

**SCOTT CHRISTIAN COLLEGE (AUTONOMOUS)  
NAGERCOIL**



(Estd. 1893)

**CURRICULUM AND SYLLABUS**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**(Approved by the Standing Committee of the Academic Councils**

**held on 21.10.2023 & 13.01.2024)**

**POST-GRADUATE PROGRAMME (MBA)**

**CBCS-SEMESTER SYSTEM**

**(For those who join from 2023 to 2026)**

## **An evolution towards revolution ...**

Education is crucial for attaining full human potential, developing an unbiased and evenhanded society and promoting national and global development. The education sector in India is witnessing a sweeping wave of change. The very first policy for education, *National Policy on Education* (NPE-1968) was promulgated in 1968, with the National Policy on Education (NPE- 1986) following in 1986. The National Policy on Education (NPE- 1992) and the Programme of Action 1992 (POA-1992) refined and implemented the NPE-1986. The National Education Policy 2020 (NEP 2020) is a landmark document and an evolution towards revolution in the Indian educational sector. It presents the vision for greater access, equity, excellence, inclusion, multiple entry and exit and affordability to help India emerge as the global knowledge superpower.

Providing access to quality education is the key to the curriculum and syllabus of Scott Christian College (Autonomous), in terms of social justice and equality, scientific advancement, cultural preservation and national and global integration. Students should have the freedom and flexibility in choosing their courses, skills, and capacities to become moral, successful, innovative, adaptable, and productive human beings.

Higher education plays an important role in promoting human as well as societal wellbeing and in contributing towards sustainable livelihoods and economic development. The present Outcome-Based Education (OBE) curriculum and syllabus, provides valuable insights and recommendations on aspects of education that include moving towards multidisciplinary and holistic education, mastery and high-order learning and promotion of quality research.

The current curriculum has been designed based on NEP 2020, the National Credit Framework (NCrF), the National Higher Education Qualifications Framework (NHEQF) and Curriculum and Credit Framework for Undergraduate Programmes (CCFUP) which envisage that students must develop into good, thoughtful, well-rounded, creative individuals with a standard of achievement. The themed curriculum aims to support teachers and students in developing their understanding of the curriculum design and delivery process as per the requirement of the world of work.



Dr. Sidney Shirly  
Dean of Arts  
Scott Christian College  
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Nagercoil



Dr. V. Robin Perinba Smith  
Dean of Science  
Scott Christian College  
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Dr. B. Shamina Ross  
Dean of IT and Technical Education  
Scott Christian College  
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## DEPARTMENT OF BUSINESS ADMINISTRATION (PG)

### Introduction

Started in the year 2020 with approval of AICTE with an approved intake of 60 students. The department has the objective of providing overall development of the students rather than theoretical knowledge. Therefore the programme has more application oriented and skill based courses offering them practical knowledge and development of soft skills and communication . Due to the above the department is oversubscribed with the ratio of 3:1 as for as the application versus admissions is concerned

### VISION

Creation of a Knowledge Generation with Leadership Abilities, Innovative Thinking and Moral Values

### MISSION

Attain National Leadership in Management Education and to Emerge as Key Provider of Complete Management Solutions for the Neighboring Industries through Research

### Eligibility:

A pass in any degree with 50 % marks

### Duration of the Programme and Medium

2 years with 3 months industrial experience as Intern.

English Medium

### FACULTY MEMBERS

Sl. No.	NAME	DESIGNATION
1.	Dr. Herald M Dhas	Associate Professor
2.	Dr. Jane Theeba Jeya Vanathy	Associate Professor
3.	Dr. Jeens Friro	Assistant Professor
4.	Ms. B. Jemima Grace	Assistant Professor
5	Dr. K Lisha	Assistant Professor

### MEMBERS OF THE BOARD OF STUDIES

Sl. No.	NAME	AFFILIATION	ROLE
1.	Dr. Herald M Dhas	Head and Associate Professor Department of Business Administration Scott Christian College Nagercoil	Chairperson
2.	Dr. Jane Theeba Jeya Vanathy	Associate Professor Department of Business Administration Scott Christian College Nagercoil	Member 2
3.	Dr. Jeens Friro	Assistant Professor Department of Business Administration Scott Christian College Nagercoil	Member 3
4.	Ms. B. Jemima Grace	Assistant Professor A Department of Business Administration Scott Christian College Nagercoil	Member 4 (Recording Secretary)
5	Dr. K Lisha	Assistant Professor Department of Business Administration Scott Christian College Nagercoil	Member 5
6.	Dr. Sam Santhose	Associate Professor and Head Department of Management Studies NMCC Marthandam	University Nominee
7.	Dr. P S Nagarajan	Associate Professor Alagappa Institute of Management Alagappa University Karaikudi	Subject Expert 1
8.	Dr, G. Prem Shankari	Associate Professor and Head Rohini College of Engineering and Technology Kanyakumari Dist.	Subject Expert 2
9.	Dr. Magesh Kuttalam	Assistant Professor Department of Management Studies Manonmaniam Sundaranar University , Tirunelveli	Special Invitee 1
10	Dr.R.Christina Jeya Nithila	Associate Professor XIBA St.Xavier's College Palayamkottai-627003	Special Invitee 2
11	Dr. Arun Gladwin	Director - Vantage Nagercoil	Industrialist
12	Mr.Daryll Paul	530, Sharon Street Nesamony Nager Nagercoil	Illustrious Alumnus

The Scott Christian College (Autonomous) defines the focus reinforcing its academic programmes and student life experience on campus through the Graduate Attributes (GA), that describe the knowledge, competencies, values and skills students imbibe for holistic development, multidisciplinary development and contribution to society. These attributes comprise characteristics that are transferable beyond the sphere of study into the national and international realm through curricular, co-curricular and extra-curricular engagements. They equip graduates for life long personal development and employment. Every Graduate of Scott Christian College (Autonomous) – (SCC) is desired to possess the following Graduate Attributes:

### **GA 1: Intellectual Competencies**

Graduates of SCC

- have a comprehensive and incisive understanding of their domain of study as well as the ability for cross-disciplinary learning
- have the ability to apply the knowledge acquired through the curriculum as well as self-directed learning to a broad spectrum ranging from analytical thinking to synthesize new knowledge through research
- are able to have critical, independent and individual outlook regarding academic work and socially relevant issues

### **GA 2: Problem Solving**

Graduates of SCC

- have the capacity to extrapolate from what has been learnt, translate concepts to real-life situations and apply acquired competencies in the required contexts to generate solutions to specific problems
- can view a problem or a situation from multiple perspectives and think ‘out of the box’ and generate solutions to complex problems in unfamiliar contexts
- are effective problems-solvers, able to apply critical, creative and evidence-based thinking to conceive innovative responses to challenges

### **GA 3: Communication Skills**

Graduates of SCC

- listen carefully, analyse texts and research papers, and present complex information in a clear and concise manner

- express thoughts and ideas effectively in writing and orally and communicate with others using appropriate media
- confidently express herself/himself and construct logical arguments using correct technical language related to a field of learning and area of professional practice

#### **GA 4: Environmental Awareness**

Graduates of SCC

- lessen the effects of environmental degradation, climate change, and pollution
- learn the nuances for cleanliness, conservation and wise use of resources so that it can be used for generations
- know the nuances of waste management, conservation of biological diversity, management of biological resources and biodiversity, and sustainable development and living

#### **GA 5: Professional Ethics**

Graduates of SCC

- develop principled and expert behavior, and this will be showcased in their chosen careers and constructive roles as citizens of the world at large
- imbibe intellectual integrity and ethics in scholarly engagement and develop a spirit of inclusiveness through interactions with diverse people at all levels in life
- acquire new knowledge and skills, including ‘learning how to learn’ skills, for pursuing learning activities throughout life and adapting to changing demands of the workplace through knowledge, skill development and reskilling, ethically

#### **GA 6: Leadership Qualities**

Graduates of SCC

- inculcate leadership qualities and attitudes, and team behaviour along autonomous lines through curricular, co-curricular and extra-curricular activities
- develop managerial and entrepreneurial skills to create new opportunities for diverse careers and gear up to take up competitive examinations

- act together as a group or a team in the interests of a common cause and work efficiently as a member of a team

### **GA 7: Holistic Skill Development**

Graduates of SCC

- develop critical thinking, problem-solving capacity, effective communication, and social skills
- are self-aware, flexible, resilient and have the capacity to accept and give constructive feedback and cope up with stress
- develop soft skills, e-skills and life skills to live, learn and work in the technically sound society globally and use appropriate digital methods for analysis of data

### **GA 8: Cross-Cultural Competencies**

Graduates of SCC

- gain cross-cultural competencies through engaging with diverse linguistic, ethnic and religious communities and know how to understand, accept and appreciate individuals at local, national and international levels
- develop a global perspective through contemporary curriculum, culture, language and international exchange programmes
- acquire knowledge of the values and beliefs of multiple cultures and a global perspective to honour diversity, gender sensitivity and adopt gender-neutral approach and show empathy to the less advantaged and the differently-abled

### **GA 9: Community Engagement**

Graduates of SCC

- are sensitive to social concerns and have conviction toward social justice through active social engagement
- are endowed with a strong sense of environmental awareness through the curriculum and a friendly and serene campus eco-system.
- formulate an inspiring vision and build a team that can help achieve the vision, and motivate people to the right destination

## GA 10: Value-Based Ethical Competency

Graduates of SCC

- are rooted in the principles of ethical responsibility and integrity permeated with Christian values, leading to the building of character and constitutional values
- develop virtues such as truth, love, courage, unity, integrity, brotherhood, industry and uprightness
- practice responsible national and global citizenship required for responding to contemporary challenges, enabling learners to become aware of and understand global issues and to become active promoters of more peaceful, tolerant, inclusive, secure, and sustainable societies

### Learning Outcomes Descriptors for a Higher Education Qualification at Level 6 on the NHEQF

The Bachelor's degree (Honours / Honours with Research) or the Post-Graduate Diploma is awarded to students who have demonstrated the achievement of the outcomes located at level 6 on the NHEQF.

### Descriptors for qualifications at levels 6 on the NHEQF

Element of the Descriptor	NHEQF Level Descriptors
Knowledge and Understanding	The graduates should be able to demonstrate the acquisition of: <ul style="list-style-type: none"><li>• advanced knowledge about a specialized field of enquiry, with depth in one or more fields of learning within a broad interdisciplinary context.</li><li>• a coherent understanding and awareness of the established methods and techniques of research and enquiry</li><li>• procedural knowledge required for performing and accomplishing professional tasks</li></ul>
General, Technical and Professional Skills	The graduates should be able to demonstrate the acquisition of: <ul style="list-style-type: none"><li>• a range of cognitive and technical skills required for performing and accomplishing complex tasks required to undertake research to generate solutions to real-life problems</li><li>• generating solutions to complex problems independently, requiring the exercise of full personal judgement, responsibility, and accountability for the output of the initiatives taken as a practitioner</li></ul>



	<ul style="list-style-type: none"> <li>• apply advanced knowledge relating to research methods to carry out research and investigations to formulate evidence-based solutions to complex and unpredictable problems</li> </ul>
Generic Learning Outcomes	<p>The graduates should be able to demonstrate the ability to:</p> <ul style="list-style-type: none"> <li>• communicate technical information and explanations, and the findings/ results of the research studies relating to specialized fields of learning and pursue self-paced and self-directed learning</li> <li>• present in a concise manner one's views on the relevance and applications of the findings of research and evaluation studies in the context of emerging developments and issues.</li> <li>• define problems, formulate appropriate and relevant research questions, formulate hypotheses, test hypotheses using quantitative and qualitative data, establish hypotheses, make inferences based on the analysis and interpretation of data, and predict cause-and-effect relationships</li> </ul>
Constitutional, Humanistic, Ethical, and Moral Values	<p>The graduates should be able to demonstrate the willingness and ability to:</p> <ul style="list-style-type: none"> <li>• embrace and practice constitutional, humanistic, ethical, and moral values in professional practice and life.</li> <li>• present coherent arguments in support of relevant ethical and moral issues and participate in actions to address environmental and sustainable development issues.</li> <li>• follow ethical practices in all aspects of research and development,</li> </ul>
Employability and Entrepreneurship Skills	<p>The graduates should be able to demonstrate the acquisition of knowledge and skills required for:</p> <ul style="list-style-type: none"> <li>• adapting to the future of work and to the demands of the fast pace of technological developments and innovations that drive a shift in employers' demands for skills</li> <li>• managing complex technical or professional activities or projects</li> <li>• should be willing to take a calculated risk and be open to new ideas</li> </ul>
Credit Requirements	<p>A Post-Graduate Diploma programme builds on a 3-year/6-semester bachelor's degree and requires a minimum of 40 credits for individuals who have completed a Bachelor's programme.</p>
Entry Requirements	<ul style="list-style-type: none"> <li>• An individual seeking admission to the bachelor's degree (Honours/ Honours with Research) in a specified field of learning would normally have completed all requirements of the relevant 3-year Bachelor's degree.</li> </ul>

## Learning Outcomes Descriptors for a Higher Education Qualification at Level 6.5 on the NHEQF

The Master's degree is awarded to students who have demonstrated the achievement of the outcomes located at level 6.5 on the NHEQF.

### Descriptors for qualifications at levels 6.5 on the NHEQF

Element of the Descriptor	NHEQF Level Descriptors
Knowledge and Understanding	<p>The graduates should be able to demonstrate the acquisition of:</p> <ul style="list-style-type: none"> <li>• advanced knowledge about a specialized field of enquiry with a critical understanding of the emerging developments and issues relating to one or more fields of learning</li> <li>• advanced knowledge and understanding of the research principles, methods, and techniques applicable to the chosen field of learning or professional practice,</li> <li>• procedural knowledge required for performing and accomplishing complex, specialized and professional tasks relating to teaching, and research and development.</li> </ul>
General, Technical and Professional Skills	<p>The graduates should be able to demonstrate the acquisition of:</p> <ul style="list-style-type: none"> <li>• advanced cognitive and technical skills required for performing and accomplishing complex tasks related to the chosen fields of learning.</li> <li>• advanced cognitive and technical skills required for evaluating research findings and designing and conducting relevant research that contributes to the generation of new knowledge.</li> <li>• specialized cognitive and technical skills relating to a body of knowledge and practice to analyze and synthesize complex information and problems.</li> </ul>
Application of Knowledge and Skills	<p>The graduates should be able to demonstrate the ability to:</p> <ul style="list-style-type: none"> <li>• apply the acquired advanced theoretical and/or technical knowledge about a specialized field of enquiry or professional practice and a range of cognitive and practical skills to identify and analyze problems and issues associated with the chosen fields of learning.</li> <li>• apply advanced knowledge relating to research methods to carry out research and investigations and to formulate evidence-based solutions to complex and unpredictable problems.</li> <li>• develop appropriate tools for data collection for research</li> </ul>

Generic Learning Outcomes	<p>The graduates should be able to demonstrate the ability to:</p> <ul style="list-style-type: none"> <li>• communicate in a well-structured manner, technical information and explanations, and the findings/results of the research studies undertaken in the chosen field of study,</li> <li>• evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyze and synthesize data from a variety of sources; draw valid conclusions and support them with evidence and examples, and address opposing viewpoints</li> <li>• pursue self-paced and self-directed learning to upgrade knowledge and skills, including research-related skills, required to pursue a higher level of education and research.</li> </ul>
Constitutional, Humanistic, Ethical, and Moral Values	<p>The graduates should be able to demonstrate the willingness and ability to:</p> <ul style="list-style-type: none"> <li>• embrace and practice constitutional, humanistic, ethical, and moral values in one’s life and in the field of study and professional practice,</li> <li>• participate in actions to address environmental protection and sustainable development issues,</li> <li>• follow ethical principles and practices in all aspects of research and development, including inducements for enrolling participants and avoid unethical practices</li> </ul>
Employability and Entrepreneurship Skills	<p>The graduates should be able to demonstrate the acquisition of knowledge and skill sets required for:</p> <ul style="list-style-type: none"> <li>• adapting to the future of work and responding to the demands of the fast pace of technological developments and innovations that drive the shift in employers’ demands for skills</li> <li>• transition towards more technology-assisted work involving the creation of new forms of work and rapidly changing work and production processes.</li> <li>• exercising full personal responsibility for the output of own work as well as for group outputs and for managing work that is complex and unpredictable requiring new strategic approaches.</li> </ul>
Credit Requirements	<ul style="list-style-type: none"> <li>• The 2-year/4-semester Master’s programme builds on a 3-year/6-semester bachelor’s degree and requires a total of a minimum of 80 credits from the first and second years of the programme, with a minimum of 40 credits in the first year and minimum of 40 credits in the second year of the programme at level 6.5 on the NHEQF.</li> </ul>
Entry Requirements	<ul style="list-style-type: none"> <li>• A 3-year Bachelor’s degree for the 2-year/4-semester Master’s degree programme (e.g. M.A., M.Com., M.Sc., etc.).</li> </ul>

### PLO & GA Mapping

Programme Learning Objective #	Programme Learning Objective (PLO)	Description of PLO	PLO Mapped with GA#
PLO 1	Learning Dispositions	Recognize and reflect on the production of knowledge in multiple spaces	GA 1 GA 8
		Develop the leadership capacity to negotiate intercultural learning spaces	GA 1 GA 6 GA 8
		Engage dialogically with distinct and/or intersecting intellectual communities to develop the scope of inquiry	GA 2 GA 3
PLO 2	Domain specific knowledge	Develop intensive and extensive knowledge and expertise in their respective domains	GA 1
		Formulate and extrapolate the knowledge gained to be applied in real- life situations, for self-directed learning and in competitive examinations	GA 1 GA 2 GA 3
		Evaluate and create domain specific knowledge in areas of learning, research and industry	GA 1 GA 2
PLO 3	Application oriented knowledge and diverse perspectives	Translate theoretical understanding to experimental knowledge for solving complex problems	GA 1 GA 3
		Ability to solve problems using pragmatic, alternative and creative approaches	GA 1 GA 2 GA 3 GA 5
		Capacity to apply advanced knowledge and approaches to solve concrete and abstract problems in domain-related and multi-disciplinary issues.	GA 1 GA 2
PLO 4	Innovation and research	Develop aptitude for innovation and entrepreneurship	GA 6
		Identify contemporary research problems, analyze data qualitatively and quantitatively and propose solutions	GA 1 GA 2 GA 9
		Create new ideas, analyze problems, diagnose them and identify their causes independently and/or in groups	GA 6 GA 7
PLO 5	Scientific communication skills	Document, prepare and present research work as reports and articles in academic forums	GA 6
		Critically assess, review and present theories and concepts	GA 1

		Take technically complex scientific topics and craft them into accessible, informative, and compelling content for specific audiences	GA 1 GA 2
PLO 6	Digital competency	Use domain-related advanced software resources, computational skills and digital tools for data analysis and interpretation	GA 2 GA 5
		Ethically apply digital skills to creatively communicate ideas and issues related to academic experiences	GA 5 GA 10
		Acquire the ability to leverage digital technologies to communicate, collaborate, and analyze data	GA 5
PLO 7	Ethical reasoning	Apply domain specific ethical principles and practices in academic, professional and social engagements	GA 1 GA 5
		Transform the behaviour of students to preserve public interest, the environment and be a source of help	GA 4 GA 5
		Being honest and taking responsibility for academic work and environmental sustainability	GA 4 GA 5
PLO 8	Comparative and interdisciplinary knowledge practices	Develop an interdisciplinary approach to research	GA 1 GA 7
		Compare scientific, social and historical phenomena in order to yield new insights	GA 1 GA 9
		Articulate how the complexities of social differentiation, like sex, gender, disability, race, ethnicity, nation, class, and such give insights and shape intellectual projects	GA 3 GA 5 GA 8 GA 9
PLO 9	Career readiness	Choose from diverse career options available in local, national and international realms.	GA 8
		Find success in workplace, manage one's career and apply the skills learned	GA 7
		Carry out further research or pursue higher education in the country or abroad	GA 1
PLO 10	Creating collaboration with the corporate world	Cultivate relationship with mentors and advisors, whose expertise and experience can assist in the development of work	GA 3 GA 7
		Recognize and reflect on the value, effectiveness, and ethics of collaboration in different settings and situations	GA 5 GA 9
		Produce new knowledge by working at the intersection of multiple disciplines and interdisciplinary fields	GA 1

