, discuss and implement important research topics within production planning and control		**K2**
Unit V				
Objective 5		To know the concept of Synchronous manufacturing and theory of constraints		
Synchronous manufacturing and theory of constraints – performance measurement – capacity constraints – implementing a synchronous operations system. - Computers in PPC – Automated				

manufacturing systems – Computer Integrated Manufacturing - Computer aided designing - Software in Planning and Control.

Outcome 5	Learned the process of performance measurement in capacity constraints	K2

Suggested Readings :-

Dilworth, J. B. Production and Operations Management, Vth Edition, 2009, pp224-230.

Jacobs, F. R., Chase, R. B., &Aquilano, N. (2004). Operations management for competitive advantage. *Boston: Mc-Graw Hill*, *64*, 70.

Nahmias, S., & Cheng, Y. (2005). *Production and operations analysis* (Vol. 6). New York: McGraw-hill.

Online Resources :

https://mrcet.com/downloads/digital_notes/ME/IV%20year/PPC_3122018.pdf'

https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SPR1306.pdf

https://www.ciando.com/img/books/extract/3319275232_lp.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.K.Chandrasekar,

Advanced Production Planningand Control – 641431
Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	S(3)
CO2	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)
CO3	S(3)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	M(2)
Avg	2.6	2	2.2	2.4	2	2.2	2	2.2	2.6	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	L(1)
CO2	M(2)	M(2)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	S(3)
Avg	2.4	2.4	2	2.2	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

IV-SEMESTER					
Elective	**Course Code: 641432**	**Supply chain management**		**Credits: 3**	**Hours: 3**
UNIT - I					
Objective 1	To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action.				
Development of SCM concepts and Definitions – key decision areas – strategic Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.					
Outcome 1	Understand that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive .An appropriate course of action.				**K2**
UNIT - II					
Objective 2	To incorporate and learn the critical elements of Logistics and Supply Chain Management processes				
Sourcing strategy: Manufacturing management – make or buy decision – capacity management– Materials Management – choice of sources – procurement planning.					
Outcome 2	Well known about the incorporate and learn the critical elements of Logistics and Supply Chain Management processes				**K3**
UNIT - III					
Objective 3	To equip students with the required depth and balance of technical and managerial competencies such that they will be able to function successfully in their chosen field.				
Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.					
Outcome 3	Understanding technical and managerial competencies to function successfull their chosen field.				**K4**
UNIT - IV					
Objective 4	To equip students with the required depth and balance of technical and managerial competencies such that they will be able to function successfully in their chosen field.				
Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities– Warehouse location allocation. Warehouse design and operations – inventory norms.					
Outcome 4	Make appropriate decisions are made often requires not only technical competencies from those individuals involved, but also requires them to Possess competencies of a more managerial nature; and vice versa.				**K2**
UNIT - V					
Objective 5	To understand the fundamentals of Channels of Distribution				
Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.					
Outcome 5	Learned the process of customer service strategy				**K2**
UNIT VI					

Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Relatedto the Course during the Semester concerned
Suggested Readings :- Coyle, Bradi&Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999. Sahay, B. S. (Ed.). (2006). *Supply Chain Management: For Global Competitiveness*. Macmillan. Sahay, B. S., Gupta, J. N., & Mohan, R. (2006). Managing supply chains for competitiveness: the Indian scenario. *Supply Chain Management: An International Journal*, *11*(1), 15-24.
Online Resources: **https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/6/__UG_B.Com_Computer%20Applications_123%2062%20_%20B%20Com-Computer%20Applications_Supply%20Chain%20Management_8389.pdf** **https://www.researchgate.net/publication/363335546_SUPPLY_CHAIN_MANAGEMENT**

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

Course designed by:Dr. A.Iyappan

Supply Chain Management – 641432
Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	L(1)	M(2)	M(2)
CO3	S(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	2(M)	M(2)	M(2)	L(1)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
Avg	2.4	2	2	2	2	2	2	1.8	2.4	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	L(1)
CO2	M(2)	M(2)	M(2)	L(1)	M(2)
CO3	M(2)	M(2)	M(2)	M(2)	M(2)
CO4	S(3)	M(2)	M(2)	S(3)	L(1)
CO5	L(1)	M(2)	M(2)	M(2)	M(2)
Avg	2.2	2.2	2	2.2	1.8

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	Course code: **641433**	**ADVANCED QUALITY MANAGEMENT**	**Credits 3**	**H/W 3**

Unit –I		
Objective 1	Understand the business excellence models and be able assess organization's performance making reference to their criteria	
Quality – Definitions – Basic concepts – Quality function – Managing for quality – Quality plans – Organization for quality – Developing a quality culture – Control of quality and quality improvement – ISO 9000 series - Latest Standards – Concepts only.		
Outcome 1	Know business excellence models and be able assess organization's performance making reference to their criteria	**K2**

Unit-II		
Objective 2	Thorough in quality management methods analyzing and solving problems of organization	
Designing for quality – Quality measurement in manufacturing – Statistical process control – Control chart for variables – X and R Chart – Control chart for attributes – P and C charts.		
Outcome 2	Use quality management methods analyzing and solving problems of organization	**K3**

Unit III		
Objective 3	Knowledgeable in principles of total quality management and peculiarities of their implementation	
Inspection for Quality – Inspection planning – Accuracy – Errors of measurement – Concept of sampling plans – Producer Risk – Consumer Risk – The operating characteristics curves.		
Outcome 3	Know the principles of total quality management and peculiarities of their implementation	**K4**

Unit IV		
Objective 4	Understand the prerequisites of evolution of total quality management and Significance of quality gurus' works to the management of modern organizations	
Reliability and life testing – Hazard models – Constant Hazard - Linearly increasing Hazard – Waybill model – MTTF System reliability – Series and parallel.		
Outcome 4	Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations	**K5**

Unit V		
Objective 5	Understand the Quality Information Systems and audit reporting	
Quality Information Systems – Scope – Reports on quality. Quality Assurance: Definitions – concept – quality auditing – Audit Reporting – Quality survey.		
Outcome 5	Know the concept of Quality Information Systems	**K4**

Suggested Readings :-

Gryna, F. M., & Juran, J. M. (2001). Quality planning and analysis: from product development through use. McGraw-Hill Science, Engineering & Mathematics.

Singh, S. K. (1997). ISO 9000 and total Quality Management.

Rajendran, K. Business excellence through total quality management _TQM _in supplier purchaser and customer management system.

Online Resources :
https://web.iima.ac.in/assets/upload/mdp/2122061475Advanced%20Quality%20Management.pdf
http://www.naac.gov.in/images/docs/Publication/books/Total_Quality_Management_for_Tertiary_Education.pdf
https://courseware.cutm.ac.in/wp-content/uploads/2020/06/TQM-PDF.pdf
http://www.uop.edu.pk/ocontents/Total%20Quality%20Management%20by%20Dale%20H.%20Besterfield,%20Carol%20Besterfield-Michna,%20Glen%20H.%20Besterfield,%20Mary%20Besterfield-Sacre,%20Hemant%20Urdhwareshe,%20Rashmi%20Urdhwarshe%20(z-lib.org).pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
					Course designed by Dr.K.Chandrasekar,

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)
CO4	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)
CO5	S(3)	L(1)	S(3)	S(3)	S(3)	M(2)	S(3)	L(1)	S(3)	M(2)
W. Avg	2.6	2.4	2.8	2.6	2.8	2.6	2.8	2.4	2.8	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	S(3)	M(2)	S(3)
CO3	M(2)	S(3)	M(2)	S(3)	M(2)
CO4	M(2)	M(2)	M(2)	S(3)	S(3)
CO5	S(3)	S(3)	S(3)	L(1)	S(3)
W. Avg	2.6	2.8	2.6	2.4	2.8

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	Course code: **641434**	**TECHNOLOGY AND INNOVATION MANAGEMENT**	**Credits 3**	**H/W 3**
Unit –I				
Objective 1	Understand and communicate the value of technology investments			
Perspectives on Management of Technology: Description, scope and implications – need for technology analysis; organizational learning – knowledge management and their need for effective management of technology; Technology life cycles				
Outcome 1	Communicate the value of technology investments			**K2**
Unit-II				
Objective 2	Understand which products and components to make in-house and which to outsource			
Evolution of innovation and technology – Dominant design theory, Technology S-curve theory. Productivity and Technology Management: Technology, productivity and process change; creating a productive team culture; concurrent engineering and time-based competition; Risk factors in Technology Management; product development through technology innovations – implementation of new technology.				
Outcome 2	Recognize which products and components to make in-house and which to outsource			**K3**
Unit III				
Objective 3	Manage new product development and introduction processes in the context of the innovation system			
Tools And Legal Issues For Technology Manager: Role of patents, copy rights, trademarks and licenses in technology management – Intellectual property rights in the Electronic Age; Decision support systems in R & D – marketing of technical products - Rules and Regulations in relation to Transfer of Technology and Settlement of disputes.				
Outcome 3	Appreciate the managing new product development and introduction processes in the context of the innovation system			**K4**
Unit IV				
Objective 4	Use appropriate, process-based technology management approaches			
Concept of innovation and creativity Definition - relationship of creativity to the following human functions - Intelligence, Education, Age, Behaviour - 4 P's of creativity and theories behind those ideas - 4 stages of creative process - major blocks to creativity. Organizational climate for creativity and Innovation Organizational diagnosis: preparation of a report on the organizational climate for creativity in an organization.				
Outcome 4	Make appropriate, process-based technology management approaches			**K4**
Unit V				
Objective 5	Understand the concept of Human relation skills for Managing Innovation			
Human relation skills for Managing Innovation - Experiential learning programme - Group Problem Solving - - Group Decision making - - Group think - Brain-storming (Individual and groups). Knowledge and power - knowledge worker – concept of learning organization – Knowledge Management				
Outcome 5	Learned the process of Group Problem Solving techniques			**K5**

Suggested Readings:-
Toffler, A. (1971). Future Shock (Bantam edition).
DANGWAL, R. (2002). Emerging Trends in Corporate Financial. Auditing and Contemporary Accounting: New Horizons, 2, 319.
Moody, D. L. (2003). The method evaluation model: a theoretical model for validating information systems design methods.
Peters, T. J., & Waterman Jr, R. H. (1982). In Search of. Of Excellence, New York: Harper and Row.