## METHODS OF ASSESSMENT

<b>Remembering (K1)</b>	<ul style="list-style-type: none"> <li>• The lowest level of questions require students to recall information from the course content</li> <li>• Knowledge questions usually require students to identify information in the textbook</li> </ul>
<b>Understanding (K2)</b>	<ul style="list-style-type: none"> <li>• Understanding of acts and ideas by comprehending organizing, comparing, translating, interpolating and interpreting in their own words</li> <li>• The questions go beyond simple recall and require students to combine the ideas together</li> </ul>
<b>Application (K3)</b>	<ul style="list-style-type: none"> <li>• Students have to solve problems by using/applying a concept learned in the classroom</li> <li>• Students must use their knowledge to determine exact response</li> </ul>
<b>Analyze (K4)</b>	<ul style="list-style-type: none"> <li>• Analyzing the question by asking students to breakdown something into its component parts</li> <li>• Analyzing requires students to identify reasons, causes or motives and reach conclusions or Generalizations</li> </ul>
<b>Evaluate (K5)</b>	<ul style="list-style-type: none"> <li>• Evaluation requires an individual to make judgment on something</li> <li>• Questions to judge the value of an idea, a character, a work of art, or a solution to a problem</li> <li>• Students are engaged in decision-making and problem-solving</li> </ul>
<b>Create (K6)</b>	<ul style="list-style-type: none"> <li>• The questions of this category challenge students to get engaged in creative and original thinking</li> <li>• Developing original ideas and problem solving skills</li> </ul>

### **Cognitive Level (CL)**

<b>No.</b>	<b>Code</b>	<b>Cognitive Level</b>
1	R	Remember
2	U	Understanding
3	Ap	Apply
4	An	Analyse
5	E	Evaluate
6	C	Create

### **Knowledge Category (KC)**

<b>No</b>	<b>Code</b>	<b>Knowledge</b>
1	F	Factual
2	C	Conceptual
3	P	Procedural
4	M	Metacognitive

### **Learning Activities**

#### **A. Participative Learning**

<b>No</b>	<b>Code</b>	<b>Description</b>
1	GD	Group Discussion
2	SI	Simulation
3	OO	One to One Learning
4	RF	Rapid Fire
5	KWL	Know, Want to Know, Learned
6	Sem	Seminar
7	WSQ	Watch Summarise Question
8	FC	Flipped Class

#### **B. Cooperative Learning**

<b>No</b>	<b>Code</b>	<b>Description</b>
1	Lec	Lecture
2	Soc	Socrates Method
3	BS	Brain Storming
4	GT	Group Learning
5	OT	One to One Tutoring

#### **C. Peer Learning**

<b>No</b>	<b>Code</b>	<b>Description</b>
1	TPS	Think Pair Share
2	RPT	Reciprocal Peer learning
3	PT	Peer Learning

### D. Experiential Learning

No	Code	Description
1	RP	Roleplay
2	FW	Fieldwork
3	MPr	Micro/Mini Project
4	Pr	Project
5	Viv	Viva-Voce
6	Rep	Report Writing
7	Rev	Review Writing
8	CW	Critique Writing

### E. Problem Solving Method

No	Code	Description
1	CS	Case Study
2	Ess	Essay
3	AW	Article Writing
4	SP	Solution to Problem
5	PF	Problem Finding

### Assessment Task

No	Code	Description
1	CA	Class Assignment
2	HrA	Hour Assignment
3	CT	Class Test
4	ST	Self-Test
5	OT	Online Test
6	OBT	Open Book Test
7	Qui	Quiz
8	HoA	Home Assignment
9	MCQ	Multiple Choice Question
10	SA	Short Answer
11	Ess	Essay

### METHODS OF EVALUATION

Evaluation	Methods	Marks
<b>Internal</b>	Continuous Internal Assessment Test	<b>40</b>
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
<b>External</b>	End Semester Examination	<b>60</b>
<b>Total</b>		<b>100</b>



### CURRICULUM TABLE

Year	Semester	Courses	Course Code	Hours							Total Hours	Credits	Credits Points
				Lecture	Tutorial	Practical	Internship	Self-Learning	Demonstration	Research Project			
I	I	Core Course 1- Management Principles and Business Ethics	23PA11	3	1						4	3	18
		Core Course 2 - Quantitative Techniques and Research Methods in Business	23PA12	3		1					4	3	18
		Core Course 3 - Managing Organizational Behaviour	23PA13	3				1			4	3	18
		Core Course 4- Accounting for Managers	23PA14	3		1					4	3	18
		Core Course 5 - Managerial Economics	23PA15	3		1					4	3	18
		Core Course 6 - Legal Systems in Business	23PA16	3	1						4	3	18
		DSC 1 - International Business	23PA17	3							3	3	18
		Skill Based Course 1-Business Communication	23PAPI		1	2					3	2	12

		<b>Total</b>		21	3	5		1			<b>30</b>	<b>23</b>	<b>138</b>
I	II	Core Course 7 - Human Resource Management	23PA21	3	1			1			5	4	24
		Core Course 8 - Marketing Management	23PA22	3	1			1			5	4	24
		Core Course 9- Operations Management	23PA23	3	1			1			5	4	24
		Core Course 10 -Financial Management	23PA24	3	1			1			5	4	24
		Core Course 11 - Information System for Management	23PRN1	3	1			1			5	4	24
		Skill Based Course II: Business Etiquettes and Social Graces	23PAEA	2	1	1		1			5	2	12
		<b>Total</b>		17	6	1		6			<b>30</b>	<b>22</b>	<b>132</b>
II	III	DSC 2- Applied Operations Research	23PA31	3					1		4	3	19.5
		DSC 3 - e-Business Management	23PA32	3				1			4	3	19.5

		DSE-1	1. <b>Human Resource Management</b> i. Industrial Relations and Labour Welfare	23PAEB	3	1			1			5	3	19.5	
			ii. Human Resource Development	23PAEC	3	1			1		5				
			2. <b>Marketing Management</b> i. Customer Relations Management	23PAED	3	1			1		5				
			ii. Advertisement Management and Sales Promotion	23PAEE	3	1			1		5				
			3. <b>Financial Management</b> i. Security Analysis and Portfolio Management	23PAEF	3	2					5				
			ii. Capital Markets and Financial Services	23PAEG	3	2					5				
			4. <b>Operations Management</b> i. Total Quality Management	23PAEH	3	2					5				
			ii. Materials Management	23PAEI	3	2					5				
			Summer Internship & Organizational Study	23PAD1								4			26
			Technical Skill I : Computing Skills	23PAS1			2					2			3
<b>Total</b>				<b>18</b>	<b>6</b>	<b>2</b>		<b>3</b>	<b>1</b>		<b>30</b>	<b>18</b>	<b>104</b>		

II	IV	DSC 4 -Corporate Social Responsibility	23PA41	3							3	3	19.5		
		DSC 5 – Strategic Management	23PA42	3							3	3	19.5		
		DSC 6– Managing Start-Ups	23PA43		1						1	3	19.5		
		DSE 2	Human Resource Management Performance Management	23PAEJ											19.5
			International HRD	23PAEK	3 3	1 1			1 1			5 5			
			Marketing Management Sales and Distribution Management Digital Marketing	23PAEL	3 3	1 1			1 1			5 5	3		
	Financial Management International Financial Management	23PAEN	3 3	2						5 5					
	Fintech and Investment Analysis	23PAEO	3							5					

		<b>Operations Management</b> Product Design	23PAEQ	3	2							5		
		Operations Strategy	23PAEQ	3	2							5		
		Core 12 -Project	23PAD2										4	26
		Skill Based Course III :Employability and Career Development	23PAS2		1	2						3	2	13
		<b>Total</b>		<b>18</b>	<b>8</b>	<b>2</b>			<b>2</b>			<b>30</b>	<b>20</b>	<b>117</b>

### SEMESTER I

**Course Title: Management Principles and Business Ethics**

**Course Type: Theory**  
**Course Code: 23PA11**

Total Hours: 60 Hours/Week: 4 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36 hrs  
Total Score 100 %: Internal: 40 External: 60  
Minimum Pass 50% [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

**Name: Dr. J. Jane Theeba  
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Designation: Associate  
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<b>CLO - No.</b>	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be</i>	<b>% of PLO mapping with CLO</b>	<b>CLO &amp; PLO Mapped with GA#</b>	<b>Cognitive Level (CL)</b>	<b>Knowledge Category(KC)</b>
CLO-1	Possess the knowledge on the basic concepts of management and understand how an	1 (6), 2(7), 4(7)	1,3,5	U	P
CLO-2	Possess knowledge on planning & decision making.	1(7),2 (7), 3(6),	1,3,6	Ap	C
CLO-3	Have insights on organizing, managing change and Innovation	1(5),2(8),4(7)	1,2,5	U	P
CLO-4	Learn leadership, communication and controlling skills.	1 (6), 2(7), 3(7)	1,4,6	Ap	C
CLO-5	Have better understanding on business ethics and social responsibility.	2(5),3(8),4(7)	1,3,6	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction</b>					
1.1	Nature of Management	1	1(7)	Lec	CA	1
1.2	Concepts and Foundations of Management	2	1(20)	Lec	CA	1
1.3	Managerial Functions	2	1(13)	Sem	CA	1
1.4	Management Skills	2	1(13)	GD	Quiz	1
1.5	Organizational Culture	1	1(7)	GD	Quiz	1
1.6	Levels in Management	2	1(20)	Lec	HoA	1
1.7	Disaster Management	2	1(20)	Sem	CA	1
<b>II</b>	<b>Planning &amp; Decision Making</b>					
2.1	Planning & Decision Making	2	2(20)	Sem	CA	2
2.2	Steps in Planning Process	2	2(20)	GD	Quiz	2
2.3	Short-Term and Long-Term Planning	2	2(20)	GD	Quiz	2

2.4	Management By Objectives (MBO)	3	3(20)	Lec	HoA	2
2.5	Decision making Process	3	2(20)	Sem	CA	2
<b>III</b>	<b>Nature of Organizing: Organization Structure and Design - Authority</b>					
3.1	Organization Structure and Design	2	3(20)	Sem	HoA	3
3.2	Authority Relationships & Delegation of Authority and Decentralization	3	3(20)	GD	CA	3
3.3	Emerging Trends in corporate Structure, Strategy and Culture	2	3(20)	GD	Quiz	3
3.4	Impact of Technology on Organizational design & Formal and Informal Organization	2	3(20)	Lec	Quiz	3
3.5	Span of control – Managing Change and Innovation	3	3(20)	Sem	HoA	3
<b>IV</b>	<b>Leadership and Control</b>					
4.1	Approaches to Leadership control	2	4(20)	Lec	CA	4
4.2	Concept of Control	2	4(20)	Sem	CA	4
4.3	Application of the Process of Control at Different Levels of Management (top, middle and first line)	3	4(20)	GD	Quiz	4
4.4	Performance Standards	3	4(20)	GD	Quiz	4
4.5	Management by Exception (MBE)	2	4(20)	Lec	HoA	4
<b>V</b>	<b>Business Ethics</b>					
5.1	Importance of Business Ethics	3	4(20)	Lec	CA	5
5.2	Ethical Issues in Business	2	5(20)	Sem	CA	5
5.3	Ethical Decision Making	3	5(20)	GD	Quiz	6
5.4	Ethical Leadership	2	5(20)	GD	Quiz	6
5.5	CSR Models.	2	5(20)	Lec	HoA	5

### Reference Books

1. Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2. S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.
3. Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.
4. Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5. Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.
6. Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012

## SEMESTER I

**Course Title: Elective – Quantitative Techniques and Research Methods in Business**

**Course Type: Theory  
Course Code: 23PA12**

Total Hours: 60 Hours/Week: 4

Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

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Designation: Associate Professor

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To understand importance of research in business and the basic	1 (6), 2(7), 4(7)	1,2,5	U	C
CLO-2	To determine the scales used in data collection and to analyze and interpret the data for managerial	1(7),2 (7), 3(6),	1,2,5,6	Ap	P
CLO-3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.	1(5),2(8),4(7)	1,2,5	Ap	P
CLO-4	To recognize the principles and characteristics of the multivariate data analysis techniques.	1 (6), 2(7), 3(7)	1,2,5	An	P
CLO-5	To become familiar with the process of drafting a report that poses a significant problem	2(5),3(8),4(7)	1,2,6	U	C



<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction and Data Collection</b>					
1.1	Research - Definition - Research Process	2	1(12)	Lec	CA	1
1.2	Research Design and Types of Research Design	1	1(12)	Lec	CA	1
1.3	Variables in Research	1	1(12)	Lec	CA	1
1.4	Objectives and Hypothesis	2	1(12)	Lec	CA	1
1.5	Types of Data, Primary Vs Secondary	1	1(12)	Lec	CA	1
1.6	Primary Vs Secondary, Methods of Primary Data Collection: Survey, Observation, Experiments	2	1(12)	GT	CA	1
1.7	Construction of Questionnaire and Schedule	1	1(16)	GT	CA	1
1.8	Validity and Reliability of Instruments	1	1(6)	Lec	CA	1
1.9	Types of Scales: Nominal, Ordinal, Interval	1	1(6)	Lec	CA	1
<b>II</b>	<b>Data Preparation and Analysis</b>					
2.1	Types of Attitude Measurement Scales	1	2(6)	Lec	CA	1
2.2	Sampling Techniques; Probability and Non probability Techniques-	2	2(14)	GT	CA	1
2.3	Optimal Sample Size determination.	1	2(6)	Sem	CA	1
2.4	Data Preparation , Editing, Coding, Data Entry	2	2(12)	Lec	CA	1
2.5	Data Analysis- Measures of Central Tendency: Mean, Median, Mode (Problems)	3	2(30)	KWL	CA	1
2.6	Measures of Dispersion: Quartile Deviation, Mean Deviation, standard Deviation – Coefficient of Deviation of Deviation.(Problems)	3	2(32)	Lec	CA	1
<b>III</b>	<b>Parametric Tests (Problems)</b>					

3.1	Correlation: Scatter Diagram. Graphical Method , Spearman's Rank Correlation , Karl Pearson's Coefficient of Correlation	2	3(22)	Lec	HoA	1
3.2	Regression and Time Series	2	3(26)	BS	HoA	1
3.3	Chi Square Tests	2	3(16)	GT	HoA	1
3.4	T Test : One sample, Independent Sample and Paired Sample	3	3(16)	Sem	HoA	1
3.5	Analysis of Variance : One way and Two way	2	3(10)	GD	HoA	1
3.6	Interpretation of results	1	3(10)	Sem	HoA	1
IV	<b>Non Parametric Tests</b>					
4.1	Mann- Whitney U Test (Problems)	2	4(20)	MPr	HoA	2
4.2	Wilcoxon Signed Rank Test (Problems)	3	4(20)	MPr	HoA	2
4.3	Kruskal Wallis Test (Problems)	3	4(20)	MPr	HoA	2
4.4	Discriminant Analysis , Cluster Analysis , Conjoint Analysis and SEM Analysis	2	4(20)	MPr	HoA	7
4.5	Interpretation	2	4(20)	MPr	HoA	1
V	<b>Report Writing and Ethics in Business Research</b>					
5.1	Research Reports: Types	1	5(15)	Sem	HrA	1
5.2	Report Writing Format	2	5(15)	Sem	HrA	1
5.3	Content of Report	2	5(15)	Sem	HrA	1
5.4	Executive Summary and Chaptalization	2	5(15)	Sem	HrA	1
5.5	Framing the Title of the Report	2	5(15)	Sem	HrA	1
5.6	Different styles of Referencing	2	5(15)	Sem	HrA	1
5.7	Ethics in Research	1	5(10)	Sem	HrA	

### Reference Books

1. Ashwathappa, K., Human Resource Management, 9<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2. Gary Dessler & Biju Varkey, Human Resource Management, 16<sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.

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

### SEMESTER I

Course Title: **Managing Organizational Behaviour**

**Course Type: Theory**  
**Course Code: 23PA13**

Total Hours: 60    Hours/Week: 4    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass 50%: [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

**Name: Dr. V.K. Jeens Friro**

**Name: Dr. Herald M Dhas**

**Name: Dr. Jane Theeba Jeya Vanathy**

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding	1 (6), 2(7), 4(7)	1,2,3	U	P

CLO-2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation	1(7),2 (7), 3(6),	1,3,5	U	C
CLO-3	To throw light on Group Dynamics and Interpersonal Communication	1(5),2(8),4(7)	2,3,6	R	P
CLO-4	To elucidate on Leadership, Politics, Conflicts and Negotiation.	1 (6), 2(7), 3(7)	1,5,6	E	C
CLO-5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.	2(5),3(8),4(7)	1,3,6,7	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Introduction to Organizational Behaviour</b>					
1.1	Definition and Historical background of OB	2	1(20)	Lec	HrA	1
1.2	Concept Relevance of OB – Contributing disciplines to the field of OB	2	1(13)	Lec	Quiz	1
1.3	challenges and opportunities for OB	3	1(20)	Sem	HoA	1
1.4	Foundations of Individual Behaviour.	1	1(13)	Sem	Quiz	1
1.5	Theory – social theory in organizational Behaviour	2	1(20)	Lec	CA	1
1.6	Organizational Citizenship Behaviour	2	1(14)	Lec	CT	1
II	<b>Individual Difference</b>					
2.1	Personality – concept and determinants of personality	1	2(13)	Lec	HoA	2

2.2	Theories of personality	1	2(13)	Lec	HrA	2
2.3	<b>Perception:</b> Meaning Process – Factors influencing perception	2	2(13)	CS	Quiz	2
2.4	<b>Attitudes and Values:</b> Meaning and importance	2	2(13)	Lec	ST	2
2.5	Components of Attitude – Behaviour relationship, formation, values.	2	2(13)	BS	Quiz	2
2.6	<b>Motivation:</b> meaning and types	2	2(15)	Lec	CT	2
2.7	Early Theories of Motivation, Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation	2	3(20)	Lec	CA	1
III	<b>Group Dynamics and Interpersonal Communication</b>					
3.1	Foundations of Group Behaviour	2	2(13)	Lec	HoA	3
3.2	Group and Team - Stages of Group Development	1	3(20)	BS	HrA	3
3.3	Factors affecting Group and Team Performance	3	3(20)	BS	Quiz	3
3.4	Group Decision making	2	3(20)	T-P-S	CA	3
3.5	Interpersonal Communication – Meaning, Communication Process	2	3(13)	GD	CT	3
3.6	Barriers to Communication– Guidelines for Effective Communication	2	3(14)	Sem	CA	3
IV	<b>Leadership, Conflict and Negotiation</b>					
4.1	Trait of leadership	2	4(13)	Lec	HrA	4
4.2	Behavioural and Contingency theories	2	4(20)	BS	HrA	4
4.3	Leaders vs Managers Power and functions	2	4(20)	CS	Quiz	4
4.4	Sources of Power – Political Behaviour in Organizations – Managing Politics.	2	4(13)	Sem	CA	4

4.5	<b>Conflict and Negotiation:</b> Sources and Types of Conflict	2	4(14)	GD	CT	4
4.6	Negotiation Strategies– Negotiation Process.	2	4(20)	BS	HrA	4
V	<b>Work Stress and Emotional Intelligence</b>					
5.1	Stressors in the Workplace – Individual Differences on Experiencing Stress	2	5(13)	Lec	HrA	5
5.2	Managing Workplace Stress	1	5(13)	BS	HrA	5
5.3	Organizational Culture and Climate	2	5(20)	Sem	CA	6
5.4	Concept and Importance – Creating and Sustaining Culture.	2	5(14)	GD	CT	6
5.5	<b>Emotional Intelligence, Work Life Integration Practices.</b> Knowledge based enterprise- systems and Processes.	3	5(20)	CS	HrA	5
5.6	Networked and virtual organizations.	2	5(20)	BS	Quiz	5

### Reference Books

1. Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019.
2. C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019.
3. K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.
4. Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.
5. McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.

### SEMESTER I

Course Title: **Accounting For Managers**

**Course Type: Theory**  
**Course Code: 23PA14**

Total Hours: 60 Hours/Week: 4 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To acquaint the students with the fundamentals of Financial Accounting,	1 (6), 2(7), 4(7)	1,2	U	P
CLO-2	To enable the students to prepare, analyze and interpret financial statements	1(7),2 (7), 3(6),	1,2,5	An	C
CLO-3	To acquaint the students with the tools and techniques of financial analysis	1(5),2(8),4(7)	1,2	C	P
CLO-4	To enable the students to take decisions using management accounting tools.	1 (6), 2(7), 3(7)	1,2,5	E	C
CLO-5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.	2(5),3(8),4(7)	1,2,5	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Financial Accounting</b>					
1.1	Meaning - Objectives - functions. - Accounting Concepts and conventions	2	1(20)	Lec	HoA	1
1.2	Journal	2	1(20)	SP	Quiz	1
1.3	Ledger	2	1(20)	Lec	HoA	1
1.4	Trial Balance	3	1(20)	GD	HoA	1
1.5	Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems).	3	1(20)	BS	CA	1
<b>II</b>	<b>Financial Statement Analysis</b>					
2.1	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis	2	2(14)	Lec	HoA	2
2.2	Ratios –Meaning- significance and limitations.	3	2(20)	SP	HoA	2
2.3	Preparation of Fund Flow Statement	2	2(13)	SP	CA	2
2.4	Cash Flow Statement Analysis	2	2(20)	SP	HoA	2
2.5	Statement of Changes in Working Capital	1	2(13)	SP	HoA	2
2.6	Distinction between Fund Flow and Cash Flow Statement (problem)	2	2(20)	SP	CA	2
<b>III</b>	<b>Marginal Costing</b>					
3.1	Definition - Distinction between marginal costing and absorption costing	1	3(13)	Lec	HoA	3



3.2	Segregation of Semi Variable Cost - Breakeven point Analysis	3	3(20)	Lec	CA	3
3.3	Cash and Sales breakeven Point - Margin of safety	2	3(13)	SP	Quiz	3
3.4	Assumptions , Advantages and limitations of break-even Chart	3	3(20)	SP	CA	3
3.5	Decision Making under marginal costing - make or buy decisions, sales mix decision (Problems).	3	3(34)	SP	CA	3
<b>IV</b>	<b>Budgetary Control</b>					
4.1	Concept of Budget, Budgeting, and Budgetary Control	2	4(13)	GD	Quiz	4
4.2	Classification of Budgets	1	4(13)	Lec	Quiz	4
4.3	Preparation of Flexible and fixed Budgets	2	4(20)	SP	HoA	4
4.4	Preparation of Master budget	3	4(20)	SP	HoA	4
4.5	Preparation of Cash budget	2	4(20)	SP	CA	4
4.6	Zero Base Budgeting. (Problems)	2	4(14)	SP	CA	4
<b>V</b>	<b>Cost Accounting</b>					
5.1	Meaning – Objectives - Elements of Cost	2	5(13)	Lec	Quiz	5
5.2	Cost Sheet (Problems) – Classification of cost	3	5(27)	SP	HoA	5
5.3	Cost Unit and Cost Centre – Methods of Costing	2	5(14)	Lec	Quiz	6
5.4	Techniques of Costing	1	5(13)	Lec	HoA	5
5.5	Standard costing: Meaning, Advantages and Disadvantages	1	5(7)	Lec	CA	5
5.6	Variance: Direct Material cost Variance, Direct Labour Cost variance and Overhead Cost variance (Simple Problems)	2	5(13)	SP	HoA	5
5.7	Uses of Accounting information in Managerial decision-making.	1	5(13)	SP	Quiz	5

## Reference Books

1. Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2. Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3. Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
4. Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5. Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6. Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

## SEMESTER I

Course Title: **Managerial Economics**

**Course Type: Theory**  
**Course Code: 23PA15**

Total Hours: 60 Hours/Week: 4 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

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**Name: Dr. V.K. Jeens Frio**  
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**Name: Dr. Jane Theeba Jeya Vanathy**  
Designation: Associate Professor  
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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business	1 (6), 2(7), 4(7)	1,2,5	U	C

CLO-2	To understand the concept of utility and demand analysis and demand forecasting	1(7),2 (7), 3(6),	2,5	An	C
CLO-3	To know about production function and market structure	1(5),2(8),4(7)	2,3,5	U	C
CLO-4	To have an idea and understanding about Macroeconomics like National Income, savings	1 (6), 2(7), 3(7)	1,2,5	U	C
CLO-5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.	2(5),3(8),4(7)	1,2,5	R	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Subject matter of Managerial Economics</b>					
1.1	Definition and meaning of Managerial Economics	2	1(13)	Lec	HrA	1
1.2	Fundamental concepts	1	1(13)	Sem	CT	1
1.3	Business Economics and Decision Making	3	1(20)	BS	HoA	1
1.4	Importance and limitations	2	1(14)	BS	CT	1
1.5	The Incremental Concept, Marginalism, Equi-marginal Concept	2	1(20)	Lec	Ess	1
1.6	Micro and Macro Economics	2	1(20)	Sem	CT	1
II	<b>Utility Analysis and the Demand Curve</b>					

2.1	Demand Analysis: Meaning and Types	2	1(13)	Lec	HoA	2
2.2	Law of Demand	2	1(20)	Lec	HrA	2
2.3	Determinants of Demand	1	2(16)	Sem	Quiz	2
2.4	Elasticity of demand and Types of elasticity of Demand	2	2(12)	Lec	Ess	2
2.5	Demand forecasting: Meaning and Importance	2	2(13)	Lec	CT	2
2.6	Methods of Demand forecasting	2	2(13)	Lec	Ess	2
2.7	Use of Business Indicators: Demand forecasting for consumer.	1	2(13)	BS	CT	2
III	<b>The Production Function</b>					
3.1	Production with One Variable Input	2	21(15)	Lec	HoA	3
3.2	Law of Variable Proportions	2	3(13)	Lec	HrA	3
3.3	Production with Two Variable Inputs	2	3(13)	Sem	CT	3
3.4	Iso-quants	1	31(13)	Lec	CA	3
3.5	Cost Concepts – Analysis of cost – Short and long run costs.	2	3(13)	Lec	CT	3
3.6	Market Structure: Perfect and Imperfect Competition – Monopoly	2	3(20)	Lec	Ess	1
3.7	Pricing Methods.	1	3(13)	Sem	Ess	1
IV	<b>Macro-Economic Variables</b>					
4.1	National Income- Concepts and importance	2	4(20)	Lec	CA	4
4.2	Methods of Measuring National Income	3	4(20)	)Lec	HrA	4
4.3	Business Cycles	2	4(20)	Sem	Ess	4
4.4	Role of Economic Policy	2	4(20)	GD	CA	4

4.5	Indian Economic Planning	3	4(20)	GD	CT	4
V	<b>Commodity and Money Market</b>					
5.1	Demand and Supply of Money – Money Market Equilibrium	2	5(13)	Lec	HrA	4
5.2	Monetary Policy	2	5(13)	Lec	CA	4
5.3	Inflation and Deflation	2	5(20)	Lec	Ess	4
5.4	Fiscal Policies- Indian Fiscal Policies	2	5(14)	Sem	CT	4
5.5	Globalization and its Impact. Cashless economy and digitalized cash transfers	2	5(20)	GD	HrA	1
5.6	GST and Industrial Policy in India	2	5(20)	BS	Quiz	1

### Reference Books

1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3. R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4. William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9<sup>th</sup> Edition (2021)
5. H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.

### SEMESTER I

Course Title: **Legal Systems in Business**

Course Type: **Theory**  
Course Code: **23PA16**

Total Hours: 60 Hours/Week: 4 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 36hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To create knowledge and understanding on law of contracts	1 (6), 2(7), 4(7)	1,2,3,7	U	P
CLO-2	To describe about sale of goods and Negotiable instrument act	1(7),2 (7), 3(6),	1,2,3	E	C
CLO-3	To have an overall understanding about partnership act and company law.	1(5),2(8),4(7)	1,2,3	C	P
CLO-4	To familiarize various labor laws for effective administration of Human Resource of an organization.	1 (6), 2(7), 3(7)	1,2,5,6	E	C
CLO-5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.	2(5),3(8),4(7)	1,2,5,6	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>The Law of Contracts</b>					
1.1	Definition of Contract Offer and Acceptance	1	1(7)	Lec	HrA	1
1.2	Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration –Legality of Object	1	1(13)	BS	Quiz	1
1.3	Void, Voidable, Unenforceable and Illegal Contracts	2	1(20)	RF	HoA	1
1.4	Performance of Contracts	3	1(20)	BS	Quiz	1
1.5	Discharge of Contracts: By Performance, By Agreement, By Impossibility	2	1(13)	Lec	CA	1
1.6	By Lapse of Time, By Operation of Law and By Breach of Contracts	1	1(7)	GD	CT	1

1.7	Remedies for Breach of Contracts	2	1(20)	Lec	MCQ	1
<b>II</b>	<b>Sale of Goods Act</b>					
2.1	Definition of a Sale and a Contract of Sale	2	2(20)	Lec	HoA	2
2.2	Difference between Sale and an Agreement to Sell	3	2(20)	BS	HrA	2
2.3	Sale and a Contract Form	3	2(20)	CS	Quiz	2
2.4	Sale and Bailment	2	2(27)	Lec	ST	2
2.5	Sale and Mortgage of Goods	2	2(13)	BS	Quiz	2
<b>III</b>	<b>Partnership Act</b>					
3.1	Evolution–Definition of Partnership	1	2(17)	Lec	HoA	3
3.2	Kinds of Partnerships – Registration	2	2(13)	BS	HrA	3
3.3	Rights and Liabilities of Partners –Dissolution.	2	2(20)	BS	Quiz	3
3.4	Evolution of Company Form of Organization – Companies Separate Legal Entity	2	3(20)	Lec	CA	3
3.5	Kinds of Companies –Formation of Companies	2	3(20)	GD	CT	3
3.6	Winding up of Companies–General Idea of the Different Modes of Winding Up	3	3(10)	Lec	Quiz	3
<b>IV</b>	<b>Labour Law</b>					
4.1	Factories Act	1	4(7)	Lec	HrA	4
4.2	Industrial Disputes Act	1	4(13)	BS	HrA	4
4.3	Payment of Bonus Act 1965	3	4(20)	CS	Quiz	4
4.4	Employees Provident Fund	2	4(20)	Lec	CA	4
4.5	Maternity Benefits Act	2	4(13)	GD	CT	4
4.6	Child labour Abolition & Regulation Act 1986	1	4(7)	BS	HrA	4

4.7	RTI Act 2005	2	4(20)	CS	Quiz	4
<b>V</b>	<b>Consumer Rights</b>					
5.1	Consumer Protection Act	2	5(20)	Lec	HrA	5
5.2	Cyber Crimes	2	5(20)	BS	HoA	5
5.3	Intellectual Property Rights: Types of Intellectual Property	3	5(20)	Lec	CA	6
5.4	Trademarks Act 1999	3	5(27)	GD	CT	6
5.5	The Copyright Act 1957	2	5(13)	CS	HrA	5

### References Books

1. KapoorND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2. Rao, P.M., Mercantile Law, PHI Learning, 2011.
3. Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5. Intellectual Property Laws, Universal Law Publishing, 2012.
6. Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.

### SEMESTER I

**Course Title: INTERNATIONAL BUSINESS**

**Course Type: Theory**  
**Course Code: 23PA17**

Total Hours: 45 Hours/Week: 3 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 27 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	1 (6), 2(7), 4(7)	1,7,8	U	P
CLO-2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	1(7),2 (7), 3(6),	3,7,8	Ap	C
CLO-3	Know the various international trade theories and the management of business functional operations in an international context.	1(5),2(8),4(7)	1,7,8	U	P
CLO-4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	1 (6), 2(7), 3(7)	3,7,8	Ap	C
CLO-5	Have better understanding on regional economic integration and contemporary issues in international business.	2(5),3(8),4(7)	3,7,8	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Introduction</b>					
1.1	Introduction to International Business	1	1(7)	Lec	CA	1
1.2	Importance, nature and scope of International business	1	1(20)	Lec	CA	1
1.3	International Business Vs. Domestic Business	1	1(13)	Sem	CA	1
1.4	Tariff and non-tariff barriers	1	1(13)	GD	Quiz	1

1.5	Advantages and disadvantages of International business	1	1(7)	GD	Quiz	1
1.6	Balance of Payments, Balance of Trade and Balance of Current Account	2	1(20)	Lec	HoA	1
1.7	Modes of entry into International Business, Multinational Corporations and their involvement in International Business, Issues in foreign investments & technology transfer	2	1(20)	Sem	CA	1
<b>II</b>	<b>International Business Environment</b>					
2.1	Economic, Political, Cultural and Legal environments in International Business	1	2(20)	Sem	CA	2
2.2	Differences in Culture: Introduction — Social Structure, Religion, Language, Education, Culture and the Workplace	2	2(20)	GD	Quiz	2
2.3	Cultural Change	1	2(20)	GD	Quiz	2
2.4	Cross-cultural Literacy	2	2(20)	Lec	HoA	2
2.5	Culture and Competitive Advantage	3	2(20)	Sem	CA	2
<b>III</b>	<b>International Trade Theory General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)- GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank &amp; IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).</b>					
3.1	GATT, WTO, GATS & UNCTAD	2	2(20)	Sem	HoA	3
3.2	Trade Blocks, EU, PTA, EFTA, CACM	2	3(13)	Lec	Quiz	3
3.3	LAFTA, NAFTA, ASEAN	1	3(7)	Sem	Quiz	3
3.4	CARICOM, GSTP, GSP, SAPTA	1	3(13)	GD	HoA	3
3.5	Indian Ocean RIM Initiative, BIMSTEC	1	3(20)	Lec	CA	3

3.6	Bretton Woods Twins- World Bank & IMF	1	3(20)	Sem	Quiz	3
3.7	International Finance Corporation & MIGA	1	3(7)	GD	CA	3
<b>IV</b>	<b>Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.</b>					
4.1	Recent Trends in India's Foreign Trade	1	4(20)	Lec	CA	4
4.2	India's Commercial Relations and Trade Agreements with other countries	1	4(20)	Sem	CA	4
4.3	Foreign Direct Investments (FDI)	1	4(20)	GD	Quiz	4
4.4	Forms of FDI	1	4(7)	GD	Quiz	4
4.5	Horizontal and Vertical Foreign Direct Investment	2	4(13)	Lec	HoA	4
4.6	Advantages of FDI to Host and Home Countries.	2	4(13)	Lec	CA	4
4.7	Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	1	4(7)	Sem	CA	4
<b>V</b>	<b>Contemporary Issues</b>					
5.1	Contemporary Issues in International Business, International Sales Contract	2	5(20)	Lec	CA	5
5.2	Export Regulations	2	5(20)	Sem	CA	5
5.3	Procedure for export of goods <del>Exchange regulations for Export</del>	2	5(20)	GD	Quiz	6
5.4	Exchange regulations for Export	2	5(20)	GD	Quiz	6
5.5	Role of Clearing and Forwarding Agents	1	5(20)	Lec	HoA	5

## Reference Books

1. International Business: Competing in the Global Marketplace (SIE) | 11th Edition – 14 August 2018 by Charles W. L. Hill(Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2. International Business | Fourth Edition | By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4. Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6. Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

## SEMESTER I

Course Title: Elective – **Business Communication**

**Course Type: Practical**  
**Course Code: 23PAP1**

Total Hours: 45 Hours/Week: 3 Credits: 2

Pass-Out Policy: Minimum Contact Hours: 27 hrs  
Total Score 100 %: Internal:40 External:60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To gain awareness about business correspondence	1 (6), 2(7), 4(7)	1,3,5	Ap	P

CLO-2	To gain practical knowledge in writing business letters	1(7),2 (7), 3(6),	1,3	Ap	P
CLO-3	To acquire skills for preparing reports and proposals in business	1(5),2(8),4(7)	1,5	Ap	P
CLO-4	To attain communication needed to develop self	1 (6), 2(7), 3(7)	1,3,5	Ap	P
CLO-5	To acquire creative skills in interactive and non-verbal communication	2(5),3(8),4(7)	1,5	Ap	P

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>General Business Correspondence</b>					
1.1	Business Correspondence: Organizing and Writing Business Messages and Office Letters	1	1(40)	Rep	CA	1
1.2	Office Circular and Memorandums	1	1(30)	Rep	CA	1
1.3	Preparing Agenda, Minutes and Resolutions.	1	1(30)	Rep	CA	1
<b>II</b>	<b>Business Letters</b>					
2.1	Business Letters: Inviting Quotations, Sending Quotations.	1	2(30)	Rep	CA	2
2.2	Business Letters: Inviting Tenders and Placing Orders.	1	2(20)	Rep	CA	2
2.3	Enquiries, Claim letters, Customer Complaints and Reply Letters.	2	2(30)	Rep	CA	2
2.4	Collection Letters and Sales Promotion Letters	2	2(20)	Rep	CA	2
<b>III</b>	<b>Reports and Proposals</b>					

3.1	Writing Research Reports - Technical Reports - Including Exhibits and Appendices	3	3(40)	Rep	GA	1
3.2	Preparing a Report with Header, Footer, and Footnotes. Page number and References	3	3(30)	Rep	CA	1
3.3	Writing Business Proposals	3	3(30)	Rep	CA	1
<b>IV</b>	<b>Written and Oral Communication</b>					
4.1	Writing Skill: Preparing Essays and Assignments.	3	4(25)	Rep	HrA	2
4.2	Speaking Skills: Presentations and Extempore Talk	2	4(25)	GT	HrA	2
4.3	Presentation using Power Point.	3	4(25)	GT	HrA	2
4.4	Creating Advertisement using Audio and Visual Aids.	1	4(25)	GT	HrA	2
<b>V</b>	<b>Business Communication</b>					
5.1	Seminars - Anchoring, Welcome Address, Proposing Vote of Thanks	2	5(40)	RP	HrA	7
5.2	Debates	2	5(25)	GD	HrA	7
5.3	Group Discussions	3	5(25)	GD	HrA	7
5.4	Role Play	2	5(10)	RP	HrA	7

### Reference Books

1. Rajendra Pal & J.S. Korlahalli - Essentials of Business Communication, Sultan Chand & Sons.
2. Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
3. Raymond V. Lesikar - Basic Business Communication, Tata McGraw Hill.
4. Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
5. Raymond V. Lesikar - Basic Business Communication, Tata McGraw Hill.
6. Sharon J Gerson & Steve M. Gerson – Technical Writing Process and Product, Pearson Education.
7. Jayashree Mohanraj. Let Us Hear Them Speak. New Delhi: Sage Texts
8. Hancock, M. English Pronunciation in Use. Intermediate Cambridge: Cambridge University Press.