Online Resources
https://gateway.edu.in/gsb/pdf/MOI.pdf
https://www.mheducation.co.in/strategic-management-of-technological-innovation-9789353168315-india

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by Dr.K.Chandrasekar,	

Course Outcomes (COs) Vs Programme Outcomes (POs)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	M(2)	S(3)	S(3)	M(2)	L(1)	S(3)	M(2)	S(3)	S(3)
CO3	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)
CO4	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)
CO5	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	L(1)	S(3)	M(2)
W. Avg	2.8	2.6	2.6	2.8	2.6	2.4	2.8	2.4	2.8	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (COs) Vs Programme Specific Outcome (PSOs)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	M(2)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	L(1)	S(3)	S(3)
CO3	S(3)	M(2)	M(2)	M(2)	M(2)
CO4	M(2)	S(3)	S(3)	S(3)	S(3)
CO5	S(3)	S(3)	S(3)	M(2)	S(3)
W. Avg	2.8	2.6	2.4	2.6	2.8

S –Strong (3),   M-Medium (2),   L- Low (1)

<table>
<tr><td colspan="6" align="center">IV-SEMESTER</td></tr>
<tr><td>Elective</td><td>Course code:
641435</td><td align="center">PRODUCTIVITY MANAGEMENT &
TECHNIQUES</td><td colspan="2">Credits 3</td><td>H/W 3</td></tr>
<tr><td colspan="6" align="center">Unit -I</td></tr>
<tr><td colspan="2">Objective 1</td><td colspan="4">To understanding Productivity techniques.</td></tr>
<tr><td colspan="6">Productivity – definition – concepts – importance of productivity circles - Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data</td></tr>
<tr><td colspan="2">Outcome 1</td><td colspan="3">Understand the productivity of the firm and its problem</td><td>K1</td></tr>
<tr><td colspan="6" align="center">Unit-II</td></tr>
<tr><td colspan="2">Objective 2</td><td colspan="4">To know customizing Sustainable Productivity Concept</td></tr>
<tr><td colspan="6">Man power planning – productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing and services and R & D etc. - Managing productivity – misconceptions about productivity management automation and productivity – economics of productivity</td></tr>
<tr><td colspan="2">Outcome 2</td><td colspan="3">Know about customizing Sustainable Productivity Concept</td><td>K2</td></tr>
<tr><td colspan="6" align="center">Unit III</td></tr>
<tr><td colspan="2">Objective 3</td><td colspan="4">To understand in detail about implementing an Effective Productivity Drive</td></tr>
<tr><td colspan="6">Factors affecting productivity – cultural factors – human factors – physical environment – technology – materials – machine – layout – lighting – temperature – ventilation – employment – job performance – motivation – employee ability – aptitude – personality – experience – training – interest – education – intelligence – variables affecting productivity – internal and external to the company</td></tr>
<tr><td colspan="2">Outcome 3</td><td colspan="3">Understanding about implementing an Effective Productivity Drive</td><td>K2</td></tr>
<tr><td colspan="6" align="center">Unit IV</td></tr>
<tr><td colspan="2">Objective 4</td><td colspan="4">To Engaging the Workforce to be Motivated</td></tr>
<tr><td colspan="6">Productivity improvement – barriers to productivity improvement – productivity improvement techniques – employee based – material based – task based – product based – technology based – incentives to increase productivity – effective team working – performance review and appraise techniques - Pit falls in productivity improvement</td></tr>
<tr><td colspan="2">Outcome 4</td><td colspan="3">know about measure Productivity and Evaluate the Implementation</td><td>K3</td></tr>
<tr><td colspan="6" align="center">Unit V</td></tr>
<tr><td colspan="2">Objective 5</td><td colspan="4">To Measure Productivity and Evaluate the Implementation</td></tr>
<tr><td colspan="6">Productivity requirements – required organizational change for productivity improvement – top management role – crisis management – concepts – crisis management and productivity - Time management – key to productivity improvement – time management at personal and organizational levels – scheduling works – time saving techniques – using technology for saving time.</td></tr>
<tr><td colspan="2">Outcome 5</td><td colspan="3">know about time management at personal and organizational levels</td><td>K2</td></tr>
<tr><td colspan="6">Suggested Readings :-
Ouah, J. S. (1984). Productivity in the Singapore police force: Some suggestions for improvement. <i>Asian Journal of Public Administration</i>, <i>6</i>(1), 2-17.
Robert Schaffer – "Managing Productivity" – Jaico Publishing House
Sawhney S C – "Productivity Management" - TMH, Delhi</td></tr>
</table>

Online Resources :
https://www.toknowpress.net/ISBN/978-961-6914-05-5.pdf
https://www.scmsnoida.ac.in/assets/pdf/journal/vol1Issue2/Article%207-%20Sateesh%20Kumar%20Ojha.pdf
https://egyankosh.ac.in/bitstream/123456789/31707/1/Unit-4.pdf
https://gcekbpatna.ac.in/assets/documents/lecturenotes/POM_Module_1_Part1.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.K.Chandrasekar,

PRODUCTIVITY MANAGEMENT & TECHNIQUES – 641435
Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)
CO2	S(3)	M(2)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)
CO3	M(2)	M(2)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)
CO5	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	S(3)
Avg	2.4	2.4	2.6	2.2	2.6	2.6	2.2	2.2	2.4	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	M(2)	S(3)	S(3)
CO2	S(3)	M(2)	S(3)	S(3)	M(2)
CO3	M(2)	S(3)	M(2)	S(3)	M(2)
CO4	M(2)	M(2)	S(3)	S(3)	M(2)
CO5	M(2)	S(3)	S(3)	M(2)	M(2)
Avg	2.2	2.4	2.6	2.8	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

IV - Semester				
Elective	**Course code : 641441**	**Advanced Behavioural Science**	**Credits: 3**	**Hours: 3**
		UNIT - I		
Objective 1	To study basic knowledge and principles stemming from disciplines of psychology, social psychology			
Relationship between Behavioural Science and other functional areas of Management – Role of advanced Behavioural Science in organisational Life – Advanced Behavioural Science Vs Organisation Development–Interventions and Strategies.				
Outcome 1	Grasp basic knowledge about behavioral science.			**K2**
		UNIT - II		
Objective 2	To examine behavior of the individual, interpersonal relationships, behavior at work			
Transactional Analysis and its importance – Use of strokes, stamps, Sweatshirts and rackets. Assertiveness – Nature – Importance – Relevance in organisational Life –Individual Assertiveness and communication.				
Outcome 2	Appreciate the value of behavioral sciences in modern life			**K3**
		UNIT - III		
Objective 3	To understand the concept of transactional analysis			
Performance Review, TA tips for Performance interview – Goal setting –Development planning with subordinates–Analysing performance problems.				
Outcome 3	Acquire knowledge in Transactional Analysis and its importance			**K1**
		UNIT – IV		
Objective 4	To examine the concept of Behaviour Modification Principles & Practice			
Behaviour Modification Principles & Practice: Objectives - Formulation of Behavior Change Goals –Intervention Planning-Classification of Behavior Change Techniques- Developing the Intervention Plan - Implementing the Behavior Change – Evaluating the Effectiveness of the Behavior Change Program.				
Outcome 4	Develop and approach fundamental issues of Counselling with respect to Business management			**K6**
		UNIT – V		
Objective 5	To understand the Elements of Counselling			
Managerial counselling – Elements of Counselling – Developing the organisation –Helping and Predicting people's problem – Anxiety and Stress at work – Training for counselling.				
Outcome 5	Understand the functional anatomy of vertebrates.			**K2, K5**

Suggested Readings :-

Cooper D.L, Improving Interpersonal Relations – Some Approaches to Social Skill Training, Gower, 1987.

Elaina Zuker, Mastering Assertions Skills, Pomer and Positive Influence at Work, AMA, 1983.

Roberde Board, Counselling People at Work, An Introduction for Managers, Gower, 1983.

MarrisonJ.HandO'HearneJJPracticalTransactionalAnalysisManagement, Addison, Wesley

Publishing Co. 1977.