## SEMESTER - II

Course Title: **Human Resource Management**

**Course Type: Theory**  
**Course Code: 23PA21**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40 External:60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapped with CLO	CLO&PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Embark importance of HRM role, functions and need and models.	2(7), 3(6), 8(7)	1, 3, 5, 6	U	C
CLO-2	Assimilate theoretical and practical implications of HRP	2(5), 8(8), 9(7)	1, 6, 7,	R	P
CLO-3	Critically use appropriate training tools	3(6), 5(5), 6(9)	1, 3, 5, 6	Ap	P
CLO-4	Analyze and implement an effective performance	2(7), 3(8), 5(5)	1, 6, 7	An	C
CLO-5	Draw insights about HR management interventions.	2(8), 3(6), 8(6)	1, 5, 6	U	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% OF CLO mapping with module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction</b>					
1.1	Introduction of Human Resource Management	3	1(14)	Lec	HrA	1
1.2	Importance of Human Resources, Definition and Objectives of Human Resources Management	3	1(22)	Lec	CA	1
1.3	Qualities of a good HR manager	2	1(14)	Sem	SA	1
1.4	Evolution and growth of Human Resource Management in India	3	1(22)	GT	HoA	1
1.5	Functions of Human Resource Management	2	1(14)	Lec	CA	1
1.6	Strategic Human Resource Management (SHRM)	2	1(14)	GD	CT	1
<b>II</b>	<b>Human Resource Planning (HRP)</b>					
2.1	Human Resources Planning: Long and Short term planning	1	2(5)	Lec	HoA	2
2.2	Job Analysis, Job Description and Job Specification	2	2(17)	Lec	HrA	2
2.3	Recruitment and selection	3	2(17)	Sem	CA	2
2.4	Types and methods of recruitment and selection	3	2(17)	Lec	HrA	2
2.5	Recruitment and Social Media.	2	2(11)	KWL	Quiz	2
2.6	Placement and Induction	2	2(11)	Lec	CT	2
2.7	Transfers, Promotions, Dismissal, Resignation and Exit Interviews	2	2(22)	Sem	SA	
<b>III</b>	<b>Training Development &amp; Career Management</b>					
3.1	Training Development & Career Management: Meaning	2	3(14)	Lec	SA	1
3.2	Importance and benefits of Training and Development	2	3(14)	BS	HrA	1
3.3	Types of Training Methods	4	3(29)	GT	SA	1



3.4	Executive Development Programs	4	3(29)	Sem	CA	1
3.5	Concept and process of Career Management	3	3(14)	GD	CT	1
IV	<b>Performance Management</b>					
4.1	Performance Management: Meaning and Definition	1	4(7)	Lec	HrA	2
4.2	Importance, process of Performance Management	3	4(20)	GD	HrA	2
4.3	Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation	4	4(27)	TPS	SA	2
4.4	Management By Objective (MBO)	1	4(7)	Sem	CA	2
4.5	Performance Feedback	2	4(13)	GT	CT	2
4.6	Cross cultural diversity management and Hybrid work culture	2	4(13)	GD	HrA	4
4.7	work-life balance and Quality of work-life	2	4(13)	GD	CT	4
V	<b>Compensation Management</b>					
5.1	Wage and Salary Administration	2	5(7)	Lec	CT	1
5.2	Job Evaluation	2	5(14)	Lec	CA	1
5.3	Calculation of Wage, Salary, Prerequisites, and Compensation Packages	3	5(22)	Lec	CA	3
5.4	Cost of Living Index and Calculation of Dearness Allowance	2	5(14)	KWL	CT	3
5.5	Rewards and Incentives	2	5(14)	CS	HrA	1
5.6	Financial and non-financial incentives, Productivity-Compensation Criteria, Rewards and Recognition.	4	5(29)	BS	Ess	1

## Reference Books

1. Ashwathappa, K., Human Resource Management, 9<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.
2. Ivancevich, J.M., Human Resource Management, 12<sup>th</sup> Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020..
3. Gary Dessler & Biju Varrkey, Human Resource Management, 16<sup>th</sup> Edition, Pearson India Pvt. Ltd., 2020.
4. DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11<sup>th</sup> Edition, Wiley India Pvt. Ltd., 2015
5. Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4<sup>th</sup> Edition 2017.

## SEMESTER - II

**Course Title: Marketing Management**

**Course Type: Theory**  
**Course Code: 23PA22**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how	1(6), 2(6), 3(8)	1, 5, 6	U	C

CLO-2	To provide with opportunities to analyze marketing activities within the firm.	2(7), 3(8), 8(5)	1, 5, 7	R	C
CLO-3	To analyze and explore the buyer behavior pattern in marketing situations.	3(5), 5(8), 8(7)	1, 3, 5, 6	C	C
CLO-4	To understand the branding, pricing and strategies in marketing a product.	4(7), 6(6), 8(7)	1, 5, 8	U	C
CLO-5	To upgrade the knowledge and awareness of Consumer Rights in the Market.	4(5), 6(6), 10(9)	1, 5, 6	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Introduction</b>					
1.1	Marketing Management Philosophies	2	1(13)	Lec	HrA	1
1.2	The concepts of marketing- Marketing and Services	3	1(20)	BS	Quiz	1
1.3	Digital Marketing	3	1(20)	Lec	HoA	1
1.4	Social Media Marketing	3	1(20)	BS	Quiz	1
1.5	Current marketing challenges; International Marketing.	4	1(27)	Lec	CA	1
<b>II</b>	<b>Strategic Marketing</b>					
2.1	Marketing Management Process	2	2(12)	Lec	HoA	2

2.2	Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix	3	2(19)	BS	HrA	2
2.3	Marketing Research Process	3	2(19)	Lec	Quiz	2
2.4	Sales Forecasting	3	2(25)	Lec	CA	2
2.5	Techniques. Marketing Tactics, The Mix Service and Retail Marketing	4	2(25)	BS	Quiz	2
<b>III</b>	<b>MIS</b>					
3.1	Marketing Information Systems	3	3(23)	Lec	HoA	3
3.2	Customer Relationship Management (CRM)	4	3(23)	BS	HrA	3
3.3	Sales force Automation	4	3(23)	BS	Quiz	3
3.4	Marketing Analytics	4	3(31)	Lec	MCQ	3
<b>IV</b>	<b>Buyer Behaviour</b>					
4.1	Factors Influencing Consumer Behaviour	2	4(12)	Lec	HrA	4
4.2	Buying situation– Buying Decision Process	3	4(19)	BS	HoA	4
4.3	Industrial Buyer Behaviour	3	4(19)	CS	Quiz	4
4.4	Market Segmentation: Targeting and Positioning	3	4(19)	GD	CA	4
4.5	Competitive Marketing Strategies	2	4(12)	GD	CT	4
4.6	Customer Life Cycle	2	4(19)	BS	HrA	4
<b>V</b>	<b>Product Policies</b>					
5.1	Branding, Packaging and Labelling	1	5(17)	Lec	HrA	5
5.2	New Product Development and Product Life Cycle Strategies	2	5(13)	BS	HoA	5

5.3	Pricing Strategies and approaches	3	5(20)	Lec	CA	6
5.4	Promotion Decisions: Promotion Mix	3	5(20)	GD	CT	6
5.5	Distribution Management – Channel Management	3	5(20)	Lec	HrA	5
5.6	Awareness of Consumer Rights in the Market Place.	3	5(10)	BS	Quiz	5

### Reference Books

1. Pillai & Baghawathy, Marketing Management, S. Chand, 2010.
2. Gupta Prachi, Aggarwal Ashita, et al., Marketing Management: Indian cases, 1<sup>st</sup> Edition, 2017
3. G. Shainesh Philip Kotler, et al., Marketing Management: Indian Case Studies included, 16<sup>th</sup> Edition, Pearson, 2022
4. Warren J. Keegan, Global Marketing Management, 8<sup>th</sup> Edition, Pearson, 2017.
5. Mullins, Marketing Management: A Strategic Decision Making Approach, 7<sup>th</sup> Edition, McGraw-Hill, 2010.
6. Philip Kotler and Keven Lane Keller, Marketing Management, 15<sup>th</sup> Edition Pearson, 2015.

### SEMESTER - II

Course Title: **Operations Management**

**Course Type: Theory**  
**Course Code: 23PA23**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40 External:60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO&PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To understand the production function, production design & capacity planning	2(5), 3(6), 4(9)	1, 6, 7	U	C
CLO-2	Exploring the Make or Buy decision, and thus understanding the role of inventory management	1(7), 2(8), 3(5)	1, 3, 5	Ap	C
CLO-3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.	2(8), 3(6), 8(6)	1, 5, 6	U	P
CLO-4	To elucidate the importance and usefulness of work-study and quality control tools	2(6), 3(7), 4(7)	1, 2, 6	E	C
CLO-5	To provide insights on service operations management and waiting line analysis	2(8), 3(5), 7(7)	1, 2, 6	U	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Introduction</b>					
1.1	Operations Management :Meaning, Nature and importance	2	1(13)	Lec	HrA	1
1.2	Functions of Operations management	2	1(14)	Lec	Ess	1

1.3	Types of Production Processes	3	1(20)	Sem	CT	1
1.4	Plant Capacity and Capacity Planning	2	1(13)	KWL	SA	1
1.5	Use of Crossover Chart for Selection Processes	3	1(20)	Sem	CA	1
1.6	Types of Charts used in Operations Management	3	1(20)	Lec	CT	1
<b>II</b>	<b>Facility Design</b>					
2.1	Plant Location: Factors to be considered in Plant Location	2	2(13)	Lec	HoA	2
2.2	Location Analysis Techniques	2	2(13)	Lec	HrA	2
2.3	Choice of General Region, Particular community and Site	3	2(20)	Lec	CA	2
2.4	Multiple Plant Location Decision- Plant Location Trends	3	2(20)	Sem	Ess	2
2.5	Layout of Manufacturing Facilities: Principles of a Good Layout	2	2(14)	Lec	Ess	2
2.6	Layout Factors and Basic Types of Layout	3	2(20)	Lec	Ess	2
<b>III</b>	<b>Inventory Control And Maintenance</b>					
3.1	Basic Inventory Models	2	3(13)	Lec	HoA	2
3.2	Economic Order Quantity- Economic Batch Quantity	3	3(20)	Lec	HrA	2
3.3	Reorder Point , Safety Stock and Inventory Costs	3	3(20)	BS	Quiz	2
3.4	Classification and Codification of Stock- ABC Classification	3	3(20)	KWL	CA	2
3.5	Materials Requirement Planning (MRP) and JIT	4	3(27)	Sem	CT	2
<b>IV</b>	<b>Design Of Work Systems And Quality Control</b>					
4.1	Work Study: Meaning	1	4(6)	Lec	HrA	4

4.2	Work study Objectives and Procedure	2	4(13)	Lec	HrA	4
4.3	Method Study and Motion Study	3	4(21)	Lec	Ess	4
4.4	Work Measurement	2	4(13)	Sem	CA	4
4.5	Time Study-Performance Rating, Allowance Factors and Standard Time	2	4(13)	GD	CT	6
4.6	Work Sampling Techniques	2	4(13)	Sem	HrA	6
4.7	Job Sequencing and Scheduling.	3	4(21)	Sem	SA	6
V	<b>Quality Control</b>					
5.1	Purpose of Inspection and Quality Control	1	5(7)	Lec	SA	6
5.2	Different Types of Inspection	2	5(13)	Lec	HrA	6
5.3	The Operating Characteristic Curve	3	5(20)	Sem	CA	5
5.4	Control Charts for Variables and Attributes	2	5(13)	Sem	CT	5
5.5	Quality Circles	3	5(20)	Sem	HrA	5
5.6	TQM – Six Sigma, Kaizen	4	5(27)	BS	Ess	5

### Reference Books

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2. Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3. Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4. William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5. William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
6. Prof. K C Jain, Production and Operations Management, 1<sup>st</sup> Edition, Wiley, 2022.



## SEMESTER - II

Course Title: **Financial Management**

**Course Type: Theory**  
**Course Code: 23PA24**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40 External:60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO&PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.	1(7), 2(6),3(7)	1, 2, 6	U	P
CLO-2	To create awareness on the various investment techniques on the investment decision making.	2(9), 3(6), 9(5)	1, 2, 5	An	C
CLO-3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.	1(5), 2(7), 7(8)	1, 2, 7	C	P
CLO-4	To educate on the concept of capital structure and the create understanding on the concept of dividend.	2(7), 3(6), 8(7)	1, 2, 6, 7	E	C
CLO-5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique	2(6), 4(8), 8(6)	1, 2, 6	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction: Financial management</b>					
1.1	Definition and scope – objectives of Financial Management	3	1(18)	Lec	HoA	1
1.2	Profit Maximization - wealth maximization	3	1(18)	SP	Quiz	1
1.3	Sources of finance – short term – Bank Sources – Long term	3	1(18)	Lec	HoA	1
1.4	Shares – Debentures – Preferred stock	2	1(14)	GD	HoA	1
1.5	Hire purchase, Leasing, Venture Capital – Private equity.	2	1(14)	BS	CA	1
1.6	Concept of risk return tradeoff	1	1(9)	BS	CA	1
7.1	Time Value of Money	1	1(9)	BS	CA	1
<b>II</b>	<b>Investing Decision</b>					
2.1	Capital Budgeting Process – Techniques of Investment Appraisal	2	2(13)	Lec	HoA	2
2.2	Pay Back Period	2	2(13)	SP	HoA	2
2.3	Accounting Rate of Return	2	2(13)	SP	CA	2
2.4	Time Value of Money- DCF Techniques	2	2(13)	SP	HoA	2

2.5	Net Present Value	2	2(13)	SP	HoA	2
2.6	Profitability Index and Internal Rate of Return-Problems	3	2(21)	SP	CA	2
2.7	Risk analysis in Capital Budgeting	1	2(7)	SP	CA	2
2.8	Hurdle Rate	1	2(7)	SP	CA	2
<b>III</b>	<b>Cost of Capital</b>					
3.1	Cost of specific sources of capital – Cost of equity capital	4	3(27)	Lec	HoA	3
3.2	Cost of debt – Cost of preference Capital	4	3(27)	Lec	CA	3
3.3	Cost of retained earnings - weighted average cost of capital	2	3(13)	SP	Quiz	3
3.4	EBIT -EPS Analysis	2	3(13)	SP	CA	3
3.5	Operating Leverage - Financial Leverage-problems	3	3(20)	SP	CA	3
<b>IV</b>	<b>Capital structure</b>					
4.1	Factors influencing capital structure – optimal capital structure	2	4(13)	GD	Quiz	4
4.2	Capital structure theories – Net Income Approach	2	4(13)	Lec	Quiz	4
4.3	Net Operating Income (NOI) Approach	2	4(13)	SP	HoA	4
4.4	Modigliani - Miller(MM) Approach	2	4(13)	SP	HoA	4
4.5	Traditional Approach – Practical Problems	2	4(13)	SP	CA	4
4.6	Dividend and Dividend policy: Meaning, classification	3	4(21)	Lec	CA	4
4.7	Sources available for dividends	1	4(7)	Lec	CA	4

4.8	Dividend policy general, determinants of dividend policy.	1	4(7)	Lec	QUIZ	4
<b>V</b>	<b>Working Capital Management</b>					
5.1	Definition and Objectives - Working Capital Policies	2	5(13)	Lec	Quiz	5
5.2	Factors affecting Working Capital requirements	2	5(13)	Lec	HoA	5
5.3	Forecasting Working Capital requirements	2	5(13)	SP	Quiz	6
5.4	Cash Management - Receivables Management	4	5(26)	SP	Quiz	5
5.5	Accounts Payable	1	5(9)	SP	HoA	5
5.5	Working Capital Financing - Sources of Working Capital.	4	5(26)	SP	CA	5

### Reference Books

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

### SEMESTER - II

**Course Title: Information System for Management**

**Course Type: Theory**  
**Course Code: 23PAN1**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO&PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making	1(7), 6(8), 8(5)	1, 6, 7	U	C
CLO-2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.	2(5), 3(6), 6(9)	1, 6, 7	U	C
CLO-3	To manage system applications and data to best support functional areas of business	1(7), 2(6), 6(7)	1, 2, 6	U	P
CLO-4	To provide insights in securely managing database and information using the process of data base management	2(8), 3(6), 6(6)	1, 5, 7	E	F
CLO-5	To elucidate the need and importance of ERP, its selection and implementation in workplace	2(5), 4(9), 6(6)	1, 7, 8	E	F

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
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<b>I</b>	<b>Introduction to information system</b>					
1.1	The management, structure and activities-	3	1(10)	Lec	HoA	1
1.2	Information needs and sources	3	1(20)	Lec	HoA	1
1.3	Types of management decisions and information need	3	1(30)	Lec	HoA	1
1.4	System classification	3	1(20)	Lec	HoA	1
1.5	Elements of system, input, output, process and feedback.	3	1(20)	Lec	HoA	1
<b>II</b>	<b>Types of Information Systems</b>					
2.1	Transaction Processing information System	2	2(11)	Lec	CA	2
2.2	Office Automation System (OAS)	2	2(19)	Lec	CA	2
2.3	Knowledge workers System (KWS);	3	2(19)	Lec	CA	2
2.4	MIS; Information system for managers	3	2(19)	Lec	CA	2
2.5	Intelligence information system	2	2(13)	Lec	CA	2
2.6	Decision support system and Executive information systems.	3	2(19)	Lec	CA	2
<b>III</b>	<b>Functional Management Information System</b>					
3.1	Production / Operations Information system	2	3(20)	Sem	HrA	3
3.2	Marketing Information Systems,	3	3(20)	Sem	HrA	3
3.3	Accounting Information system	3	3(20)	Sem	HrA	3
3.4	Financial Information system	3	3(20)	Sem	HrA	3
3.5	Human resource Information system.	4	2(20)	Sem	HrA	3
<b>IV</b>	<b>Data Base Systems</b>					
4.1	Overview of Database	1	4(6)	Sem	CA	4
4.2	Components	2	4(17)	Sem	CA	4
4.3	Advantages and disadvantages of database	2	4(17)	Sem	CA	4

4.4	Data Warehousing and Data Mining	2	4(12)	Sem	CA	4
4.5	Business Intelligence	2	4(12)	Sem	CA	4
4.6	Artificial Intelligence	3	4(17)	Sem	CA	4
4.7	Expert System	3	4(19)	Sem	CA	4
<b>V</b>	<b>Organization and Types</b>					
5.1	Decision Making	1	5(6)	Rep	CA	5
5.2	Data & information	2	5(12)	Rep	CA	5
5.3	Characteristics & Classification of information	3	5(17)	Sem	HrA	6
5.4	Cost & value of information	2	5(12)	Sem	HrA	6
5.5	various channels of information and MIS	3	5(17)	Sem	HrA	5
5.6	Information system audit and control	2	5(23)	Sem	HrA	5
5.7	– E-Governance.	2	5(13)	Sem	HrA	5

### Reference Books

1. Azam, M., Management Information System, McGrawHill Education, 2012
2. Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.
3. Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.
4. O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.
5. Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd Edition, Wiley India Pvt. Ltd., 2009.
6. Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning, 2012.

## SEMESTER - II

**Course Title: Business Etiquettes and Social Graces**

Course Type: Skill Based Theory  
**Course Code: 23PAEA**

Total Hours: 75 Hours/Week: 5 Credits: 2

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
 Total Score 100%: Internal: 40 External:60  
 Minimum Pass: 50% [No Minimum for Internal]

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO&PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To analyze the Business etiquette at workplace and in Society	1(5), 2(7), 9(8)	1, 5, 6	Ap	F
CLO-2	To determine the Principles of exceptional work behavior	1(7), 9(6), 10(7)	1, 5, 6, 7	Ap	F
CLO-3	To explore Tech etiquette in using various telecommunication devices and channels	2(8), 3(4), 9(8)	1, 3, 5	Ap	F
CLO-4	To develop attributes with proper dress code and body language	2(6), 3(6), 5(8)	1, 3, 7	Ap	P
CLO-5	To successfully handle Multi-cultural challenges	1(7), 9(5), 10(8)	1, 6, 8	Ap	P



<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction to Business Etiquettes</b>					
1.1	Benefits of Etiquettes	1	1(9)	RP	HrA	1
1.2	The protocol of shaking hands	3	1(9)	RP	HrA	1
1.3	Introductory scenarios - Addressing individuals	2	1(18)	RP	HrA	1
1.4	Professional Etiquettes: Professional. Cubicle work	2	1(18)	Sem	CA	1
1.5	Work Etiquettes: Conversational etiquettes, Importance of conversational etiquettes.	3	1(10)	Sem	HrA	1
1.6	conversational etiquettes: Dialog making: Information, Invitation. Permission, Request, Offers, Sympathy, Apology, Complaint, Gratitude, Suggestion, Warning, Opinion & Persuasion	4	1(36)	RP	HrA	2
<b>II</b>	<b>Meeting Etiquettes and Table Etiquettes</b>					
2.1	Meeting and Boardroom Protocol: Guidelines for Attending the meeting	2	1(14)	Sem	CA	2
2.2	Protocol: Attending the meeting - For the Chairperson- For attendees - For Presenters -	2	1(14)	Sem	CA	2
2.3	Entertaining Etiquette: Planning a meal	2	2(14)	Sem	CA	2
2.4	Table Etiquettes: Types of serving in Restaurants	2	2(14)	FW	CA	2
2.5	Familiarization of table ware and Sequence of services , Eating with Knife and Fork	2	2(14)	FW	CA	2
2.6	Multi-cultural Highlight: Specific food Etiquette guidelines	2	2(14)	FW	CA	2
2.7	Significance of table etiquettes	3	2(16)	FW	CA	2
<b>III</b>	<b>Telephone Etiquettes</b>					

3.1	Basic and Effective Telephone Skills	1	3(5)	SI	CA	3
3.2	Handling the incoming calls and Making Calls	1	3(5)	SI	CA	3
3.3	Types of Specialized Telephone Calls	1	3(5)	SI	CA	3
3.4	Opening line on making and answering a call - Putting the caller on hold & Giving update of the status	1	3(11)	SI	CA	3
3.5	Transferring a call - Screening calls - Taking a message	1	3(5)	SI	CA	3
3.6	Returning to the line on non-availability of the person -	1	3(11)	SI	CA	2
3.7	Taking and leaving messages & completing a call	1	3(11)	SI	CA	2
3.8	Handling rude or impatient clients	2	3(11)	SI	CA	2
3.9	Social Media Usage etiquette: Internet & email etiquette	2	3(11)	SI	HoA	2
3.10	Internet usage in the workplace - Email-Netiquette	2	3(11)	SI	HoA	1
3.11	Online Chat Etiquettes	2	3(14)	SI	HoA	1
<b>IV</b>	<b>Corporate Dress Code and Body Language</b>					
4.1	Wardrobe Planning	1	4(5)	Sem	HrA	4
4.2	Personality traits versus Dress Code	1	4(5)	Sem	HrA	4
4.3	Dress for selected Occasions	2	4(13)	Sem	HrA	4
4.4	Professional Dress Code	1	4(11)	Sem	HrA	4
4.5	Body Language : Forms of Body Language	2	4(11)	Lec	HrA	4
4.6	Eye Contact: Effectiveness of eye contact	1	4(11)	Lec	HrA	4
4.7	Facial Expression: Uses of Facial expression	2	4(11)	Lec	HrA	4
4.8	Head movements, Gestures and body movements	1	4(11)	Lec	HrA	4
4.9	Understanding different interpretations of common gestures - Postures and stance	2	4(11)	Lec	HrA	4
4.10	Proximity and Social Distance - Space psychology at workplace	2	4(11)	Lec	HrA	4
<b>V</b>	<b>Personal Etiquettes</b>					

5.1	Social Etiquettes and Taboo Topics	2	5(9)	Sem	HrA	5
5.2	Proposing a Toast	2	5(18)	Sem	HrA	5
5.3	Accompanying Women , Gender Sensitivity and Preventing sexual harassment	2	5(18)	Sem	CA	6
5.4	Courtesies for wheelchair users	2	5(9)	Sem	HrA	5
5.5	Courtesies for blind or visually impaired -	1	5(9)	Sem	HrA	5
5.6	Courtesies for the deaf- People with speech impairments.	2	5(19)	Sem	HrA	3
5.7	Multi-cultural challenges: Multi-cultural etiquette	2	5(9)	Sem	HrA	3
5.8	Example of cultural sensitivity - Cultural differences and their effect on business etiquette	2	5(9)	Sem	HrA	3

### Reference Books

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

### SEMESTER III

**Course Title: APPLIED OPERATIONS RESEARCH**

**Course Type: Theory**  
**Course Code: 23PA31**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score :100% Internal:40 External: 60  
Minimum Pass : 50%[No Minimum for Internal]

Course Creator

Expert 1

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Obtain insight on the origin and nature of OR and also the application of various models of OR	1(6), 2(6), 3(7)	1,2,5	U	P
CLO-2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem	2(7), 1(6), 9(6)	1,2,7	An	C
CLO-3	Be well versed with the concept of transportation and Assignments models	2(5), 5(5), 9(7), 1(5)	5,6	Ap	C
CLO-4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	2(5), 5(6), 7(5), 9(5)	3,5,6	E	C
CLO-5	Be imparted knowledge on the various methods of game model	3(6), 6(7), 9(5)	1,2,3	Ap	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Operations Research</b>					
1.1	Introduction: Overview of operations research	4	1(27)	Lec	HoA	1

1.2	Scope of Operations Research	3	1(20)	Lec	HoA	1
1.3	characteristics of Operations Research	3	1(20)	Lec	HoA	1
1.4	Application of Operations Research in functional areas of management	5	1(33)	Lec	HoA	1
<b>II</b>	<b>Linear Programming Problem</b>					
2.1	Linear programming problem model	3	2(20)	SP	HoA	2
2.2	Linear Programming Problem: Formulation	3	2(20)	SP	HoA	2
2.3	LPP: Maximization problem	3	2(20)	SP	CA	2
2.4	LPP: Minimization problem	3	2(20)	SP	CA	2
2.5	LPP: Graphical method	3	2(20)	SP	CA	2
<b>III</b>	<b>Transportation problem: North / West corner Solution, LCM, VAM,</b>					
3.1	North / West corner Solution	3	3(20)	SP	HoA	3
3.2	Least Cost Method	3	3(20)	SP	HoA	3
3.3	Vogel's Approximation Method- optimal solution	3	3(20)	SP	HoA	3
3.4	Vogel's approximation method – Modi method	3	3(20)	SP	CA	3
3.5	Assignment model: Traveling salesmen problem.	3	3(20)	SP	CA	3
<b>IV</b>	<b>Project Scheduling and Resource Management</b>					
4.1	Networking – Programme Evaluation and Review Technique (PERT)	3	4(20)	SP	HoA	4
4.2	Networking – Critical Path Method (CPM) for Project Scheduling	3	4(20)	SP	HoA	4
4.3	Crashing	3	4(20)	SP	CA	4
4.4	Resource allocation	3	4(20)	SP	CA	4
4.5	Resource Scheduling.	3	4(20)	SP	CA	4
<b>V</b>	<b>Game Theory and Strategies</b>					
5.1	Games theory – Introduction and significance	3	5(20)	SP	HoA	5

5.2	Saddle Point	3	5(20)	SP	HoA	5
5.3	Graphical and L.P Solutions	3	5(20)	SP	CA	6
5.4	Goal Programming	3	5(20)	SP	CT	6
5.5	Simulation.	3	5(20)	SP	HoA	5

### Reference Books

1. Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2. Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014
3. Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021
4. Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3rd Edition – Paperback, New Age International Publishers, 2018
5. Taha, H.A., Operations Research: An Introduction, 10th Edition, Pearson, 2019
6. Vohra, N.D., Quantitative Techniques in Management, 5th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.

### SEMESTER III

Course Title: **e-Business Management**

**Course Type: Theory**  
**Course Code: 23PA32**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score:100%: Internal:40 External: 60  
Minimum Pass: 50%[No Minimum for Internal]

Course Creator

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Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Understand the practices of online business	1(10), 4(10),	1,3	U	C
CLO-2	Explore the technology to start an online business	1(5), 4(8), 9(7)	1,3,5	U	C
CLO-3	Analyses the impact of E-Commerce on business models	1(7), 3(8), 5(5)	2,3,7	An	P
CLO-4	Describe the major types of E Business	2(6), 4(8), 6(6)	1,2,4	E	C
CLO-5	Explain the process that should be followed in building an E-Business presence	3(6), 4(6), 7(8)	1,3,4,5	E	P

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Overview of e-Business</b>					
1.1	e-Business versus e-Commerce	1	1(8)	Lec	HoA	1
1.2	Characteristics of e-Business	2	1(8)	Lec	HoA	1
1.3	e- Business Models	2	1(16)	Lec	HoA	1
1.4	Internet marketing and e-Tailing	2	1(16)	Lec	HoA	1
1.5	e- Business roles and their challenges	2	1(8)	Lec	HoA	1

1.6	Economic forces	2	1(8)	Lec	HoA	1
1.7	Advantages and Myths	1	1(8)	Lec	HoA	1
1.8	Web2.0 & Social Networking, MobileCommerce, S-commerce	1	1(8)	Lec	HoA	1
1.9	e-Marketplace and their Functions	1	1(10)	Lec	HoA	1
1.10	e-Marketplace types and their features	1	1(10)	Lec	HoA	1
<b>II</b>	<b>Technology and Infrastructure</b>					
2.1	Internet and World Wide Web	2	2(14)	Lec	HoA	2
2.2	Internet protocols - FTP, intranet and extranet	2	2(14)	Lec	HoA	2
2.3	Cloud Service Models – SAAS, PAAS, IAAS	2	2(14)	Lec	HoA	2
2.4	Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud	3	2(20)	Lec	HoA	2
2.5	Auto-Scaling in the Cloud	2	2(14)	Lec	HoA	2
2.6	Internet information publishing technology	3	2(20)	Lec	HoA	2
2.7	Basics of web server hardware and software	1	2(4)	Lec	HoA	2
<b>III</b>	<b>e-Business Applications</b>					
3.1	e-Business Applications, e-Procurement, e-Payment Systems	2	3(12)	Sem	CA	3
3.2	Security and Reliability of e-Business Integration	2	3(18)	Sem	CA	3
3.3	ERP, eSCM, CRM	2	3(14)	Sem	CA	3
3.4	e- Procurement Processes	2	3(14)	Sem	CA	3
3.5	e- Procurement Methods and Benefits	2	3(12)	Sem	CA	3
3.6	e-Payment; Reliability and quality considerations	1	3(6)	GD	CA	4
3.7	e-Payment trust and risks	1	3(6)	GD	CA	4
3.8	e-Business infrastructure	1	3(6)	GD	CA	4



<b>3.9</b>	Digital certification and trusted third parties, Trust services overview	2	3(12)	GD	CA	4
<b>IV</b>	<b>e- Business Security</b>					
4.1	Characteristics of payment of systems	1	4(6)	GD	OBT	4
4.2	Protocols	1	4(12)	GD	OBT	4
4.3	e-cash	2	4(17)	FC	OBT	4
4.4	e-cheque	2	4(10)	FC	OBT	4
4.5	e-Wallets and Micro payment systems	2	4(10)	FC	OBT	4
4.6	Internet security	2	4(10)	FC	OBT	4
4.7	Network Security	2	4(17)	FC	OBT	4
4.8	Cryptography	2	4(12)	FC	OBT	4
4.9	Security protocols	1	4(6)	FC	OBT	4
<b>V</b>	<b>Legal and Privacy Issues</b>					
5.1	Legal, Ethics and privacy issues	2	5(16)	Sem	HrA	5
5.2	Protection needs and methodology	2	5(16)	Sem	HrA	5
5.3	consumer protection	3	5(24)	Sem	HrA	6
5.4	cyber laws	2	5(16)	Sem	HrA	6
5.5	contracts and warranties	1	5(10)	Sem	HrA	5
5.6	Taxation Policies	1	5(10)	Sem	HrA	5
5.7	Encryption policies	4	5(8)	Sem	HrA	5

### Reference Books

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3. Kelly Goetsch - e Commerce in the Cloud, O Reilly Media, 2014.
4. Parag Kulkarni, Sunita Jahirabad kao, Pradeep Chande, e-business, Oxford University Press, 2012.
5. Hentry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
6. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.
7. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009.

8. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, TataMcGraw Hill Publications, 7th reprint, 2009.

**SEMESTER III  
DSE: HUMAN RESOURCE MANAGEMENT**

**Course Title: Industrial and Labour Relations**

Course Type: Theory  
**Course Code: 23PAEB**

Total Hours: 75    Hours/Week: 5    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score :100 %: Internal:40    External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	<b>% of PLO Mapping with CLO</b>	<b>CLO &amp; PLO Mapped with GA</b>	<b>Cognitive Level (CL)</b>	<b>Knowledge Category (KC)</b>
CLO-1	Generalize with the basic concepts of Industrial Relations.	2(7), 3(7), 7(6)	1,3,5	U	P
CLO-2	Enumerate insights on Industrial Harmony and Conflicts.	2(5), 3(5), 5(5), 7(5)	1,2,3,5	An	C
CLO-3	Have insights on Labour Relations, Joint Consultation	2(5),3(5),5(5), 7(5)	1,2,3,5	C	P
CLO-4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	2(7),3(7),7(6)	1,2,5	E	C

CLO-5	Demonstrate policies for Collective Bargaining and Tripartite Machinery.	2(5),3(5),5(5), 7(5)	1,2,3,5	C	C
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Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Industrial Relations</b>					
1.1	The changing concepts of Industrial relations	1	1(7)	Lec	Quiz	1
1.2	Factors affecting employee stability	2	1(13)	Lec	CA	1
1.3	Application on Psychology to Industrial Relations	3	1(20)	Sem	CA	1
1.4	Codes of Conduct and Code of Discipline	3	1(20)	GD	CA	1
1.5	Grievance procedure	3	1(20)	GD	Quiz	1
1.6	Labour management co-operation	2	1(13)	Lec	Quiz	1
1.7	Worker's participation in management	1	1(7)	Sem	HoA	1
<b>II</b>	<b>Industrial Harmony and Conflict</b>					
2.1	Harmonious relations in industry	1	2(7)	Lec	CA	2
2.2	Importance and means of Harmonious relations	3	2(20)	Lec	CA	2
2.3	Cause of industrial disputes	3	2(20)	Sem	CA	2
2.4	Machinery for settling of disputes	3	2(20)	GD	Quiz	2

2.5	Negotiation, Conciliation, Mediation, Arbitration and Adjudication	2	2(13)	GD	Quiz	2
2.6	Strikes, Lock-outs, Lay-off and Retrenchment	3	2(20)	Lec	HoA	2
<b>III</b>	<b>Trade Unions</b>					
3.1	Trade Unions and their growth	3	3(20)	Lec	CA	3
3.2	Economic, social and political conditions leading to the development of trade unionism	3	3(20)	Lec	CA	3
3.3	Theories of trade unionism	3	3(20)	Sem	CA	3
3.4	Aim and objectives of trade unions	3	3(20)	GD	Quiz	3
3.5	Structure and governing of trade unions.	3	3(20)	GD	Quiz	3
<b>IV</b>	<b>Problems and Role of Indian Trade Unions</b>					
4.1	Recognition and leadership	1	4(7)	Sem	CA	4
4.2	Finances and Membership- Compulsory versus free membership	3	4(20)	Lec	CA	4
4.3	Political activities	3	4(20)	Lec	CA	4
4.4	Welfare and Legislation	2	4(13)	Sem	CA	4
4.5	Majority and Minority unions	1	4(7)	GD	Quiz	4
4.6	Social responsibilities	3	4(20)	GD	Quiz	4
4.7	Positive role in economic and social development.	2	4(13)	Lec	HoA	4
<b>V</b>	<b>Collective Bargaining</b>					
5.1	Collective Bargaining: Meaning, Scope, Subject matter and parties-	1	5(7)	Lec	CA	5
5.2	Methods and tactics, Administrations of collective bargaining agreements	2	5(13)	Sem	CA	5
5.3	Charter of Demands & Counter Demands- Fair and unfair labour practice.	3	5(20)	GD	CA	6

5.4	Tripartite Machinery: At the center and in the state	3	5(20)	GD	Quiz	6
5.5	I.L.O. – Its functions and role in labour movement	3	5(20)	Lec	Quiz	5
5.6	Industrial health and safety- Industrial legislations	3	5(20)	Sem	HoA	5

### Reference Books

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

### SEMESTER – III

**Course Title: Human Resources Development**

**Course Type: Theory**  
**Course Code: 23PAEC**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score:100 %: Internal:40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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<b>CLO - No.</b>	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	<b>% of PLO Mapping with CLO</b>	<b>CLO &amp; PLO Mapped with GA</b>	<b>Cognitive Level (CL)</b>	<b>Knowledge Category (KC)</b>
CLO-1	Understand the need of the HRD professionals.	3(7), 2(7), 5(6)	1,3,5	II	P
CLO-2	Integrate the concept and practical implication of learning & behavior.	1(5), 3(5), 5(5), 7(5)	1,2,3,5	C	C
CLO-3	Understand the developing need of Human capacity.	1(6),2(6),5(4), 7(4)	1,2,3,5	C	P
CLO-4	Understand Training need & its development.	2(7),3(7),7(6)	1,2,6	E	C
CLO-5	Have a better understanding of career planning & development.	2(5),3(5),5(5), 7(5)	1,2,3,7	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>HRD - Overview</b>					
1.1	Introduction: Definition, Scope and objectives	1	1(7)	Lec	CA	1
1.2	Evolution of HRD	2	1(13)	Lec	CA	1
1.3	Developmental Perspective of HRD - HRD at macro and micro levels	3	1(20)	Sem	CA	1

1.4	Outcomes of HRD in the National and Organizational contexts	2	1(13)	GD	Quiz	1
1.5	Qualities and Competencies required in a HRD professional	3	1(20)	GD	Quiz	1
1.6	Importance of HRD in the Present Context	2	1(13)	Lec	HoA	1
1.7	Development of HRD Movement in India	1	1(7)	Lec	CA	1
1.8	Difference between HRM and HRD Organisation of HRD Function	1	1(7)	Sem	CA	1
<b>II</b>	<b>Human Resource Development System</b>					
2.1	HRD Mechanisms – Climate and Culture	1	2(7)	GD	CA	2
2.2	Influences of Employee Behaviour	3	2(20)	Lec	CA	2
2.3	Model of Employee Behaviour – External and Internal Factors Influencing Employee behaviour.	3	2(20)	Sem	CA	2
2.4	Learning and HRD: Learning Principles	3	2(20)	Lec	Quiz	2
2.5	Maximizing Learning – Individual Differences in the Learning Process	2	2(13)	Lec	Quiz	2
2.6	Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.	3	2(20)	Sem	HoA	2
<b>III</b>	<b>Developing Human Capacity</b>					
3.1	Developing Human Capacity: Aptitude, Knowledge and Values	1	3(27)	Lec	CA	3
3.2	Skills of Human Relations – Responsiveness, Loyalty, Commitment and Transparency	3	3(10)	Lec	CA	3
3.3	Leadership Development	3	3(20)	Sem	CA	3
3.4	Evaluating HRD: Human Resource Accounting	3	3(10)	GD	Quiz	3
3.5	HR Audit and Benchmarking	2	3(13)	GD	Quiz	3
3.6	Impact Assessment of HRD initiatives on the bottom-line of an organization.	3	3(20)	Lec	HoA	3
<b>IV</b>	<b>Training and Development</b>					

4.1	Training and Development: Meaning and Scope of training	1	4(7)	Sem	CA	4
4.2	Education and development	3	4(20)	GD	CA	4
4.3	Training need analysis - Types of training Internal and external	3	4(20)	GD	CA	4
4.4	On -job Training & Job shadowing, SGTA, Outbound Training and Attitudinal training - Principles Involved in Selection of Training	2	4(13)	Lec	Quiz	4
4.5	Principles Involved in Selection of Training Method	2	4(13)	Sem	Quiz	4
4.6	Techniques of Training Different Levels	3	4(20)	Lec	HoA	4
4.7	Training effectiveness.	1	4(7)	Lec	CA	4
<b>V</b>	<b>Career Planning and Development</b>					
5.1	Career Planning and Development: Definition, objectives and importance	1	5(7)	GD	CA	5
5.2	Career development	2	5(13)	GD	CA	5
5.3	Career path defining- principles of theories career planning and steps involved	3	5(20)	Lec	Quiz	6
5.4	Succession planning	2	5(13)	Sem	Quiz	6
5.5	Recent Trends in HRD: Training for trainers and HRD professionals	3	5(20)	Lec	HoA	5
5.6	Goal-directed work system behavior	1	5(7)	Lec	CA	5
5.7	Dynamics of HR & Employee Engagement	2	5(13)	Sem	CA	5
5.8	Sustainable Human Development- Promoting Research in HRD.	1	5(7)	GD	Quiz	5

### Reference Books

1. Gibb, S., Human Resource Development: Foundations, Process, Context, 3rd Edition, Palgrave Macmillan, 2011.
2. McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3. Noe, R. and Deo, A., Employee Training and Development, 5th Edition, Tata McGraw-Hill Education, 2012.
4. Rishipal, Training and Development Methods, S.Chand, 2011.
5. Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6. Werner, J.M. and DeSimone, R.L., Human Resource Development, 5th Edition, Cengage Learning, 2012.