Martin Sundel, Sandra Sundel, (2004),Behavior Change in the Human Services: Behavioral and Cognitive Principles and Applications Fifth Edition, Sage Publications

Online Resources

https://www.slideshare.net/zulfiquer732/introduction-to-behavioraLscience

https://www.maricopa.edu/degrees-certificates/behavioral-science-human-services/advanced-behavioral-sciences-5521-ccl

https://www.coursera.org/learn/empathyforselfandothers

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. M. AYISHA MILLATH

641441 – Advanced Behavioural Science

Course Outcome VS Programme Outcomes

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	M (2)	M (2)	M (2)	L (1)	M (2)	S (3)	S (3)	M (2)
CO2	M (2)	S (3)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)
CO3	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)
CO4	L (1)	S (3)	M (2)	M (2)	M (2)	M (2)	S (3)	S (3)	M (2)	L (1)
CO5	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	S (3)	M (2)
W.AV	2.2	2.4	2	2.2	2	2	2.2	2.4	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M (2)	S (3)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	L (1)	S (3)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	M (2)
CO4	S (3)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	S (3)
W.AV	2.2	2.4	2	2.2	2.2

S –Strong (3), M-Medium (2), L- Low (1)

IV - Semester					
Elective	**Course code : 641442**	**LEARNING AND DEVOLEPMENT**		**Credits: 3**	**Hours: 3**
UNIT – I					
Objective 1		To understand the concepts and principles of Training.			
Introduction to Training: Need and Importance - Needs Analysis and Needs Assessment, Performance Analysis, Job Analysis, Task Analysis, Learner Analysis, Context Analysis and Skill Gap Analysis–Concept of Education – Theories of Learning motivation–Training and Management Development.					
Outcome 1	Perform needs assessment for training				**K4**
UNIT – II					
Objective 2		To frame objectives and prepare budgets for training.			
Training objectives - Strategic planning and training – Strategic training practices-Training Deliverables and Instructional strategies, Training Design, Budgets and schedules, Training Project Management, Design Blue prints and prototypes-Drafting Training Materials-Developing Tests/Assessments.					
Outcome 2	Apply strategic training practices.				**K3**
UNIT – III					
Objective 3	To learn the process of evaluating the training process				
Train the Trainer Programmes-class room and non-class room delivering techniques. Role of evaluation - evaluating reactions and learning -evaluating transfer of training - evaluating results of training, - past and future analysis.					
Outcome 3	Evaluate the outcomes of training process.				**K5**
UNIT – IV					
Objective 4	To know about the Training climate and pedagogy.				
Learning process, Training climate and pedagogy, Training methods and techniques, Training communication- Develop an understanding of coaching, training and development Leadership Development and Talent Management System					
Outcome 4	Identify between coaching, training and development.				**K3**
UNIT – V					
Objective 5	To have a broad understanding about career development and competence				
Career Development in a Changing Environment:-Career Development: Theoretical Foundations, Concept of Career Anchor - Concepts of Competence-Competency Approach to Development-Assessment Centre Approach to Competence Building - Career Paths, Career Transition-Succession Planning and Fast-Tracking-Career Development and Business Strategy-Special Issues in Career development					
Outcome 5	Plan for career development and solve issues in implementing it.				**K6**
Suggested Readings :-					
Raymond Noe, ―Employee Training and Development ‖5thEdition, McGrawHill, 2010					
Donald J. Ford ―Bottom-Line Training‖, PHI, 1999					
CraigR.L. ―TrainingandDevelopment Hand book: A guide toHuman Resource Development‖ (4th Ed..), New York, NY: McGrawHill 1996					
Lynton, R.PareekU. Training for development, Vistaar, 2nded.					
Rae.L.;Howtomeasure Trainingeffectiveness,Aldershot1986.					

Online Resources
https://www.aihr.com/blog/learning-and-development/
https://www.personio.com/hr-lexicon/learning-and-development-landd/
https://egyankosh.ac.in/handle/123456789/2860

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. M. AYISHA MILLATH

641442 – Learning and Development
Course Outcome VS Programme Outcomes

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)
CO2	S (3)	S (3)	L (1)	M (2)	M (2)	L (1)	L (1)	M (2)	M (2)	L (1)
CO3	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)
CO4	M (2)	M (2)	M (2)	L (1)	S (3)	M (2)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	M (2)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	S (3)
W.AV	2.4	2.2	2	2	2.2	2	2	2	2.4	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	S (3)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	M (2)	S (3)	M (2)
CO3	M (2)	L (1)	S (3)	M (2)	M (2)
CO4	S (3)	S (3)	M (2)	M (2)	M (2)
CO5	M (2)	M (2)	L (1)	M (2)	S (3)
W.AV	2.4	2.2	2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course code 641443**	**Career Management**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	To understand the concepts of career, importance of career management and development.

Introduction to Career – Career management - Objectives and importance of career management, Career planning, Career development – Managerial Skills for career management and career development**.**

Outcome 1	Learn the career, career planning, career succession planning, career development, protein career and overall career management system.	**K2**

UNIT - II	
Objective 2	To learn about career motives and stages of career planning.

Career planning process – Career stages – Managing career stages – Career development models – Designing effective career development system – Identifying and analysing life career themes and career talents..

Outcome 2	Know career management process through which individuals and organizations jointly plan, guide, direct, and influence people's career to meet the individual's and the organization's future needs.	**K3**

UNIT - III	
Objective 3	To know designing the new career development systems.

Understanding the new career- Managing career change - Changing landscape of careers, Protean career - Managing career: Skills assessment and peer coaching, Career dynamics - Matching individual skills and organizational requirements.

Outcome 3	Develop skills for career self-assessment	**K4**

UNIT - IV	
Objective 4	To identifying and analyzing life career themes and career talents.

Career Planning Vs Succession Planning - Career management strategies - Careers guidance and counselling, Managers Role in Career Management -Learning and Development for Career & Organizational growth.

Outcome 4	Design strategy to manage and develop career in the organization.	**K2**

UNIT - V	
Objective 5	To learn the latest practices of career development

Contemporary issues in Career Management: Developing Career and Work-life implications Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.

Outcome 5	Aware about the career issues and career challenges where management can help employees in career advancement	**K2**

UNIT - VI	
Objective 6	To know various theories of career management	

Dynamic Component for Continuous Internal Assessment only: Contemporary Developments

Relatedto the Course during the Semester concerned		
Outcome 6	Develop a road map for career planning and development and also design learning management system for employee's career growth.	

Reference and Textbooks:-(APA Format)

Harrington, Brad and Hall, Douglas T. Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub., 2008.

Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M., Career Management (3rd Edition). The Dryden Press, Harcourt College Publishers, 2009.

R.M.Omkar, Personality Development and Career Management, S.Chand 1st edition,2008.

Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.

Sharma, ShashiPrabha, Career Guidance and Counselling: Principles. 1st edition, 2008.

Online Resources

https://unstop.com/blog/retail-management-meaning

https://managementstudyguide.com/retail-management.htm

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. A. Iyappan

Course Outcome VS Programme Outcomes

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	L(1)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	S(3)	(3)
Avg	2.6	2	2.4	2	2.2	2.2	2	2.2	2.6	2.2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	S(3)	M(2)	M(2)
CO4	M(2)	S(3)	M(2)	S(3)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.2	2.4	2.2	2.4	2.2

S –Strong (3), M-Medium (2), L- Low (1)

IV-SEMESTER				
Elective	**Course Code:** 641444	**LABOUR LEGISLATIONS**	**Credits: 3**	**Hours: 3**

UNIT - I	
Objective 1	To understand the basic concepts of the Factories Act and Workmen Compensation Act.

Factories Act, 1948, Workmen Compensation Act, 1923.

Outcome 1	The program participants could develop the ability to independently start a factory or can advise others.	**K2**

UNIT - II	
Objective 2	To comprehensively understand the legal provisions outlined in the Payment of Wages Act, 1936; Minimum Wages Act, 1948; and Payment of Bonus Act, 1965, and their implications on employer-employee relations.

Payment of Wages Act, 1936, Minimum Wages Act, 1948.Payment of Bonus Act, 1965.

Outcome 2	Program participants will be equipped to interpret and apply the key provisions of these acts in real-world employment scenarios.	**K3**

UNIT - III	
Objective 3	To study the statutory benefits provided under the Payment of Gratuity Act, 1972; Employees State Insurance Act, 1948; and Employees Provident Fund and Miscellaneous Provisions Act, 1952, and to explore their significance in ensuring the financial well-being and social security of employees.

Payment of Gratuity Act, 1972, Employees State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952.

Outcome 3	Program participants could assess the impact of these acts on the overall welfare of employees and comprehend the employer's responsibilities in implementing and managing these social security measures.	**K4**

UNIT - IV	
Objective 4	To explore the legislative framework established by the Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946; Trade Union Act 1926; and Shops and Establishment Act, 1947, with the aim of understanding the legal dimensions of industrial relations, employment conditions, trade union activities, and establishment regulations in India.

Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946. Trade Union Act 1926, Shops and Establishment Act, 1947

Outcome 4	Program participants will be well-versed in the intricacies of industrial relations, employment terms, trade union dynamics, and regulatory requirements for establishments.	**K4**

UNIT - V	
Objective 5	To study the legal provisions outlined in the Equal Remuneration Act, 1976; Contract Labour (Regulation and Abolition) Act, 1976; and Maternity Benefits Act, with the objective of understanding their significance in promoting equal remuneration, regulating contract labor practices, and safeguarding the well-being of

	female employees during maternity.	
Equal remuneration Act 1976, Contract Labour (Regulation and Abolition) Act 1976, Maternity Benefits Act		
Outcome 5	Program participants could possess a comprehensive understanding of the legal framework designed to address issues related to equal remuneration, contract labor engagement, and maternity benefits in the workplace.	**K4**

Suggested Readings :-

Industrial Law– N. D. Kapoor, Sultan Chand & Sons, New Delhi.

Industrial Law–P.L. Malik, Eastern Book Company Lucknow. Relevant Bare Acts.

Labour Law–S. K. Puri.

Labour and Industrial Laws –S. N. Misra.

Labour Laws, 2008- Tax Mann

Industrial Relation, Trade unions and Labour Legislation, 2004 - D.R.N.Sinha, InduBalasinha &Semma Priyadarshini Shekar

Online Resources

https://www.lexisnexis.co.in/en-in/products/labour-law-journal.page

https://stmjournals.com/Journal-of-Labour-and-Industrial-Law.html

https://lawjournals.celnet.in/index.php/jlil/index

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by: Dr. P. S. Nagarajan	

Course Outcome VS Programme Outcomes

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO3	M (2)	M (2)	S (3)	M (2)	L (1)	M (2)	S (3)	M (2)	M (2)	M (2)
CO4	S (3)	M (2)	M (2)	S (3)	M (2)	M (2)	M (2)	M (2)	M (2)	M (2)
CO5	S (3)	M (2)	S (3)	M (2)	L (1)	M (2)	M (2)	M (2)	M (2)	M (2)
W.AV	2.6	2	2.8	2.2	1.2	2	2.4	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S (3)	M (2)	M (2)	M (2)	M (2)
CO2	M (2)	M (2)	S (3)	M (2)	M (2)
CO3	S (3)	M (2)	L (1)	M (2)	M (2)
CO4	S (3)	M (2)	L (1)	M (2)	M (2)
CO5	S (3)	M (2)	M (2)	M (2)	M (2)
W.AV	**2.8**	**2**	**1.8**	**2**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

IV Semester					
Elective	Course code:**641445**	**Compensation and Reward Management**	**Credits 3**		**H/W 3**
Unit -I					
Objective 1	To Understand the basic concepts and models of compensation system and recent theoretical and practical developments in the area of compensation and benefits				
Compensation- concept and Context: Role of Compensation and Rewards in Organization- Economic and Behavioural Issues in Compensation –Framework of Compensation Policy.					
Outcome 1	Apply the pay model to understand how and why pay systems work.				K3
Unit-II					
Objective 2	To know about the legal framework of wage and salary administration.				
Legal Framework of Wage and Salary Administration: Wage Concepts and Definition of Wages under various Labour Legislation-Norms for Wage Determination-Regulations of Acts-Payment of Wages, Bonus Act, Minimum Wages and Equal Remuneration-Law Relating to Retrial Benefits					
Outcome 2	Explain how organizations develop and implement pay systems				K2, K5
Unit III					
Objective 3	To identify links between Institutional Mechanism for Wage Determination and pay packet.				
Compensation Structure and Differentials: Pay Packet Composition- institutional Mechanism for Wage Determination Job Evaluation and Internal Equity-External Equity and Pay Surveys, Executive Compensation. Compensation Systems in Multinational Companies and IT companies					
Outcome 3	Recognize the effect of law and regulation on compensation and benefit practices.				K1
Unit IV					
Objective 4	To develop the Design of Performance-linked Reward System and allowances.				
Reward System, Incentives and Pay Restructuring: Design of Performance-linked Reward System-Incentives for Blue and White Collars-Bonus, Profit Sharing and Stock Options-Allowances and Benefits - The role of fringe benefits in reward systems –Downsizing and Retirement Plans including Voluntary Retirement Scheme, Golden Handshake Schemes.					
Outcome 4	Identify merging issue and trends in tax planning, comparative international compensation.				K3
Unit V					
Objective 5	To learn about emerging issues and future trends of compensation management.				
Emerging Issues and Trends: Tax Planning-Comparative International Compensation - Overview of Future Trends in Compensation Management					
Outcome 5	Discuss about the role of fringe benefits in reward systems.				K6
Suggested Readings :					
Armstrong, Michel and Murlis, Helen, Reward Management: A Handbook of salary Administration London, Kegan Paul 1988. Bergreaa, Lenard R.Wage and Salary Administration. London, Charles E- Merril, 1984. Capeman, George, Employees Shares Ownership. New York, Kogan Page, 1991 Hart, RobertA. Economics of Non-Wage Labour costs. London, George Aller and Unwin, 1984.					
Online Resources :					
https://egyankosh.ac.in/bitstream/123456789/78807/1/Unit-11.pdf					

https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/3CompensationManagement.pdf				
https://egyankosh.ac.in/bitstream/123456789/6304/1/Unit-10.pdf				
https://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf				

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
					Course designed by: Dr. P. S. Nagarajan

641445 – Compensation and Reward Management

Course Outcome (CO) Vs Programme Outcome (PO

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	2	2	2	3	1
CO2	3	3	2	2	2	2	1	3	2	2
CO3	3	2	2	3	1	2	2	2	3	2
CO4	2	1	2	2	3	2	3	2	2	2
CO5	2	2	1	2	2	3	2	2	3	3
Avg	2.6	2	2	2.2	2	2.2	2	2.2	2.6	2

S –Strong (3),   Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	2	2	2	3	1
CO3	2	1	3	2	2
CO4	3	2	2	2	2
CO5	2	2	2	2	3
Avg	2.4	2	2.2	2.2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

		IV - Semester		
Elective	**Course code- 641446**	**Workplace Counselling**	**Credits: 3**	**Hours: 3**

UNIT - I

Objective 1	To understand the concept of counseling in workplace.

Workplace today, Counselling, history of counselling, dimensions of counselling, basics of workplace counselling - Orientation models, brief the rap models, problem focused models, work oriented models, manager based models, externally based models, internally based models, welfare based models, organization change models.

Outcome 1	Identify the various dimensions and models of counselling	**K3**

UNIT - II

Objective 2	To learn about the multiple roles of counselors and ethical issues in counseling

Multiple roles of Counsellors, counselling values Vs business values, training for counsellors - ethical issues in counselling - stress and counselling, impact to for organizations; systematic approaches; organisation culture: different cultures and counselling.

Outcome 2	Perform the roles of counsellors and explain systematic approaches	**K5**

UNIT - III

Objective 3	To prepare for counseling and contracting for counseling

Preparation for counselling-assessing work place counselling, contracting for counselling, introducing counselling in the workplace, terminating counselling. Preparation of employee, assessment of employee, contracting/referring, engaging in counselling and terminating counselling.

Outcome 3	Engage in counselling and contract for counselling	**K3**

UNIT - IV

Objective 4	To develop the Design of Usefulness of evaluation-record keeping

Usefulness of evaluation-record keeping, evaluation, formative and summative evaluation, different methods of counselling evaluation. Training in ethical decision-making, ethical responsibilities for and to clients and organizations; employee counsellors; ethical responsibilities for and to themselves; organisation's ethical responsibilities.

Outcome 4	Explain the ethical responsibilities of stakeholders in counselling.	**K2**

UNIT - V

Objective 5	To learn about Methods of training counsellors and dynamics of training

Methods of training counsellors, dynamics of training, the training team, facilities, context, student group, curriculum, assessment, learning community -Supervision – Definition, supervisory relationships, supervision for counsellors parallel process in workplace counselling, helping counsellors for supervision.

Outcome 5	Help counsellors in supervision.	**K4**

Suggested Readings :-

Michael Carroll - Workplace Counselling, Sage Publications,1999

Richard Welson – Jones - Introduction to Counselling skills – Texts and Activities, Sage Publications, 2000.