### SEMESTER III

#### DSE: MARKETING MANAGEMENT

Course Title: **Customer Relations Management**

**Course Type: Theory**  
**Course Code: 23PAED**

Total Hours: 75    Hours/Week: 5    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score :100% Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To familiarize the students to the basic and evolution of CRM	2(10),3(10)	1,2,5	R	C
CLO-2	To provide insights on CRM Concepts	2(20)	1,2,3	U	C
CLO-3	To throw light on CRM and strategy its development in an organization	2 (10), 3(10)	1,2,3,5	C	C
CLO-4	To elucidate on CRM and Marketing Strategy	2(20)	1,2,3	C	C
CLO-5	To create awareness and importance of CRM Planning and Implementation	3 (10),3(10)	2,3,5	U	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Customer Relations Management</b>					
1.1	CRM-Definition, CRM process	2	1(15)	Lec	CA	1
1.2	Framework of CRM	2	1(8)	TPS	Quiz	1
1.3	Benefits of CRM, Types of CRM	4	1(31)	RF	HoA	1
1.4	Scope of CRM	2	1(8)	S	OBT	1
1.5	Customer Profitability	2	1(15)	Lec	CA	1
1.6	Trends in CRM	3	1(23)	GS	CT	1
<b>II</b>	<b>CRM Concepts</b>					
2.1	Customer Value - Customer Expectation	2	2(12)	Lec	HoA	2
2.2	Customer Satisfaction	2	2(12)	BS	HrA	2
2.3	Customer Centricity, Customer Acquisition	3	2(19)	GT	Quiz	2
2.4	Customer Retention, Customer Loyalty	2	2(19)	Lec	ST	2
2.5	Customer Lifetime Value	3	2(19)	BS	Quiz	2
2.6	Customer Satisfaction Measurements	3	2(19)	GD	CT	2
<b>III</b>	<b>Planning for CRM</b>					
3.1	Steps in Planning	2	3(13)	S	HoA	3
3.2	Building Customer Centricity	3	3(20)	BS	HrA	3
3.3	Setting CRM Objectives	3	3(20)	BS	Quiz	3
3.4	Planning Desired Outputs	3	3(20)	T-P-S	CA	3
3.5	CRM Strategy: The Strategy Development Process	4	3(27)	GD	OBT	3
<b>IV</b>	<b>CRM and Marketing Strategy</b>					
4.1	Sales Force Automation	1	4(6)	Lec	HrA	4

4.2	Campaign Management	1	4(6)	BS	HrA	4
4.3	Call Centers	2	4(12)	GD	Quiz	4
4.4	Practice of CRM: CRM in Consumer Markets	2	4(19)	T-P-S	CA	4
4.5	CRM in Services Sector	3	4(19)	GD	CT	4
4.6	CRM in Mass Markets	3	4(19)	BS	HrA	4
4.7	CRM in Manufacturing Sector	3	4(19)	S	MCQ	4
<b>V</b>	<b>CRM Planning and Implementation</b>					
5.1	Issues and Problems in implementing CRM	2	5(13)	Lec	HrA	5
5.2	Information Technology tools in CRM	2	5(13)	BS	HrA	5
5.3	Challenges of CRM Implementation	3	5(20)	S	CA	6
5.4	CRM Implementation Roadmap	4	5(27)	GD	CT	6
5.5	Measuring CRM performance	4	5(27)	Lec	HrA	5

### References Books

1. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2. Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4. Peelen, E., Customer Relationship Management, Pearson, 2008.
5. Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

### SEMESTER III

Course Title: <b>Advertising Management and Sales Promotion</b>	<b>Course Type: Theory</b> <b>Course Code: 23PAEE</b>
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Total Hours: 75	Hours/Week: 5	Credits: 3
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Pass-Out Policy: Minimum Contact Hours: 45 hrs Total Score: 100% Internal:40 External: 60 Minimum Pass: 50% [No Minimum for Internal]
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Course Creator

Expert 1

Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To introduce students to advertising fundamentals	1 (10),2(10)	1,2,6	U	C
CLO-2	To impart knowledge on advertising media and budget.	2 (10),3(10)	2,8	R	C
CLO-3	To orient students on advertising agencies and its operations.	2 (7), 3(13)	1,2,6,8	C	C
CLO-4	To make students understand sales promotion campaigns.	2 (20)	1,2,3	R	C
CLO-5	To enable students understand the relevance of sales promotion	3 (20)	6,8	U	C

Module	Course Description	Hours	% of CLO mapping with M.L.L	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Advertising</b>					
1.1	Advertising, objectives	2	1(13)	Lec	HrA	1
1.2	Task and process	3	1(20)	BS	Quiz	1
1.3	Market segmentation	3	1(20)	GD	HoA	1
1.4	Target audience	3	1(20)	BS	Quiz	1

1.5	Message and copy development.	4	1(27)	Lec	CT	1
<b>II</b>	<b>Media</b>					
2.1	Mass Media - Selection	2	2(13)	Lec	HoA	2
2.2	Planning and Scheduling	2	2(13)	BS	HrA	2
2.3	Social Media Advertising	3	2(18)	GD	Quiz	2
2.4	Web Advertising	3	2(18)	Lec	CA	2
2.5	Integrated programme	2	2(13)	BS	Quiz	2
2.6	Budget planning	3	2(25)	Lec	CT	2
<b>III</b>	<b>Implementation</b>					
3.1	Implementing the programme coordination	3	3(23)	Lec	HoA	3
3.2	Control	3	3(23)	BS	HrA	3
3.3	Advertising agencies	5	3(23)	BS	Quiz	3
3.4	Organization and operation	4	3(31)	S	CA	3
<b>IV</b>	<b>Sales Promotion</b>					
4.1	Why and When Sales promotion activities	3	4(20)	Lec	HrA	4
4.2	Consumer and sales channel oriented	3	4(20)	BS	HrA	4
4.3	Planning, budgeting	3	4(20)	S	Quiz	4
4.4	Implementing	2	4(13)	T-P-S	CA	4
4.5	Controlling campaigns.	4	5(27)	GD	CT	4
<b>V</b>	<b>Control</b>					
5.1	Measurement of effectiveness	4	5(25)	Lec	HrA	5
5.2	Ethics	4	5(25)	BS	HrA	5
5.3	Economics	4	5(25)	T-P-S	CA	6
5.4	Social Relevance	3	5(25)	GD	CT	6

## References Books

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

### SEMESTER III DSE: FINANCIAL MANAGEMENT

**Course Title: Security Analysis and Portfolio Management**

**Course Type: Theory  
Course Code: 23PAEF**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100% Internal:40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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<b>CLO- No.</b>	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	<b>% of PLO Mapping with CLO</b>	<b>CLO &amp; PLO Mapped with GA</b>	<b>Cognitive Level (CL)</b>	<b>Knowledge Category (KC)</b>
CLO-1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.	1(6), 2(7), 3(7)	5,6,10	U	P
CLO-2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.	1(5), 3(5), 5(5), 7(5)	5,6,7	An	C
CLO-3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.	2(6),3(6),5(4), 7(4)	1,6,7,8	C	P
CLO-4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.	2(7),3(7),7(6)	1,2,6	E	C
CLO-5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.	2(5), 3(5), 5(5),5(5)	6,7,8,10	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Investment</b>					

1.1	Concept of investment-importance	2	1(10)	Lec	HoA	2
1.2	Alternate forms of investment- Bank deposits	2	1(10)	Sem	Quiz	2
1.2	Government securities-mutual fund schemes-post office schemes	1	1(16)	BS	HoA	2
1.3	Provident fund-company deposits-real estate-Gold and Silver	3	1(16)	BS	Quiz	2
1.4	Growth adjusted value investing strategy; G-Secs	2	1(10)	Lec	CL	2
1.5	P-note investments.	1	1(6)	GD	Quiz	2
1.6	Concepts of risk and return	1	1(6)	Lec	HoA	2
1.7	Measurement of risk measured in terms of standard deviation and variance	1	1(16)	BS	HrA	2
1.8	The relationship between risk and return	2	1(10)	CS	Quiz	2
II	<b>Securities Market</b>					
2.1	Investment Environment; Financial Market - Segments	1	2(6)	Lec	Quiz	3
2.2	Types - Participants in financial Market – Regulatory Environment	1	2(6)	Sem	CT	3
2.3	Primary Market – Methods of floating new issues	2	2(10)	Lec	HoA	3
2.4	Book building – Role of primary market – Regulation of primary market	2	2(10)	BS	HoA	4
2.5	Stock exchanges in India – BSE, NSE, and Regulations of stock exchanges	3	2(16)	BS	Quiz	4
2.6	Trading system in stock exchanges –SEBI	1	2(16)	GD	CA	4
2.7	ESG, Stop loss, Fat finger trades	2	2(10)	GD	CT	3
2.8	Circuit breaker, T+1 and T+2 settlement	1	2(16)	Lec	HrA	3
2.9	Algo trading; Block Chain Technology	2	2(10)	Lec	HrA	3
III	<b>Fundamental Analysis</b>					
3.1	Economic Analysis – Forecasting techniques	3	3(15)	Lec	CA	3
3.2	Industry Analysis; Industry classification, Industry life cycle	3	3(23)	GD	CT	3



3.3	Company Analysis. Measuring Earnings	2	3(15)	BS	HrA	3
3.4	Forecasting Earnings – Applied Valuation Techniques	4	3(31)	Lec	Quiz	3
3.5	Graham and Dodds investor ratios.	3	3(116)	Lec	HrA	3
IV	<b>Technical Analysis</b>					
4.1	Fundamental Analysis Vs Technical Analysis	2	4(15)	Sem	CA	4
4.2	Charting methods – Market Indicators	3	4(23)	GD	CT	4
4.3	Trend –Trend reversals – Patterns - Moving Average	4	4(31)	Lec	HrA	4
4.4	Exponential moving Average – Oscillators	3	4(15)	Lec	Quiz	4
4.5	Market Indicators – Efficient Market theory.	3	4(16)	GD	CA	4
V	<b>Portfolio Management</b>					
5.1	Portfolio analysis	3	5(18)	Lec	HrA	1
5.2	Portfolio Selection	3	5(18)	Lec	CA	1
5.3	Capital Asset Pricing model	3	5(28)	GD	CT	1
5.4	Portfolio Revision	3	5(18)	BS	HrA	1
5.5	Portfolio Evaluation	3	5(18)	Lec	Quiz	1

### Reference Books

1. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2. Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4. Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5. Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

### SEMESTER III

Course Title: **Capital Market and Financial Services**

**Course Type: Theory**  
**Course Code: 23PAEG**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score: 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To acquire knowledge on Indian financial systems and its regulators	2(6), 2(7), 3(7)	1,5,8	U	P
CLO-2	To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.	3(5), 3(5), 5(5), 7(5)	1,3,6,8	An	C
CLO-3	To understand leasing and hire purchase	2(6),3(6),5(4) ,7(4)	1,5,7,10	C	P
CLO-4	To familiarize with credit rating and securitization	3(7),3(7),7(6)	1,5,7	E	C
CLO-5	To know Depositories & Contemporary Issues	2(5), 3(5), 5(5),5(5)	2,5,7,8	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Indian Financial System</b>					
1.1	<b>Regulators:</b> Finance Ministry, Securities Exchange Board of India	2	1(10)	Lec	CA	1
1.2	Reserve Bank of India, Insurance Regulatory and Development Authority.	1	1(10)	GD	CT	1
1.3	<b>Primary Market:</b> Role of Primary Market, Functions	1	1(10)	Lec	HoA	1
1.4	Intermediaries, and methods of floatation of capital	1	1(10)	BS	Quiz	1
1.5	IPO's, FPO's and Rights issues, Investor protection in primary market	2	1(15)	CS	Quiz	1
1.6	Secondary Market: Functions, intermediaries.	2	1(10)			1
1.7	<b>Indian Stock Exchanges:</b> Market types, order types and books	2	1(10)	Lec	Quiz	1
1.8	BSE: BOLT System, NSE: NEAT system	2	1(10)	Sem	CT	1
1.9	Need - Features, Participants, Listing procedure, Trading and Settlement- Legislative framework guiding the capital markets and intermediaries	2	1(15)	Lec	HoA	1
<b>II</b>	<b>Listing and trading of Securities</b>					
2.1	Listing requirements, procedure, fee-Listing conditions of BSE and NSE	2	2(10)	Sem	Quiz	2
2.2	Delisting. Legislations related to listing. Trading cycle: T+2	2	2(10)	GD	CL	2
2.3	Pay in and Pay out, Bad Delivery, Short delivery	1	2(5)	GD	CT	2

2.4	Auction, Clearing & Settlement: Different types of settlements	2	2(10)	Lec	HoA	2
2.5	DEMAT settlement, Physical settlement	1	2(10)	Lec	HoA	2
2.6	Institutional settlement and Funds settlement.	1	2(5)	Lec	Quiz	2
2.7	<b>Risk Management system in BSE &amp; NSE:</b> Margins, Exposure limits, VAR	1	2(5)	Lec	CA	3
2.8	Circuit breakers and Surveillance system in BSE and NSE.	1	1(10)	GD	Quiz	3
2.9	<b>Index Management:</b> Importance of index computation Methods: Weighted Aggregate Value method	1	2(10)	BS	HoA	3
2.10	Weighted Aggregate Value method	1	2(5)	Lec	Quiz	3
2.11	Weighted Average of Price Relatives method, Free Float method	1	2(10)	Lec	HoA	3
2.12	Stock market indices in India	1	2(10)	Sem	CA	3
III	<b>Leasing and Hire Purchase</b>					
3.1	Lease and Hire purchase- – Meaning and Types of leasing	3	3(18)	GD	HoA	3
3.2	Legislative frameworks – Matters on Depreciation and Tax	3	3(18)	Lec	Quiz	3
3.3	Concepts and features	3	3(28)	Lec	Quiz	3
3.4	Tax and Depreciation implications Microfinance	3	3(18)	GD	HoA	3
3.5	Consumer Credit - Factoring and Forfaiting	3	3(18)	Lec	HoA	3
IV	<b>Credit rating &amp; Securitization:</b>					
4.1	Credit rating: Definition and meaning- Process of credit rating of financial instruments	2	4(15)	Lec	Quiz	4
4.2	Rating methodology - Rating agencies	3	4(23)	Lec	HoA	4

4.3	Legislative framework guiding the CRAs.	2	4(15)	Lec	Quiz	4
4.4	Securitization: Meaning-Features - Special Purpose Vehicle	4	4(31)	Lec	HoA	4
4.5	Pass Through Certificate & mechanism	3	4(8)	GD	HoA	4
4.6	Benefits of Securitization – Issues in Securitization.	1	4(8)	BS	Quiz	4
V	<b>Depositories &amp; Contemporary Issues</b>					
5.1	Depository services - Role of depositories and their services	4	5(25)	Lec	HoA	5
5.2	Advantages of depository system – NSDL	4	5(25)	Sem	HoA	5
5.3	Depository participants and their role	4	5(25)	Lec	CA	6
5.4	Contemporary developments in capital market performance and implication of securitization in Indian scenario.	3	5(25)	Lec	Quiz	5

### Reference Books

1. Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.
2. K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.
3. Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014.
4. Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.
5. MadhuVij, Swati Dhawan, Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
6. Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

## SEMESTER III

### DSE: OPERATIONS MANAGEMENT

Course Title: **Total Quality Management**

Course Type: **Theory**  
Course Code: **23PAEH**

Total Hours: 75    Hours/Week: 5    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score: 100 % Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To provide insights to the students TQM framework and customer focus on quality.	1(20)	1,2	U	P
CLO-2	To throw light and build knowledge on the principles and philosophies of quality management.	1(15),2(10)	2,3	U	C
CLO-3	To analyze the statistical process control, process capability and reliability concepts in quality management.	3 (10),4(10)	3,6,8	C	P
CLO-4	To create awareness and importance of QFD process, old and new quality management tools.	5 (10), 6(10)	8,9	E	C
CLO-5	To elucidate on ISO-QMS, formulate quality audits and build TQM culture.	2(5),3(5),4(10)	3,6,9	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction to Quality Management</b>					
1.1	Definitions – TQM framework, benefits, awareness and obstacles	3	1(21)	GD	HoA	1
1.2	Quality – vision, mission and policy statements	3	1(21)	GD	HoA	1
1.3	Customer Focus – customer perception of quality	3	1(14)	GD	HoA	1
1.4	Translating needs into requirements, customer retention	2	1(14)	GD	HoA	1
1.5	Dimensions of product and service quality	2	1(14)	GD	HoA	1
1.6	Cost of quality.	2	1(16)	GD	HoA	1
<b>II</b>	<b>Principles and Philosophies of Quality Management</b>					
2.1	Overview of the contributions of Deming, Taguchi techniques	3	2(21)	Lec	HoA	2
2.2	Quality loss function	3	2(21)	Lec	HoA	2
2.3	Juran trilogy	3	2(21)	Lec	HoA	2
2.4	PDSA cycle	3	2(21)	Lec	HoA	2
2.5	Concepts of Quality circle	3	2(16)	Lec	HoA	2
<b>III</b>	<b>Statistical Process Control and Process Capability</b>					
3.1	Meaning and significance of statistical process control	3	3(19)	MPr	HrA	3
3.2	Construction of control charts for variables	3	3(19)	MPr	HrA	3
3.3	Process capability – meaning, significance and measurement	3	3(19)	MPr	HrA	3
3.4	Six sigma concepts of process capability	3	3(19)	MPr	HrA	3