Coles A - Counselling in the workplace. Milton Keynes: Open University Press; 2003

Carroll, M. and Walyon, M. (eds.) (2003) Handbook of Counselling in Organizations. London: Sage Publications

Online Resources

https://www.economicsdiscussion.net/human-resource-management/employee-counselling/employee-counselling-meaning-concept-types-benefits-and-challenges/31639

https://sk.sagepub.com/books/workplace-counselling

https://egyankosh.ac.in/bitstream/123456789/77476/1/Unit-13.pdf

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

Course designed by: Dr. M. AYISHA MILLATH

641446 – Workplace Counselling
Course Outcome (CO) Vs Programme Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	L(1)
CO2	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	L(1)	M(2)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	L(1)	M(2)	L(1)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
W.AV	2.6	2	2	2	2	2.2	2	2	2.6	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	S(3)	L(1)
CO3	M(2)	L(1)	S(3)	M(2)	M(2)
CO4	S(3)	S(3)	M(2)	M(2)	S(3)
CO5	M(2)	M(2)	L(1)	M(2)	M(2)
W.AV	2.4	2.2	2	2.2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV - Semester				
Elective	Course code: 641447	Managing Team & Work force Diversity	Credits: 3	Hours: 3

UNIT - I		
Objective 1	Understand the elements and dimension of team management	
Team management: Introduction- Definition- Importance of team- Characteristics of team- Goals-Elements and Dimensions-Impact on its organization and business success-Present day challenges of team management.		
Outcome 1	Understand the uniqueness of team management and its present day challenges.	K2
UNIT - II		
Objective 2	Assess the impact on its organization and business success.	
Understanding fundamental concepts of team: Team dynamics- Goal setting in teams- Role Clarity- Communication- planning- problem solving and execution. Stages of team development- Virtual team-Learning team-High performance team-Factors affecting team cohesiveness.		
Outcome 2	Develop problem solving skills and manage high performance teams.	K3
UNIT - III		
Objective 3	Study the effect of team dynamics.	
Analyze the team leadership challenges - Assess team leadership effectiveness - strength and opportunities areas-Evaluate team's performance.		
Outcome 3	Assess the team performance to identify the strength and weaknesses	K6
UNIT - IV		
Objective 4	Study the work force diversity	
Work force Diversity: Introduction- Definition- Scope And Benefits of work place diversity-Teaching and Learning in Workplace Strategies to manage diverse groups-Work place diversity awareness programs		
Outcome 4	Create strategies to manage diverse groups	K4
UNIT - V		
Objective 5	To learn about the Development of personal awareness plan of action	
Develop personal awareness plan of action- Improvisation of workplace climate-Coping techniques of Workplace Diversity-Culture and Workplace Diversity-Current perspective among Workplace Diversity-Problems in Workforce Diversity-Approaches to overcome Workforce Diversity.		
Outcome 5	Brief the coping techniques of workplace diversity and overcome diversity problems.	K4

Suggested Readings :-

Cox, T., Jr.(2001).Creating the Multicultural Organization ,San Francisco: Jossey Bass.

Johnson, A.(2006). Privilege, Power, and Difference (2ndEdition).NewYork, NY: The Mc Graw-Hill Companies.

Levi Daniel (2014).Group Dynamics for Team (5thEdition) Los Angeles, California - Sage Publication.

Norma Carr Ruffino, Managing Diversity, People Skills for a Multicultural Workplace,

(9thEdition), Pearson Custom Publishing.

MorBarak, M (2017). Managing Diversity toward a Globally Inclusive Workplace (4thEdition). Thousand Oaks, CA: Sage Publications Inc.

Diversity in the Workforce: Current Issues and Emerging Trends Byrd, M. Y., Scott, C. L.(2014). Diversity in the Workforce: Current issues and emerging trends. New York, NY. Rutledge

Online Resources

https://openstax.org/books/organizational-behavior/pages/5-2-diversity-and-the-workforce

https://www.academia.edu/38393733/Managing_Diverse_Workforce_in_21st_Century_Challenges_and_Opportunities

https://www.coursera.org/learn/diversity-inclusion-workplace

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by: Dr. M. AYISHA MILLATH

Managing Team & Work force Diversity – 641447

Course Outcome (CO) Vs Programme Outcome (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
CO2	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO4	S(3)	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)
W.AV	**2.8**	**2.2**	**2.6**	**3**	**2**	**2.2**	**2.2**	**2.2**	**2.6**	**2**

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	S(3)	S(3)	S(3)
CO2	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	M(2)	S(3)	S(3)	S(3)	S(3)
CO4	S(3)	M(2)	M(2)	M(2)	M(2)
CO5	S(3)	M(2)	M(2)	M(2)	S(3)
W.AV	**2.4**	**2.2**	**2.4**	**2.4**	**2.6**

S –Strong (3), M-Medium (2), L- Low (1)

IV - Semester				
Elective	**Course code: 641448**	**International HRM**	**Credit: 3**	**H/W 3**

UNIT – I

Objectives 1	To explore the differences between Comparative and International HRM	
Introduction: Introduction to International HRM–HR and the impact of National culture–culture and organisational life –Developing cultural intelligence..		
Outcomes 1	Understand the implications of changes in the global organization of firms and the International workforce for HRM policy choices	K1

UNIT – II

Objectives 2	To understand the concept of HR impact of national culture.	
Recruitment and selection: Recruitment methods, Selection – putting recruitment and selection into cultural context– Recruitment of International employee – Managing the global assignment cycle– selection		
Outcomes 2	Demonstrate a detailed understanding of the key analytical concepts and models In international HRM	K2

UNIT – III

Objectives 3	To have the knowledge about training and development	
Training and Development: Continuing Training–From Training to Development–systems of employee development.		
Outcomes 3	Assess the principal comparisons and contrasts of the business and human resource systems.	K4

UNIT – IV

Objectives 4	To understand the concept of Reward factors affecting international compensation syste	
Reward factors affecting international compensation systems–benefits–the adjustments and incentives.		
Outcomes 4	Evaluate the different approaches to and strategies for HRM in international business activities, and their impact on employees	K5

UNIT – V

Objectives 5	To explore the Flexibility and Work Life Balance	
Flexibility and Work Life Balance – Diversity management of International Organisations–Wome International Management–implications of International working on work life balance.		
Outcomes 5	Evaluate the diversity management of international organizations	K5

Suggested Readings :

Chris Brewster, Paul Sparrow and Guy Vernon(2008).International Human Resource
Management, Hyderabad: Universities Press

Dowling, PJ and Welch, DE (2004). International Human Resource Management, 4thedn.
London, Thomson.

RandalSchuler&SusanJackson.(2003).ManagingHumanResourcesinCross-
BorderAlliances.RoutledgeTaylor & Francis Publication

Pawan Bud war.(2004).Managing Resources in Asia-Pacific. Routledge Taylor &Francis
Publication

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

Course Designed by Dr.S.Chandramohan

International HRM- 641448
Course outcome VS Programme outcomes

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)
CO2	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)
CO4	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	M(2)
AV	2.4	2	2	2	2	2	2.2	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome VS Programme Specific Outcomes

PSO CO	PSO1	PSO2	PSO3	PS04	PSO5
CO1	M(2)	M(2)	M(2)	M(2)	M(2)
CO2	M(2)	M(2)	M(2)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	M(2)	M(2)
CO4	S(3)	M(2)	M(2)	M(2)	M(2)
CO5	S(3)	M(2)	M(2)	M(2)	M(2)
AV	2.4	2	2	2	2

S –Strong (3), M-Medium (2), L- Low (1)

IV - Semester				
Elective	Course code: **641451**	**SOFTWARE PROJECT MANAGEMENT**	**Credits 3**	**H/W 3**

Unit -I

Objective 1	Understand the concepts and significance of Software Project Management, components of SPM and challenges and opportunities in SPM.	

Introduction to Software Project Management (SPM): Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques.

Outcome 1	Develop a comprehensive knowledge on software project management techniques.	**K2**

Unit-II

Objective 2	Knowledgeable in Software Metrics, Monitoring & measurement of SW development , cost and time metrics, methods and tools for metrics	

Software Metrics: Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects.

Outcome 2	Measure project progress, productivity and other aspects of the software process.	**K2**

Unit III

Objective 3	Understand the concept of software quality and the process of obtaining quality standards and certificates.	

Software Quality: Quality in SW development – quality assurance – quality standards and certifications – the process and issues in obtaining certifications – the benefits and implications for the organization and its customers – change management.

Outcome 3	Able to understand about quality assurance in software project management	**K4**

Unit IV

Objective 4	Knowledgeable in identifying risk and avoiding the same.	

Risk Management: the risk issues in SW development and implementation – identification of risk – resolving and avoiding risks – tools and methods for identifying risk management.

Outcome 4	Learn about risk management.	**K2**

Unit V

Objective 5	Understand the emerging issues in software project management and have knowledge on managing human resource.	

Emerging issues: Multiple projects – off-shore development issues – managing human resources – pricing and payments across countries – remote development and implementation.

Outcome 5	Able to learn about human resource management and emerging issues.	**K2**

Suggested Readings :

Haynes, M. E. (1990). *Project Management: From idea to implementation* (pp. 30-7). London: Kogan Page.

Purba, S., Sawh, D., & Shah, B. (1995). *How to manage a successful software project*. John Wiley & Sons, Inc...

Online Resources :

SOFTWARE PROJECT MANAGEMENT – 641451

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)	L(1)	M(2)	S(3)
CO2	L(1)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	M(2)	M(2)	M(2)	L(1)	S(3)	S(3)	L(1)	M(2)
CO4	S(3)	S(3)	M(2)	S(3)	L(1)	M(2)	S(3)	M(2)	M(2)	S(3)
CO5	S(3)	M(2)	L(1)	S(3)	M(2)	S(3)	S(3)	S(3)	S(3)	M(2)
Avg	2.4	2.2	2	2.8	2	2.2	3	2.2	2.2	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	M(2)	L(1)	M(2)	S(3)
CO2	S(3)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	S(3)	M(2)	M(2)	S(3)
CO4	M(2)	S(3)	M(2)	S(3)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
Avg	2.2	2.6	2	2.4	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

IV - Semester				
Elective	Course code: **641452**	**ENTERPRISE RESOURCE PLANNING**	**Credits 3**	**H/W 3**

Unit -I		
Objective 1	Understand the concepts of ERP and its benefits	
Introduction to ERP – enterprise Overview – Integrated Management Information – Business Modeling – Integrated Data Model – Benefits of ERP.		
Outcome 1	Learn about the benefits of ERP	**K2**
Unit-II		
Objective 2	Knowledgeable in various ERP vendors and their suits	
Evolution of ERP: MRP I - MRP II – DRP – JIT and Kanban – Make to Order – Make to Stock – Assemble to Order – Engineer to Order – Configure to Order – Comparison of ERP Vendors and their ERP Suits (SAP, BaaN, Ramco e. applications, PeopleSoft)		
Outcome 2	Study about the evolution of ERP and have in depth understanding about various ERP vendors and their suits.	**K2**
Unit III		
Objective 3	Thorough in various ERP modules	
ERP Modules – Finance – Manufacturing (Production) – Human Resources – Plant Maintenance – Materials Management – Quality Management – Sales and Distribution.		
Outcome 3	Will acquire in depth knowledge about various ERP modules.	**K4**
Unit IV		
Objective 4	Understand about ERP implementation life cycle	
ERP Implementation Life Cycle – Pre Evaluation Screening – Package Evaluation – Project Planning Phase – Re-Engineering – Implementation – Team Training – Going Live – End User Training – Post Implementation.		
Outcome 4	Learn about ERP implementation life cycle	**K2**
Unit V		
Objective 5	Thorough in understanding the future of ERP	
ERP – Present and Future – Enterprise Integration Applications (EIA) – ERP and e- Commerce – ERP and Internet – Future Directions in ERP.		
Outcome 5	Will have clear understanding about the future of ERP.	**K2**

Suggested Readings :-

      Abdellatif, T. S., Elsoud, M. A., & Ali, H. A. (2011). Comparing online analytical processing and data mining tasks in enterprise resource planning systems

      Sumner. (2005), *Enterprise Resource Planning*, Prentice Hall Weily, 1999.

Online Resources :

https://cag.gov.in/uploads/media/PC-03-ERPOerview-ICAI-20210331115403.pdf

https://dde.jecrcuniversity.edu.in/online/assets/uploads/slmaterial/D-MBA-ITM-403%20Enterprise%20Resource%20Planning.pdf

https://mrcet.com/downloads/digital_notes/CSE/III%20Year/ERP%20Digital%20notes.pdf

https://mu.ac.in/wp-content/uploads/2022/05/PDF-Elective-Enterprise-Resource-Planning.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.K.Chandrasekar,

ENTERPRISE RESOURCE PLANNING – 641452

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	S(3)	S(3)
CO2	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)
CO4	S(3)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.2	2.2	2.2	2.2	2	2	2.4	2.2	2.4	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	S(3)	S(3)	M(2)	M(2)
CO2	M(2)	S(3)	M(2)	M(2)	M(2)
CO3	M(2)	M(2)	M(2)	M(2)	S(3)
CO4	S(3)	M(2)	M(2)	S(3)	S(3)
CO5	M(2)	M(2)	M(2)	S(3)	S(3)
Avg	2.2	2.4	2.2	2.2	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

IV - Semester				
Elective	Course code: **641453**	**BIG DATA ANALYTICS**	**Credits 3**	**H/W 3**
Unit -I				
Objective 1	To optimize business decisions and create competitive advantage with Big Data analytics and to explore the fundamental concepts of Big Data analytics.			
Introduction to big data: Introduction to Big Data Platform – Big Data Characteristics, Challenges with traditional system- Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.				
Outcome 1	Understand the basic concepts of Big Data			**K2**
Unit-II				
Objective 2	To make the students learn about analyzing the big data using Hadoop.			
Mining data streams: Introduction to Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams - Hadoop: Introduction - Components - the Hadoop Distributed File System – Big Data analysis using Hadoop - Scaling Out- Hadoop Streaming- Design of HDFS -Java interfaces to HDFS Basics.				
Outcome 2	Perform analysis of Big Data using Hadoop			**K4**
Unit III				
Objective 3	To understand the applications using Map Reduce Concepts			
Map Reduce – introduction - Map Reduce Types and Formats – Map Reduce Features – Map Reduce workflows, unit tests with MR Unit, test data and local tests, anatomy of Map Reduce job run, classic Map-reduce, YARN, failures in classic Map reduce and YARN, job scheduling, shuffle and sort, task execution, Map Reduce types, input formats, output formats.				
Outcome 3	Learn about Map reduce concepts			**K1**
Unit IV				
Objective 4	To introduce about programming tools like PIG & HIVE in Hadoop echo system.			
Frameworks: Pig and Hive - introduction – Big data application using Pg and Hive - Data processing operators in Pig – Hive services –Features of Hive - The Hive Architecture - Components of Hive – HiveQL – Querying Data in Hive - Hive vs Pig.				
Outcome 4	Learn about programming tools like PIG & HIVE in Hadoop echo system			**K1**
Unit V				
Objective 5	To introduce about the use of Hadoop related tools such as HBase and Cassandra			
Hbase, data model and implementations, Hbase clients, Hbase examples, praxis. Cassandra, Cassandra data model, Cassandra examples - Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications.				
Outcome 5	Use HBase and Cassandra tools.			**K3**

Suggested Readings :-

Anand Rajaraman and Jeffrey David Ullman, "Mining of Massive Datasets", CUP, 2012.

Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", John Wiley& sons, 2012.

Chris Eaton, Dirk DeRoos, Tom Deutsch, George Lapis, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", McGrawHill

Publishing, 2012.

Glenn J. Myatt, "Making Sense of Data", John Wiley & Sons, 2007.

Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, 2007.

Tom White "Hadoop: The Definitive Guide" Third Edition, O'reilly Media, 2012. 62

Pete Warden, "Big Data Glossary", O'Reilly, 2011.

Jiawei Han, Micheline Kamber "Data Mining Concepts and Techniques", 2nd Edition, Elsevier, Reprinted 2008.

Online Resources :

https://bmsce.ac.in/Content/IS/Big_Data_Analytics_-_Unit_1.pdf

https://mrcet.com/downloads/digital_notes/IT/(R17A0528)%20BIG%20DATA%20ANALYTICS.pdf

https://mu.ac.in/wp-content/uploads/2021/11/FULL-BIG-DATA.pdf

https://aitskadapa.ac.in/ebooks/AI&DS/BIG%20DATA/Data%20Science%20_%20Big%20Data%20Analytics%20(%20PDFDrive%20).pdf

https://www.pvpsiddhartha.ac.in/dep_it/lecture%20notes/FBDA1/FBDA%20UNIT-1.pdf

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by Dr.K.Chandrasekar,	

Big Data Analytics – 641453

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	L(1)	M(2)	M(2)	L(1)	M(2)	S(3)	M(2)	L(1)	S(3)	M(2)
CO2	L(1)	M(2)	M(2)	L(1)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO3	M(2)	S(3)	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	S(3)	S(3)
CO4	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)
CO5	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	S(3)	S(3)
Avg	2	2.6	2.6	2	2.4	3	2.6	2	3	2.6

S –Strong (3),   M-Medium (2),   L- Low (1)

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Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M(2)	L(1)	M(2)	M(2)	S(3)
CO2	M(2)	S(3)	M(2)	S(3)	S(3)
CO3	M(2)	M(2)	S(3)	S(3)	S(3)
CO4	S(3)	S(3)	M(2)	S(3)	S(3)
CO5	M(2)	S(3)	M(2)	M(2)	S(3)
Avg	2.2	2.4	2.2	2.6	3

S –Strong (3),   M-Medium (2),   L- Low (1)

IV - Semester				
Elective	Course code: **641454**	**SOCIAL & WEB ANALYTICS**	**Credit:3**	**H/W: 3**

UNIT – I		
Objectives 1	To understand how big data principles are implemented in social media & Web.	
Introduction- Introduction to Web 3.0 – Development of Semantic Web – History of social media- Basics of social media and Business Models - Emergence of the Social Web – Statistical Properties of Social Networks - Development of Social Network Analysis - Key concepts.		
Outcomes 1	Learn the basics of Web and social media	K1
UNIT – II		
Objectives 2	To understand the data processing for social media &Web analytics.	
Web analytics- Web analytics 2.0 framework (click stream, multiple outcomes analysis, experimentation and testing, voice of customer, competitive intelligence, Insights) - Experimental methods in web data analytics - Econometric modelling of search engine ads.		
Outcomes 2	Understand in depth about web analytics and its methods.	K2
UNIT – III		
Objectives 3	This subject aims to model and visualize the social media and provide insight into using Hadoop and Map reduce tool for visualization.	
Modelling and Visualization- Visualizing Online Social Networks - A Taxonomy of visualizations - Graph Representation - Centrality- Clustering - Node-Edge Diagrams - visualizing Social Networks with Matrix-Based Representations- Node-Link Diagrams - Hybrid Representations - Modelling and aggregating social network data – Random Walks and their Applications –Use of Hadoop and Map Reduce.		
Outcomes 3	learn about modelling and visualization of social data using Hadoop and Map reduce	K1
UNIT – IV		
Objectives 4	It also aims to provide information about mining social media	
Text and Opinion Mining- Text Mining in Social Networks -Opinion extraction – Sentiment classification and clustering - Temporal sentiment analysis - Irony detection in opinion mining - Wish analysis - Product review mining – Review Classification – Tracking sentiments towards topics over time.		
Outcomes 4	Learn about social media text mining & product review mining	K1
UNIT – V		
Objectives 5	To introduce the concept about social media analytics using R, Node XL – SIENA and RSIENA.	
Social media analytics - Social media analytics (what and why) - social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback) - Tools for Social media Analysis- UCINET – PAJEK – ETDRAW – StOCNET – Splus – R – NodeXL – SIENA and RSIENA.		
Outcomes 5	Learn about social media analysis and various tools used for Social media Analysis- UCINET – PAJEK – ETDRAW – StOCNET – Splus – R – NodeXL – SIENA and RSIENA	K1

Suggested Readings:

Brian Clifton, Advanced Web Metrics with Google Analytics, John Wiley & Sons; 3rd Edition edition (30 Mar 2012)

Charu C. Aggarwal, "Social Network Data Analytics", Springer; 2011.