3.5	Total productive maintenance (TPM)	1	3(13)	MPr	HrA	3
3.6	Business process re-engineering (BPR) – principles, applications, reengineering	2	3(11)	MPr	HrA	3
<b>IV</b>	<b>Tools and Techniques for Quality Management</b>					
4.1	Quality functions development (QFD)	3	4(16)	BS	HrA	4
4.2	Benefits, Voice of customer and House of quality (HOQ)	3	4(16)	BS	HrA	4
4.3	QFD process.	3	4(16)	BS	HrA	4
4.4	Failure mode effect analysis (FMEA): requirements of reliability, failure rate	1	4(11)	BS	HrA	4
4.5	FMEA stages, design, process and documentation.	2	4(11)	BS	HrA	4
4.6	Seven old (statistical) tools	2	4(14)	BS	HrA	4
	Bench marking	1	4(16)	BS	HrA	4
<b>V</b>	<b>Quality Systems Organizing and Implementation:</b>					
5.1	Introduction to ISO 9001, 9004– quality management systems	2	5(15)	Sem	CA	5
5.2	guidelines for performance improvements.	4	5(15)	Sem	CA	5
5.3	Quality Audits	3	5(20)	Sem	CA	6
5.4	TQM Culture	3	5(20)	Sem	CA	6
5.5	Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward.	3	5(30)	Sem	CA	5

### Reference Books

1. Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition, 2002.
3. PoornimaM.Charantimath, Total Quality Management, Pearson Education, 2nd Edition, 2011.
4. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
5. Dale H.Besterfield et al, Total Quality Management, 3rd edition, Pearson Education, First Indian Reprints, 2004



### SEMESTER III

Course Title: Elective – **Materials Management**

**Course Type: Theory**  
**Course Code: 23PAEI**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40 External:60  
Minimum Pass 50%: [No Minimum for Internal]

Course Creator

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Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Visualize the students on the basic concepts materials management models.	2(4),3(6),4(5)	1,2,5	U	C
CLO-2	Discover the techniques of inventory management	2(5),3(10),4(5)	1,5,9	An	P
CLO-3	Learn on the evaluation of vendors and organize procurement	1(5),2(7)3(3)	1,2,8	U	P
CLO-4	Learn and evaluate the importance of materials handling	1(7),2(10),3(8)	1,2,8	E	C
CLO-5	Inspect and Integrate all the quality management audits	2(5),3(15),4(5)	1,5,9	An	P

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Introduction</b>					
1.1	Introduction to Materials Management	2	1(7)	Lec	HrA	1
1.2	Production Planning	2	1(15)	GD	CA	1
1.3	Demand Forecasting and Aggregate planning	3	1(21)	Sem	Ess	1
1.4	Master Scheduling	2	1(15)	WSQ	Quiz	1
1.5	BOM and MRP	3	1(21)	Sem	CA	1
1.6	Capacity Planning and Production Scheduling.	3	1(21)	Lec	CT	1
<b>II</b>	<b>Inventory Management</b>					
2.1	Inventory Management; Introduction	2	2(13)	Lec	HoA	3
2.2	Stores and Warehousing	3	2(20)	Lec	HrA	3
2.3	Stock assessment	3	2(20)	Sem	Quiz	3
2.4	Cost of Inventory	3	2(20)	Lec	CT	3
2.5	Selective Inventory Control	2	2(13)	Sem	CT	3
2.6	JIT Inventory Management.	2	2(14)	Lec	CT	3
<b>III</b>	<b>Procurement &amp; Vendor Management</b>					
3.1	Foundations of Strategic Sourcing and Supply Management	2	3(12)	Lec	CA	3
3.2	Strategy Development	3	3(19)	Lec	SA	3

3.3	Procurement: Ordering Quantity, Procurement Types, Steps of Procurement, Tendering & Bid evaluation process, Negotiation & Ordering, Importing	2	3(19)	Sem	Ess	3
3.4	Procurement Cost	3	3(19)	Sem	CA	3
3.5	Vendor Management: Vendor Development, Vendor Rating, and Selection and Analytics Hierarchy Process (AHP)	3	3(19)	Lec	CT	3
3.6	Supplier Performance Management.	2	3(12)	TPS	HoA	3
IV	<b>Material Handling</b>					
4.1	Material Handling : Introduction and Meaning	2	4(13)	Lec	HrA	2
4.2	Material Handling System	3	4(20)	Lec	SA	2
4.3	Cranes, Conveyors, Feeders and Pipelines	4	4(27)	Sem	MCQ	2
4.4	Processing of materials	3	4(20)	GD	CA	2
4.5	Material Handling cost	3	4(20)	GD	CT	2
V	<b>Quality Management</b>					
5.1	Quality Management : Meaning	1	5(7)	Lec	SA	5
5.2	Quality Management and Audit	2	5(13)	Lec	HrA	5
5.3	Supply Quality Management	3	5(20)	Sem	CA	6
5.4	Inspection and Acceptance Sampling	3	5(20)	Lec	CT	6
5.5	Quality Control of supplies	3	5(20)	GD	HrA	5
5.6	Supply Base Integration	3	5(20)	Sem	SA	5

### Reference Books

1. Saravanavel. P and Kavitha G, (2019) Materials Management, 1<sup>st</sup> edition, Margham Publications
2. Saravanvel P and Sumathi S, (2019), Production and Materials Management, 2nd Edition, Margham Publications.
3. Materials Management: An Integrated Approach. Gopalakrishanan. Paperback
4. Fred B. Sollish, John Semanik, (2012), The Procurement and Supply Manager's Desk Reference, 2nd edition, NJ: John Wiley & Sons.
5. Hiroyuki Hirano, (2009), JIT Implementation Manual (Series), 2nd edition, FL: CRC Press.
6. Robert Handfield, (2006), Supply Market Intelligence, Auerbach Publications (Taylor and Francis).

### SEMESTER III

Course Title: **Computing Skills**

Course Type: Practical  
Course Code: **23PAS1**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score:100% Internal: 40 External:60  
Minimum Pass:50%[No Minimum for Internal]

Course Creator

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To give hands on experience in basic functions and Advanced functions of MS Excel	3(6), 5(7), 6(7)	1,3,5,	Ap	P
CLO-2	To elucidate the students on the statistical functions of MS Excel To educate the students on MS	1(6),6(7), 9(6)	2,5	Ap	P
CLO-3	To educate the students on MS Access and its application in database management	1(7), 3(6),4(5)	3,5,7	Ap	P
CLO-4	To make the students experiment on the parametric and non-parametric statistical functions	1(5), 5(6), 6(7)	1,5,7	E	P
CLO-5	To enable the students to understand the functions and usage of various cloud based application and apply them	1(6),3(7),5(6), 10(6)	1,2,5,7	Ap	P

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Basics of MS Excel</b>					
1.1	Using basic functions and formulae in MS Excel	4	1(20)	SP	CA	1
1.2	Creating , Sorting, Filtering and Linking of Databases in MS Excel	4	1(30)	SP	CA	1
1.3	Using advanced functions in MS Excel : Vlookup – Hlookup	4	1(20)	SP	CA	1
1.4	Use MS Excel functions :Count - Countif – Sum - Sumif – Product	3	1(30)	SP	CA	1
<b>II</b>	<b>Statistical application of Excel</b>					
2.1	MS Excel Statistical Functions: Calculation of Mean , Median , Mode	3	2(13)	SP	CA	1
2.2	Using MS Excel finding Correlation and Regression	5	2(33)	SP	CA	1
2.3	Finding Trend ,and Forecasting using MS Excel,	3	2(27)	SP	CA	1
2.4	Charts and Graphs using MS Excel	4	2(27)	SP	CA	1
<b>III</b>	<b>MS Access</b>					
3.1	MS Access – Components, Creating A Database and Project. - Import And Exporting	4	3(25)	SI	CA	2
3.2	Customizing; Tables – Creating And Setting Fields	3	3(25)	SI	CA	2
3.3	Queries – Types – Creating Queries	5	3(25)	SI	CA	2
3.4	Wizards – Reports – Creating and Layout.	3	3(25)	SI	CA	2
<b>IV</b>	<b>Statistical Software</b>					
4.1	Parametric Tests: t-tests –One sample t-test, Independent sample , Paired t-test	1	4(26)	SP	CA	4

4.2	ANOVA and Post Hoc Tests	2	4(18)	SP	CA	4
4.3	Mann-Whitney U Test,	3	4(14)	SP	CA	4
4.4	Wilcoxon Signed-Rank Test,	3	4(14)	SP	CA	4
4.5	Kruskal-Wallis Test and Friedman's Anova Test	3	4(14)	SP	CA	4
4.6	Chi Square Test	3	4(14)	SP	CA	4
<b>V</b>	<b>Cloud Based Applications</b>					
5.1	Google Drive and Google Sheets	5	5(25)	SI	CA	3
5.2	Google Docs and Google Forms	5	5(50)	SI	CA	3
5.3	Google Slides and Google Cloud Print	5	5(25)	SI	CA	3

### Reference Books

1. Humphrey M.L., Excel For Beginners, Kindle Edition, 2017
2. Richard Rost, Learning MS Access Kindle Edition, 2013
3. Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021
4. Valarie Lesturgeon, A Beginner's Guide to GCP, Kindle Edition, 2021

### SEMESTER IV

**Course Title: Corporate Social Responsibility**

**Course Type: Theory**  
**Course Code: 23PA41**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score: 100% Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowle dge Categor y
CLO-1	Get knowledge about CSR department of companies	1(6), 3(6), 4(8)	1,3,5	U	P
CLO-2	Apply the knowledge of International framework of corporate governance	1(5), 2(5), 5(5), 9(5)	1,2,7	Ap	C
CLO-3	Learn about the corporate board management	2(8), 3(6), 9(6)	5,6,7	C	P
CLO-4	Apply the skills in following corporate ethics governance.	1(5), 2(5), 3(5), 4(5),	1,3,7	Ap	C
CLO-5	Offer consultancy services for social auditing and reporting formalities	1(6), 3(7), 6(7)	1,7,8	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Corporate Social Responsibility</b>					
1.1	Introduction to CSR: Meaning, History & evolution of CSR of CSR	1	1(7)	Lec	CA	1
1.2	Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping	3	1(20)	Lec	CA	1
1.3	Concept of sustainability & Sustainable Management	2	1(13)	Sem	CA	1
1.4	Relation between CSR and Corporate governance	2	1(13)	GD	Quiz	1
1.5	Environmental aspect of CSR	1	1(7)	GD	Quiz	1
1.6	Models of CSR in India, Carroll's model	3	1(20)	Lec	HoA	1
1.7	Major Types - Ethical responsibility, Environmental responsibility, Philanthropic responsibility and legal responsibility	3	1(20)	Sem	CA	1
<b>II</b>	<b>International framework for corporate social Responsibility</b>					
2.1	Millennium Development goals (MDGs)	3	2(20)	Sem	CA	2
2.2	Sustainable development goals	3	2(20)	GD	Quiz	2
2.3	Relationship between CSR and MDGs	3	2(20)	GD	Quiz	2

2.4	United Nations (UN) Global Compact 2011	3	2(20)	Lec	HoA	2
2.5	UN guiding principles on business and human rights	3	2(20)	Sem	CA	2
<b>III</b>	<b>Corporate Governance</b>					
3.1	Significance and objectives of Corporate Governance	3	3(20)	Sem	HoA	3
3.2	Benefits of Corporate Governance	3	3(20)	GD	CA	3
3.3	Consequences of Bad Governance	3	3(20)	GD	Quiz	3
3.4	Reasons for Corporate Governance Failure and Requirements to Strengthen Corporate	3	3(20)	Lec	Quiz	3
3.5	Corporate Governance models and Global Corporate Governance Forum	3	3(20)	Sem	HoA	3
<b>IV</b>	<b>Corporate Board management</b>					
4.1	Corporate Board management- Structure of the board, Composition of the Board and size of the board	3	4(20)	Lec	CA	4
4.2	Powers of the Board of Directors, Responsibilities and Functions of the Board	3	4(20)	Sem	CA	4
4.3	Code of Conduct for Board members	3	4(20)	GD	Quiz	4
4.4	Training for the Board of Directors and Effectiveness of the Board	1	4(7)	GD	Quiz	4
4.5	Evaluation of Board's Functioning	2	4(13)	Lec	HoA	4
4.6	Corporate Democracy	2	4(13)	Lec	CA	4
4.7	Shareholders Democracy	1	4(7)	Sem	CA	4
<b>V</b>	<b>Social Accounting, Auditing and Reporting</b>					
5.1	Social Accounting, Auditing and Reporting – An overview	3	5(20)	Lec	CA	5
5.2	Social Accounting	3	5(20)	Sem	CA	5
5.3	Social Auditing	3	5(20)	GD	Quiz	6
5.4	Corporate Social Responsibility – Auditing the Social	3	5(20)	GD	Quiz	6
5.5	Sustainability Reporting	3	5(20)	Lec	HoA	5



## Reference Books

1. Balachandran, V., & Chandrasekaran. (2019). Corporate Governance Ethics and Social Responsibility. New Delhi: PHI.
2. Bhuvneshwar mishra, C.S. (2019). Ethics Governanace and Sustainability. Taxmann Publication Private Limited.
3. Govinda Bhat, K., & Sumitha Ayodhya. (2019). Business Ethics and Corporate Responsibility. Himalaya
4. murthy, C.S.V. (2018). Business Ethics and Corporate Governance. mumbai: Himalaya Publishing House.
5. Nirmala Reddy & Ravi. Business Ethics – Corporate Governance. mumbai: Himalaya Publishing House Publishing House & ICSI study material

## SEMESTER IV

Course Title: **Strategic Management**

**Course Type: Theory**  
**Course Code: 23PA42**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score:100% Internal: 40 External: 60  
Minimum Pass:50% [No Minimum for Internal]

Course Creator

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To enable the students, understand the importance of vision and mission in framing corporate strategy.	1(5), 3(8), 4(7)	1,3,5	U	C

CLO-2	To provide insights on how business is responsible socially and ethically.	1(7), 3(7), 4(6),	4,5,6	U	C
CLO-3	To highlight on the environmental analysis framework.	1(6), 3(7),9(7)	1,2,7	Ap	F
CLO-4	To throw light on strategic formulation and strategic choice.	1(7), 3(6), 6(7),	2,5,7	E	F
CLO-5	To understand strategic implementation and strategic control.	1(7), 2(7), 3(6),	2,7	E	F

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Introduction</b>					
1.1	Strategy – Strategic Management	1	1(14)	Lec	Ess	1
1.2	Process –Mission, vision, Objectives, Strategies and Tactics	3	1(19)	Lec	Ess	1
1.3	Importance of Corporate Strategy- the 7-S Framework	3	1(19)	Lec	Ess	1
1.4	Corporate Governance	2	1(12)	Lec	Ess	1
1.5	Board of Directors: Role and Functions	2	1(12)	Lec	Ess	1
1.6	Board Functioning	2	1(12)	Lec	Ess	1
1.7	Top Management: Role and Skills.	2	1(12)	Lec	Ess	1
<b>II</b>	<b>Corporate Policy and Planning in India</b>					

2.1	Importance , Characteristics and Objectives	3	1(15)	Lec	HrA	2
2.2	Policy Formulation and Development	3	2(23)	Lec	HRA	2
2.3	Types of Business Policies	3	2(23)	Lec	HrA	2
2.4	Implementation of Policies	3	2(23)	Lec	HRA	2
2.5	Society and Business: Social Responsibility of business	3	2(16)	Lec	HrA	2
<b>III</b>	<b>Environmental Analysis</b>					
3.1	Environmental Scanning	3	3(10)	CS	HoA	3
3.2	Industry Analysis	3	3(16)	CS	HoA	3
3.3	The Synthesis of External Factors	3	3(11)	CS	HoA	3
3.4	Internal Scanning	3	3(21)	CS	HoA	3
3.5	Value Chain Analysis	2	3(21)	CS	HoA	3
3.6	SWOT Audit	1	3(21)	CS	HoA	3
<b>IV</b>	<b>Business Strategy</b>					
4.1	TOWS Matrix	3	4(25)	CS	HoA	4
4.2	Corporate Strategy	3	4(15)	CS	HoA	4
4.3	Functional Strategy	3	4(15)	CS	HoA	4
4.4	Strategic Choice - Generic	2	4(10)	CS	HoA	4
4.5	Competitive Strategies	2	4(15)	CS	HoA	4
4.6	ETOP and TOWS	2	4(20)	CS	HoA	4
<b>V</b>	<b>Strategy Implementation</b>					
5.1	Corporate Culture	5	5(30)	Sem	HrA	5
5.2	Matching Organisation Structure to Strategy	5	5(30)	Sem	HrA	5
5.3	Mergers and Acquisitions and Diversifications	5	5(40)	Sem	HrA	6

## Reference Books

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

## SEMESTER IV

Course Title: **Managing Start-Ups**

**Course Type: Theory**  
**Course Code: 23PA43**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score:100% Internal:40 External: 60  
Minimum Pass:50%[No Minimum for Internal]

Course Creator

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Expert 2

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Email id:  
frirofan@gmail.com

CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)

CLO-1	To make the students know the contents in the executive summary of a Feasibility report for a start-Up	1(8), 2(6),9(6)	1,6,9	U	C
CLO-2	Develop students to prepare a Production plan for a start-Up	1 (6), 2(7),7(7)	2,4,6	U	C
CLO-3	Make the students develop a marketing plan for a new product and to prepare budgets for the same	1(5), 2(5), 3(5), 5(5)	1,3,6	U	P
CLO-4	Make students Understand the HR related contents to be included in the project report	1(6),5(6)6(8)	1,5,7	E	F
CLO-5	Provide the students an understanding of preparing financial plans while starting a	1(7),3 (7),4(6)	3,5,6,7	E	F

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Executive Summary</b>					
1.1	Product or Service	1	1(3)	BS	CA	1
1.2	Value Proposition	1	1(17)	BS	CA	1
1.3	Customer base and Market Factors	2	1(17)	BS	CA	1
1.4	Business Model and Future Plans	2	1(13)	BS	CA	1
1.5	Financial Projections and Funding Requirement	3	1(12)	BS	CA	1
1.6	Business Description	3	1(13)	GT	CA	1
1.7	Product Feasibility using	2	1(13)	GT	CA	1
1.8	Target Market Feasibility	1	1(12)	GT	CA	1
<b>II</b>	<b>Production Plan</b>					

2.1	Plant Location – Land and Building	2	2(10)	BS	HrA	3
2.2	Plant Layout	1	2(10)	BS	HrA	3
2.3	PPC and Project Network	1	2(10)	BS	HrA	3
2.4	Manufacturing Process	1	2(10)	BS	HrA	3
2.5	Quality Control	1	2(10)	BS	HrA	3
2.6	Safety and Maintenance	1	2(5)	BS	HrA	3
2.7	Material Moving Equipment	1	2(5)	BS	HrA	3
2.8	Projected Working Capital Expenditure : Salary of Workers	2	2(10)	GT	HrA	3
2.9	Wages for Labour	1	2(10)	GT	HrA	3
2.10	Factory Overheads	2	2(10)	GT	HrA	3
2.11	Forecasted Production budget	2	2(10)	GT	HrA	3
<b>III</b>	<b>Marketing</b>					
3.1	Target Market	1	3(8)	BS	HrA	4
3.2	Marketing Strategy	2	3(8)	BS	HrA	4
3.3	Pricing Strategy and Price Fixation	2	3(16)	BS	HrA	4
3.4	Capital Expenditure: Infrastructure , Vehicles and Promotion	2	3(16)	GT	HrA	4
3.5	Working Capital : Commission and salary for salesmen	2	3(16)	GT	HrA	4
3.6	Distribution Expenditure	2	3(8)	GT	HrA	4
3.7	Sales Overheads	2	3(14)	GT	HrA	4
3.8	Forecasted Marketing Budget	2	3(14)	GT	HrA	4
<b>IV</b>	<b>Human Resource Management</b>					
4.1	Organizational Structure	2	4(10)	BS	HrA	3

4.2	Recruitment and Selection Process	2	4(10)	BS	HrA	3
4.3	Recruitment and Selection Process	1	4(10)	BS	HrA	3
4.4	Recruitment and Selection Process Job Description of Workers	1	4(10)	BS	HrA	3
4.5	Salary and Wage Distribution	2	4(10)	BS	HrA	3
4.6	Expenditure on Infrastructure and Office Equipments	3	4(10)	BS	HrA	3
4.7	Salary for HR Workers	2	4(20)	BS	HrA	3
4.8	Projected HR Budget	2	4(20)	BS	HrA	3
<b>V</b>	<b>Financial Management</b>					
5.1	Infrastructure and Office Equipment	1	5(4)	BS	HrA	5
5.2	Salary for Office Staff	1	5(4)	BS	HrA	5
5.3	Financial Analysis : proposed Cost Sheets With annual profits	2	5(12)	GT	CA	5
5.4	Consolidated Capital Expenditure	2	5(12)	GT	CA	5
5.5	Consolidated variable Costs	2	5(8)	GT	CA	5
5.6	Sources and Application of Funds	2	5(12)	GT	CA	5
5.7	Projected Cost of Funds	1	5(12)	GT	CA	5
5.8	Loan Repayment Schedule	1	5(12)	GT	CA	5
5.9	Break Even Analysis	1	5(8)	GT	CA	5
5.10	Debt Service Coverage Ratio	1	5(8)	GT	CA	5
5.11	Cash Flow Statement	1	5(8)	GT	CA	5

### Reference Books

1. Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
2. Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
3. Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 | Pearson
4. Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
5. Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.