Peter Mika, "Social Networks and the Semantic Web", 1st edition, Springer, 2007. 3. BorkoFurht, "Handbook of Social Network Technologies and Applications", 1st edition, Springer, 2010. 75

AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, John Wiley & Sons; Pap/Cdr edition (27 Oct 2009)

Tom Tullis, Bill Albert, Measuring the User Experience: Collecting, Analyzing, and Presenting Usability Metrics, Morgan Kaufmann; 1 edition (28 April 2008) .

GuandongXu, Yanchun Zhang and Lin Li, "Web Mining and Social Networking – Techniques and applications", 1st edition, Springer, 2011.

Giles, Mark Smith, John Yen, "Advances in Social Network Mining and Analysis", Springer, 2010.

Ajith Abraham, Aboul Ella Hassanien, VáclavSnáel, "Computational Social Network Analysis: Trends, Tools and Research Advances", Springer, 2009.

Toby Segaran, "Programming Collective Intelligence", O'Reilly, 2012. 5. SuleGündüz-Ogüdücü, A. Şima Etaner-Uyar, "Social Networks: Analysis and Case Studies", Springer, 2014.

Jim Sterne, Social Media Metrics: How to Measure and Optimize Your Marketing Investment, John Wiley & Sons (16 April 2010)

Online Resources:

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://insights2techinfo.com/social-and-web-analytics/%23:~:text%3DSocial%2520and%2520web%2520analytics%2520are%2520used%2520to%2520measure%2520the%2520effectiveness,in%2520your%2520digital%2520marketing%2520strategy.&ved=2ahUKEwjtyZnZzc-EAxXMSWwGHWkVA70QFnoECB8QBQ&usg=AOvVaw11vrVs1Ofxsk0X4jf8jMzo

https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://gecdesigns.com/blog/web-and-social-media-analytics&ved=2ahUKEwjtyZnZzc-EAxXMSWwGHWkVA70QFnoECC8QAQ&usg=AOvVaw3Co-MgLHlxvS7zNLkdp89_

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*

Course designed by Dr.S.Chandramoahn

Social and Web Analytics -641454

Course Outcomes (CO) Vs Programme Outcomes (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)	M(2)	S(3)	M(2)	M(2)
CO2	S(3)	S(3)	M(2)	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)	M(2)
CO3	S(3)	S(3)	M(2)	S(3)	M(2)	S(3)	M(2)	S(3)	S(3)	M(2)
CO4	M(2)	S(3)	S(3)	M(2)	L(1)	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)
Avg	2.6	2.6	2.6	2.2	2	2.6	2	2.6	2.2	2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcomes (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	S(3)	S(3)	S(3)
CO2	S(3)	S(3)	S(3)	S(3)	2
CO3	S(3)	M(2)	S(3)	S(3)	S(3)
CO4	M(2)	M(2)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
Avg	2.6	2.4	2.8	2.6	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

IV - Semester					
Elective	Course code: **641455**	**SYSTEMS PROJECT (Project Based)**		**Credits 3**	**H/W 3**
Objectives		This course is designed to help the students to integrate the functional areas by applying the tools / techniques learnt during the course of study. This is a course of independent study wherein there will not be any classroom contact sessions.			
Evaluation		✓ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and an External Examiner for 75 marks. ✓ A Viva-Voce will be conducted by a panel consisting of an External Examiner, the Director and the Faculty Guide jointly for 25 marks. The students who secure not less than 40% in each component and a cumulative 50% of the total shall be declared to have passed the course. ✓ If a student fails to complete the project and / or fails to submit the project report in time, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student fails to score 40 % or above (30 marks) in the Project Report Valuation, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student scores 40 % or above in the Project Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester or academic year as decided by the Institute.			
Outcomes		The students will work independently under the guidance of the faculty guide. They will carry out the study on any one of the functional on area of management by applying computer knowledge and skill.			
				Course designed by Dr.S.Chandramohan	

IV Semester				
Elective	**Course code: 641461**	**SECTORAL STUDY (Project based)**	**Credits 3**	**H/W 3**
Objectives	This project-based course is intended to provide the students an opportunity to identify and choose a business sector in which they want to pursue a career. An indicative list of business sectors is as given below; Agriculture, BPO and KPO, Food Processing, Logistics, Insurance, FMCG, NBFS, IT and ITES, Tourism and Hospitality, Automobile and NGO etc.,			
Evaluation	✓ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and an External Examiner for 75 marks. A Viva-Voce will be conducted by a panel consisting of an External Examiner, the Director and the Faculty Guide jointly for 25 marks. The students who secure not less than 40% in each component and a cumulative 50% of the total shall be declared to have passed the course. ✓ If a student fails to complete the project and / or fails to submit the project report in time, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student fails to score 40 % or above (30 marks) in the Project Report Valuation, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student scores 40 % or above in the Project Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester or academic year as decided by the Institute.			
Outcomes	The students will do project on any business sector, they will gain much knowledge on the sector which will be chosen by them, they can do the project either by using primary or either by using primary or secondary data.			
	Course Designed by Dr. S.Chandrmohan			

IV Semester				
Elective	CourseCode 641462	Small Business Management	Credit: 3	Hours: 3

Unit –I	
Objective 1	Identify essential management skills required of a successful entrepreneur.

Small Scale enterprises– An Introduction and overview – Definition – Scope and importance – relative advantages of small scale enterprises vis - a – vis – large and medium scale industries – Efforts to development of SSE

Outcome 1	Describe important issues about small business	K2

Unit – II	
Objective 2	Conduct industry profile and marketing research using Internet resources in order to develop a marketing plan for a business.

Policy and institutional infrastructure for small enterprises – Development agencies for small enterprise – small enterprises growth and environmental factors influence – funding agencies and their role in Developing SSE.

Outcome 2	Identify essential management skills required of a successful entrepreneur	K2

Unit – III	
Objective 3	Develop cost and revenue projections that are utilized in constructing projected financial statements.

Establishing the small scale enterprises– opportunities scanning – Choice of enterprise – Market assessment for SSE – Choice of technology and selection of site – Financing the new/small enterprise –

Preparation of business plan – Ownership structure and organizational frame work

Outcome 3	Conduct industry profile and marketing research using Internet resource order to develop a marketing plan for a business	K2

Unit – IV	
Objective 4	Utilize tax and cash flow methodologies in order to manage an enterprise as an entrepreneur Construct a business plan

Operating the small-scale enterprise – Financial management issues in SSE – Operation management issues in SSE – Marketing management issues in SSE – Organizational relation in SSE – Small Business Promotion programme.

Outcome 4	Develop cost and revenue projections that are utilized in constructing projected financial statements	K2

Unit - V	
Objective 5	To Understand the process of Performance appraisal and growth strategies

Performance appraisal and growth strategies – Management performance assessment and control – Growth and stabilization strategies for small enterprises – Managing family enterprises – Related cases

Outcome 5	Explain the fundamentals of Management performance assessment and control	K2

Suggested Readings:

Desai, V. (1979). *Organisation and Management of Small-scale Industries: A Systems Approach*. Himalaya Publishing House.

Mathur, S. P. (1979). *Economics of small-scale industries*. Sundeep.

Staley, E., & Morse, R. (1965). *Modern small industry for developing countries*. McGraw-Hill.

Siropolis, "*Entrepreneurship and small Business Management*"

Online resources

https://dde-ac.in/Books/M229.pdf

https://resources.saylor.org/wwwresources/archived/site/textbooks/Small%20Business%20Management%20in%20the%2021st%20Century.pdf

https://www.sultanchandandsons.com/images/BookImages/Chapters/267_TC%20176%20Entrepreneurship%20and%20small%20Business%20Managment.pdf

https://us.sagepub.com/sites/default/files/upm-assets/113988_book_item_113988.pdf

K1-Remember	K2-Understand	K3-Apply	K4-Analyze	K5-Evaluate	K6-Create
				Course designed by: Dr.G.Ilankumaran	

Small Business Management -641462

Course Outcome (CO) Vs Programme General Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	2	3	3
CO2	3	1	3	2	2	2	3	3	2	3
CO3	3	2	2	3	3	2	2	2	3	3
CO4	2	3	2	3	3	1	2	3	2	2
CO5	2	2	2	2	2	2	2	2	3	2
Avg	2.6	2	2.4	2.4	2.4	2	2.2	2.4	2.6	2.6

S –Strong (3), M-Medium (2), L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	2	2	2	3	3
CO3	2	3	3	3	2
CO4	3	3	3	2	2
CO5	2	2	2	2	2
Avg	2.4	2.6	2.4	2.4	2.2

S –Strong (3), M-Medium (2), L- Low (1)

IV Semester				
Elective	Course code: **641463**	**Family Business Management**	**Credit 3**	**H/W 3**
UNIT – I				
Objectives 1	Understand the importance of family business			
Family Business - Competitive strengths and weaknesses in a family firm - dynamics of family interactions - family business culture				
Outcomes 1	Measure human value addition in money value.			K2
UNIT – II				
Objectives 2	Assess the competitive strengths and weaknesses			
Conceptual Family Business Development model - communications and conflict resolution - strategic planning – Roles and Responsibilities Delegation				
Outcomes 2	Discuss various investment avenues in HR.			K3
UNIT – III				
Objectives 3	Learn the family business development model.			
Governance in the family firm - Strategic management in the family firm - Financial management in the family firm				
Outcomes 3	Find classification of costs related to HR			K5
UNIT – IV				
Objectives 4	Study the governance in the family business.			
Succession in the family firm - Change and trans-generational value creation				
Outcomes 4	Develop a comprehensive model for HRA.			K2
UNIT – V				
Objectives 5	Understand the team building in family business.			
Understand the process of Team Building process of Family Business				
Outcomes 5	Design and use HRD audit for improving business			K2
Suggested Readings :				
De Vries, M. F. K., Carlock, R., &Florent-Treacy, E. (2007). *Family business on the couch*. West Sussex, John Wiley & Sons, Ltd. Gersick, K. E., Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Harvard Business Press. Gersick, K. E., Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Harvard Business Press. Manfred, F. R., Vries, K., Carlock, R. S., &Florent-Treacy, E. (2007). Family business on the couch: a psychological perspective. Poza, E. J. (2013). *Family business*. Cengage Learning.				
Online Resources: https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://khatabook.com/blog/family-business/&ved=2ahUKEwjuuqmtzs6EAxW5TGwGHTn2DZIQFnoECCsQAQ&usg=AOvVaw1RZHNoSlDP96cO9d_uRqHs				

K1-Remember	*K2-Understand*	*K3-Apply*	*K4-Analyze*	*K5-Evaluate*	*K6-Create*
				Course designed by Dr.G.Ilankumaran	

Family Business Management -641463

Course Outcome (CO) Vs Programme General Outcome (PO)

PO \ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S(3)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)	M(2)	S(3)	M(2)
CO2	S(3)	S(3)	L(1)	M(2)	M(2)	M(2)	M(2)	S(3)	M(2)	S(3)
CO3	S(3)	M(2)	M(2)	S(3)	S(3)	M(2)	M(2)	M(2)	S(3)	M(2)
CO4	M(2)	S(3)	S(3)	S(3)	S(3)	S(3)	S(3)	M(2)	M(2)	M(2)
CO5	M(2)	M(2)	M(2)	M(2)	M(2)	M(2)	S(3)	L(1)	S(3)	M(2)
Avg	2.6	2.4	2.2	2.4	2.4	2.4	2.4	2	2.6	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO \ CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	S(3)	S(3)	M(2)	M(2)	S(3)
CO2	M(2)	M(2)	M(2)	S(3)	S(3)
CO3	S(3)	S(3)	L(1	S(3)	M(2)
CO4	S(3)	S(3)	S(3)	M(2)	L(1
CO5	M(2)	M(2)	S(3)	M(2)	M(2)
Avg	2.6	2.6	2.2	2.4	2.2

S –Strong (3),   M-Medium (2),   L- Low (1)

IV Semester					
Elective	**CourseCode 641464**		**Public Policy and Management**	**Credit: 3**	**Hours: 3**

	Unit –I	
Objective 1	Course that identifies the various subtleties of the effect of policy making from the Governance perspective on businesses and small, medium and big corporate houses.	
Introduction to Public Policy: Policymaking Institutions- NITI Aayog- Major Ministries - Ministry of Corporate Affairs - State level policymaking		
Outcome1	The students will gain an understanding of how managers use public policy to formulate and solve business problems and to support managerial decision making.	K2
	Unit – II	
Objective 2	Understanding the concept of public policy.	
Fiscal ecosystem : Tax havens- Fiscal Stimulus to combat crisis: Features and Benefits- MSMEs and Current issues: Problems and Prospectus		
Outcome2	Conceptual framework of governance in the family business	K2
	Unit – III	
Objective 3	The student will become familiar with the processes needed to develop, report, and analyze business data.	
Monetary Policy : Banking system overview- Evolution of Indian Banking- Bank Mergers - Reserve Bank of India - Bank for International Settlements		
Outcome3	The students will learn how to use and apply various monetary policy applications to solve business problems.	K2
	Unit – IV	
Objective 4	Understanding the Fiscal ecosystem and monetary policy.	
Promoting Economy through Policymaking: Major Schemes of Government of India- Foreign Direct Investments and Make in India - Startup Ecosystem and Job creation- Policies leading to self-dependence (Atmanirbhar Bharat)		
Outcome4	The student will become familiar with the processes of Promoting Economy through Policymaking	K2
	Unit - V	
Objective 5	To understand the Expanding Economy in a globalized world	
Expanding Economy in a globalized world : Export Promotion & foreign trade- Multinational Corporations- Management during global pandemics and crisis- Institutions and interventions during global meltdowns		
Outcome5	The students will learn how to expand their business in globalized world	K2
	Unit - VI	
Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.		

Suggested Readings

Christian S. Albright and Wayne L. Winston (2015). *Business Analytics & Decision Making*, 5/e; New Delhi: Cengage Learning

Evans R. Joel (2014). *Business Analytics*, 1/e; New Delhi: Pearson Education

Prasad, R. N. and Seema Acharya (2011). *Business Analytics*, 1/e; New Delhi: Wiley					
Online resources					
https://www.hse.ru/data/2012/11/03/1249193747/Public_policy_handbook.pdf					
http://www.untagsmd.ac.id/files/Perpustakaan_Digital_2/PUBLIC%20POLICY%20(Public%20Administration%20and%20public%20policy%20125)%20Handbook%20of%20Public%20Policy%20Analysis%20Th.pdf					
http://www.untagsmd.ac.id/files/Perpustakaan_Digital_2/PUBLIC%20POLICY%20(Public%20Administration%20and%20public%20policy%20110)%20International_Public_Policy_and_Manag.PDF					
K1-Remember	**K2-Understand**	**K3-Apply**	**K4-Analyze**	**K5-Evaluate**	**K6-Create**
				Course designed by: Dr.G.Ilankumaran	

Public Policy and Management -641464

Course Outcome (CO) Vs Programme General Outcome (PO)

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	3	2	2	3	2	2	3	2
CO2	3	3	3	2	3	2	3	1	2	3
CO3	3	2	2	3	2	2	2	2	3	2
CO4	2	1	2	2	3	2	2	2	2	2
CO5	2	2	2	2	2	2	2	3	3	3
Avg	2.6	2	2.4	2.2	2.4	2.2	2.2	2	2.6	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

Course Outcome (CO) Vs Programme Specific Outcome (PSO)

PSO / CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3
CO2	2	2	1	3	3
CO3	2	3	3	2	2
CO4	3	3	2	3	3
CO5	2	2	3	2	1
Avg	2.4	2.6	2.2	2.4	2.4

S –Strong (3),   M-Medium (2),   L- Low (1)

		IV Semester		
Core	Course code:**641999**	**Final Project Work**	**Credits 4**	**H/W 7**
Objectives	Students will have to take up a project work for 6 weeks at the end of the III semester. A report of the project work should be submitted to the Institute within 40 days after completing the project work. Thereafter the students will appear for a Viva Voce conducted by a Panel consisting of the Director, faculty guide, and an external examiner			
Evaluation	✓ The performance of students under this course will be assessed by the Faculty Guide and the report submitted by the students will be evaluated by the Faculty Guide and an External Examiner for 75 marks. ✓ A Viva-Voce will be conducted by a panel consisting of an External Examiner, the Director and the Faculty Guide jointly for 25 marks. The students who secure not less than 40% in each component and a cumulative 50% of the total shall be declared to have passed the course. ✓ If a student fails to complete the project and / or fails to submit the project report in time, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student scores less than 40 % (i.e., less than 30 marks) in the Project Report Valuation, he / she has to redo the project in the ensuing semester or academic year as decided by the Institute. ✓ If a student scores 40 % or above in the Project Report, but scores less than 40 % (10 marks) in the Viva Voce, he / she has to reappear for the Viva Voce in the ensuing semester or academic year as decided by the Institute. ✓ When a faculty guide is not present on the date of the Viva Voce, the Director will nominate some other faculty to the Panel.			
Outcomes	The outcomes for the final project work of MBA students include the demonstration of problem-solving skills in complex business scenarios, development of strategic thinking through the creation of business improvement plans, proficient use of research methods to support their projects, effective communication of findings to diverse audiences, showcasing teamwork and leadership capabilities, adherence to professional standards and ethical practices, proposal of innovative solutions, consideration of global perspectives, assessment of impact on stakeholders, and a commitment to continuous learning and improvement			
	Course designed by Dr.S.Rajamohan			

MANAGEMENT CAMPUS