## SEMESTER IV

### DSE - HUMAN RESOURCE MANAGEMENT

**Course Title: Performance Management**

**Course Type: Theory**  
**Course Code: 23PAEJ**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score: 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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Expert 2

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Recognize and apply performance management techniques.	3(7), 2(7), 5(6)	1,2,5	U	P
CLO-2	Design performance management process across various business units.	2(5), 3(5), 5(5), 7(5)	1,2,3,7	C	C
CLO-3	Formulate, comply and implement performance analysis tools and standards.	1(6),3(6),5(4), 7(4)	1,2,5,7	C	P
CLO-4	Construct performance review and employ Performance Management	2(7),5(7),7(6)	1,2,7	E	C
CLO-5	Critique team management strategies.	1(5),3(5),5(5), 7(5)	1,2,5,7	C	C



<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Performance Management</b>					
1.1	Performance Management: Definition and Importance	3	1(20)	Lec	CA	1
1.2	History of Performance Management	3	1(20)	Lec	CA	1
1.3	Dimensions and Role in Organizations	3	1(20)	Sem	CA	1
1.4	Characteristics of an ideal Performance Management Systems	3	1(20)	GD	Quiz	1
1.5	Challenges of a Poorly Implemented Performance Management System.	3	1(20)	GD	Quiz	1
<b>II</b>	<b>Performance Management Process</b>					
2.1	Performance Management Process: Defining Performance	1	2(7)	Sem	CA	2
2.2	Determinants of Performance	3	2(20)	Lec	CA	2
2.3	Approaches to Measuring Performance	3	2(20)	Lec	CA	2
2.4	Performance in Performance Management	3	2(20)	Lec	CA	2
2.5	Process of Performance Management	2	2(13)	Sem	CA	2
2.6	Performance Management and Human Resource Management.	3	2(20)	GD	Quiz	2
<b>III</b>	<b>Performance Planning</b>					
3.1	Performance Planning: Ongoing support and coaching Theories of Goal-setting	2	3(13)	Lec	HoA	3

3.2	Setting Performance Criteria	3	3(20)	Lec	CA	3
3.3	Components of Performance Planning	3	3(20)	Sem	CA	3
3.4	Objectives of Performance Analysis	3	3(20)	GD	CA	3
3.5	Performance standards; BIS, ISO 9001/27001/14001/18001	3	3(20)	GD	CA	3
3.6	Crisis Management- Performance Analysis Process.	1	3(7)	Lec	Quiz	3
<b>IV</b>	<b>Performing Review and Discussion</b>					
4.1	Significance of Performance Review in Performance Management	1	4(7)	Lec	HoA	4
4.2	Process of Performance Review	2	4(13)	Lec	CA	4
4.3	Performance Ratings	2	4(13)	Lec	CA	4
4.4	Factors affecting Appraisals	1	4(7)	Sem	CA	4
4.5	Methods and Errors	2	4(13)	GD	CA	4
4.6	Reducing Rater Biases	3	4(20)	GD	Quiz	4
4.7	Performance Review Discussions: Objectives and Process	3	4(20)	Lec	Quiz	4
4.8	Role of Mentoring and Coaching in Performance Review.	1	4(7)	Sem	CA	4
<b>V</b>	<b>Managing Team Performance</b>					
5.1	Managing Team Performance: Types of teams and Implications for Performance Management	1	5(7)	Lec	CA	5
5.2	Purpose and Challenge of Team Performance Management	3	5(20)	Sem	Quiz	5
5.3	Rewarding Team Performance	3	5(20)	GD	Quiz	6
5.4	Implementing Performance Management System	2	5(13)	GD	HoA	6
5.5	Factors affecting Implementation – Pitfalls of Implementation	3	5(20)	Lec	CA	5
5.6	Traditional Practices in the Industry.	3	5(20)	Sem	CA	5

## Reference Books

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

## SEMESTER IV

**Course Title: International HRD**

**Course Type: Theory**  
**Course Code: 23PAEK**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Demonstrate IHRM factors influential in global corporations	1(7), 3(7), 5(6)	1,2,5	U	P

CLO-2	Design IHRM elements for global assignments	1(5), 2(5), 5(5), 7(5)	1,2,5,7	C	C
CLO-3	Critique and conclude developmental strategies for IHRM practices	1(6),4(6),5(4),9(4)	1,2,5,7	C	P
CLO-4	Implement and audit compliance IHRM norms	1(7),5(7),10(6)	1,2,5	E	C
CLO-5	Predict and appraise sustainable IHRM practices	1(5),2(5),7(5),7(5)	1,2,5,7	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>IHRD</b>					
1.1	IHRD: Scope of IHRD	1	1(7)	Lec	CA	1
1.2	Positivist and Interpretive views on Culture, Values and Power-Cross Cultural Management	1	1(7)	Lec	CA	1
1.3	Model and Dimensions	3	1(20)	Sem	CA	1
1.4	Comparison between HRD India and Globalization.	2	1(13)	GD	Quiz	1
1.5	Learning Theories globally and implications	3	1(20)	GD	Quiz	1
1.6	Career development in multinational and multicultural environment	2	1(13)	Lec	HoA	1
1.7	Schein's career anchors-Holland's vocational preference inventory.	3	1(20)	Sem	CA	1
<b>II</b>	<b>Processes in IHRD</b>					

2.1	Processes: Transfer of employment practices across borders	1	2(7)	Lec	CA	2
2.2	The four influences framework	3	2(20)	Sem	Quiz	2
2.3	IHRM approaches	3	2(20)	GD	Quiz	2
2.4	Factors affecting and its Implications.	3	2(20)	GD	HoA	2
2.5	International Assignments and Employment practices, motives, Process, Dimensions of success and failure.	2	2(13)	Lec	CA	2
2.6	Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.	3	2(20)	Sem	CA	2
<b>III</b>	<b>Development &amp; Practices</b>					
3.1	Development & Practices: Multinational companies and Host companies	2	3(13)	Lec	CA	3
3.2	Sustainable practices of host and divergent country employment arrangements	3	3(20)	Sem	Quiz	3
3.3	Global Employment Relations	3	3(20)	GD	Quiz	3
3.4	Training & Development in global environment	2	3(13)	GD	HoA	3
3.5	Krikpatrick's Taxonomy-Expatriate Training, PMS -Transition of Expats to global leaders	3	3(20)	Lec	CA	3
3.6	Global and local sourcing	1	3(7)	Sem	CA	3
3.7	Compliance to Labour Market-Capitalist Vs Socialist Market economies.	1	3(7)	Lec	CA	3
<b>IV</b>	<b>Practices in Economies</b>					
4.1	PMS in different economies and Total Rewards in International Context	3	4(20)	Sem	Quiz	4
4.2	Components, Complexities and approaches	3	4(20)	GD	Quiz	4
4.3	Global Context: EEO, Gender Sensitivity and Diversity	3	4(20)	GD	HoA	4
4.4	Inclusivity, Onshoring, offshoring and Friend shoring	3	4(20)	Lec	CA	4
4.5	Models of strategic HRD.	3	4(20)	Sem	CA	4

V	Sustainability					
5.1	Sustainability: Repatriation-issues-best practices	1	5(7)	GD	Quiz	5
5.2	Sustainable practices through Ethics and CSR	3	5(20)	GD	HoA	5
5.3	Green HRD; Ethical Issues-dispute settlement, International labour contract.	3	5(20)	Lec	CA	6
5.4	Knowledge Management-Transfer; Changing and Future Trends: International labour standards, <del>Managing Remote Work issues digital privacy</del>	2	5(13)	Sem	CA	6
5.5	Changing and Future Trends: International labour standards	3	5(20)	Lec	CA	5
5.6	Managing Remote Work , issues-digital privacy and decent work.	3	5(20)	Lec	CA	5

#### Reference Books

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

## SEMESTER IV

### MARKETING MANAGEMENT

Course Title: **Sales and Distribution Management**

**Course Type: Theory**  
**Course Code: 23PAEL**

Total Hours: 75    Hours/Week: 5    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40    External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	Understand the digital marketing space and acquire	1(20)	1,2	U	C
CLO-2	To learn and comprehend on SEO and SEM	2(10),3(10)	2,3,6	R	C
CLO-3	To acquire knowledge on the various channels of SMM	2 (15),3(5)	3,6,8	C	C
CLO-4	To learn, understand, and evaluate Search	3(10),4(10)	1,5,6	U	C
CLO-5	To create awareness and understanding on google analytics	2(8),3(8),4(4)	5,6	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Digital Marketing</b>					
1.1	Digital vs. Traditional marketing	2	1(13)	Lec	HrA	1
1.2	Online marketing space	1	1(7)	BS	Quiz	1
1.3	Significance of digital marketing	1	1(7)	S	HoA	1
1.4	Online marketing mix	4	1(27)	BS	Quiz	1
1.5	E-products - STP - E-price - E-Promotion	2	1(13)	Lec	CA	1
1.6	Affiliate marketing - Online tools for Content Marketing	3	1(20)	GD	CT	1
1.7	Market influence analytics in Digital Eco System.	2	1(13)	Lec	CT	1
<b>II</b>	<b>SEO</b>					
2.1	Keyword strategy – SEO strategy	2	2(12)	Lec	HoA	2
2.2	SEO success factors	3	2(19)	BS	HrA	2
2.3	On page and Off page techniques	3	2(19)	S	Quiz	2
2.4	Search Engine Marketing (SEM)	2	2(19)	Lec	CT	2
2.5	Working of Search Engine	2	2(12)	BS	Quiz	2
2.6	Engine – SEM Components.	3	2(19)	Lec	OBT	2



<b>III</b>	<b>Social Media Marketing</b>					
3.1	Social Media Channels	2	3(12)	Lec	HoA	3
3.2	Email marketing – SMS marketing	3	3(17)	BS	HrA	3
3.3	Social Media Strategy	1	3(6)	BS	Quiz	3
3.4	Web PR and Online reputation management	2	3(12)	Lec	CA	3
3.5	Adwords - PPC Advertising - Video SEO	3	3(17)	GD	CA	3
3.6	Conversion Optimization Monitoring -	2	3(12)	GD	ST	3
3.7	Trends analysis, dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.)	2	3(24)	Lec	CT	3
<b>IV</b>	<b>Search and Web Analytics</b>					
4.1	Search analytics Current trends & challenges	1	4(8)	Lec	HrA	4
4.2	web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics	2	4(15)	BS	HrA	4
4.3	Understanding the key fabric of the Web	1	4(8)	CS	Quiz	4
4.4	Sources of data: clickstream data, online surveys usability research - Clickstream data collection techniques	3	4(23)	S	CA	4
4.5	web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts.	3	4(23)	GD	CT	4
4.6	Framework for mapping business needs to web analytics tasks	3	4(8)	BS	HoA	4
4.7	Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	2	4(15)	GD	Quiz	4

V	Google Analytics					
5.1	Key features and capabilities of Google analytics	1	5(7)	Lec	MCQ	5
5.2	How Google analytics works - implementing Google analytics	1	5(7)	BS	HrA	5
5.3	Getting up and running with Google analytics - navigating Google analytics	1	5(7)	S	CA	6
5.4	Using Google analytics reports - Google metrics	4	5(29)	GD	CT	6
5.5	Using visitor data to drive website improvement	2	5(14)	Lec	HrA	5
5.6	Focusing on key performance indicators	2	5(7)	BS	Quiz	5
5.7	Integrating Google analytics with third-party applications.	4	5(29)	Lec	CA	3

### References Books

1. Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
2. Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
3. Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
4. Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.
5. Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.

### SEMESTER IV

Course Title: **Digital Marketing**

Course Type: **Theory**  
Course Code: **23PAEM**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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 Email id: Vanathyraj1982@gmail.com

CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To introduce students to sales management and its	1(7),2(13)	1,2	U	C
CLO-2	To impart knowledge on sales performance strategies and	4 (20)	5,9	R	C
CLO-3	To acquaint students with sales forecasting techniques, sales	1 (12),2(8)	1,3,6	C	C
CLO-4	To provide inputs on sales force staffing,	2(7),3(7),3(6)	3,5,9	U	C
CLO-5	To orient students on role of distribution in sales management	4(20)	1,2	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Sales Management</b>					
1.1	Introduction, Nature, Concepts and Scope	1	1(7)	Lec	HrA	1
1.2	Organization Framework of The Field Sales Force - Sales force Automation	2	1(13)	BS	Quiz	1

1.3	Types of Field Sales Organizations – Career in Field Sales Management	3	1(20)	S	HoA	1
1.4	Emerging trend in Sales Management - Sales Manager	3	1(20)	BS	MCQ	1
1.5	His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management	2	1(13)	Lec	CA	1
1.6	Coordinating and Controlling the Marketing Mix	1	1(7)	GD	CT	1
1.7	Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.	3	1(20)	Lec	Quiz	2
<b>II Information and Planning</b>						
2.1	Qualities and Role-Hierarchy of Objectives and Goals	3	2(20)	Lec	HoA	2
2.2	Concept of Strategies and Tactics	3	2(20)	BS	HrA	2
2.3	Development of Sales Performance Standards	3	2(20)	S	Quiz	2
2.4	Relationship of Performance Standards to Sales Development Function, its Purpose and Types	4	3(27)	Lec	ST	2
2.5	Review of Training and Staffing Programmes.	2	2(13)	BS	OBT	2
<b>III Sales Forecasting</b>						
3.1	Methods and Procedural Steps in Forecasting	1	3(17)	Lec	HoA	3
3.2	Sales Budgeting - Allocation of Field Sales Resources	2	3(13)	BS	HrA	3
3.3	Design Sales Territories, Procedure for Designing	3	3(20)	BS	Quiz	3
3.4	Determining Manpower Requirements, Recruiting, Methods and The Selection System	3	3(20)	S	CA	3
3.5	Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation	3	3(20)	GD	CT	3
3.6	Man Power Planning – Tasks, Skill, Qualification.	3	3(10)	GD	CA	3

IV	<b>Staffing</b>					
4.1	Responsibilities, tools and Methods of Selection	1	4(7)	Lec	HrA	4
4.2	Motivational and Compensation Procedures for Sales Force	2	4(13)	BS	HoA	4
4.3	Method of Financial Incentives and its Purpose – Designing A Compensation Plan	2	4(13)	CS	Quiz	4
4.4	Evaluation of Performance and Control	1	4(7)	Lec	CA	4
4.5	Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior	3	4(20)	GD	CT	4
4.6	Training and Development of Sales force. Sales Training Process	1	4(7)	BS	HrA	4
4.7	Designing Training Content- Training for Different sales personnel	2	4(13)	Lec	Quiz	4
4.8	Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs	3	4(20)	GD	Quiz	4
V	<b>Distribution</b>					
5.1	Role of Distribution in the Marketing Mix Distribution center network	3	5(20)	Lec	HoA	5
5.2	Suppliers milk run, supply tracking monitoring	3	5(20)	BS	HrA	5
5.3	network configuration, quality control Role and Functions	2	5(13)	Lec	CA	6
5.4	Transport and Handling: Economics of Transportation	4	5(27)	GD	CT	6
5.5	Determining Optimum Mode of Transport.	3	5(20)	CS	HoA	5

## References Books

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

### SEMESTER IV DSE- FINANCIAL MANAGEMENT

Course Title: **International Financial Management**

Course Type: Theory  
Course Code: 23PAEN

Total Hours: 75    Hours/Week: 5    Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40    External: 60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To give clarity on the concept of international finance	2(6), 2(7), 3(7)	1,4,8	U	P
CLO-2	To throw light on Foreign Exchange Market	3(5), 3(5), 5(5), 7(5)	1,6,8,9	An	C

CLO-3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.	2(6),3(6),5(4), 7(4)	1,5,7,8	C	P
CLO-4	To understand cross-border investment decisions	1(6), 2(7), 3(7)	4,6,8	E	C
CLO-5	To study about multinational financing institutions and contemporary issues	1(5), 3(5), 5(5), 7(5)	2,4,6	C	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Introduction to International Finance</b>					
1.1	Introduction, Meaning, Nature, scope	4	1(27)	Lec	HoA	1
1.2	Importance, Gold Standard	4	1(27)	Lec	Quiz	1
1.3	Bretton Woods system	2	1(13)	Lec	HoA	1
1.4	Exchange rate regimes	2	1(13)	GD	Quiz	1
1.5	Fixed and floating exchange rates.	3	1(20)	BS	CA	1
<b>II</b>	<b>Foreign exchange market</b>					
2.1	Function and Structure of the Forex markets	4	2(29)	Lec	HoA	2
2.2	Major participants, types of transactions and settlements	3	2(21)	Sem	Quiz	2
2.3	Foreign exchange quotations	4	2(29)	Lec	CA	2
2.4	Process of arbitrage.	4	2(21)	Lec	Quiz	2
<b>III</b>	<b>Management of foreign exchange exposure and risk</b>					
3.1	Types of Exposure	1	3(7)	GD	Quiz	3
3.2	Foreign Currency Exposure	1	3(7)	BS	HoA	3
3.3	Economic Exposure	2	3(13)	Lec	CA	3

3.4	Operations exposure	2	3(13)	Lec	Quiz	3
3.5	Interest rate exposure	2	3(13)	Sem	HoA	3
3.6	Theories - Purchase Power Parity	2	3(13)	Lec	Quiz	3
3.7	Interest Rate Parity	2	3(13)	Lec	Quiz	3
3.8	International Fisher Effect	3	3(21)	Lec	HoA	3
<b>IV</b>	<b>Cross-border investment decisions</b>					
4.1	Capital budgeting	3	4(19)	Lec	HoA	4
4.2	Approaches to Project Evaluation	4	4(25)	GD	Quiz	4
4.3	Risk in Cross-border Investment Decisions	3	4(19)	Lec	HoA	4
4.4	Corporate Risk in Investment Decisions	3	4(19)	Sem	Quiz	4
4.5	Financing Decisions of MNC`s.	2	4(18)	Sem	HoA	4
<b>V</b>	<b>Multinational financing institutions and contemporary issues</b>					
5.1	The International Bank for Reconstruction and Development	4	5(27)	Lec	Quiz	5
5.2	The International Development Association	3	5(19)	Lec	Quiz	5
5.3	The International Finance Corporation, International monetary fund	4	5(27)	GD	HoA	6
5.4	Export and Import financing	4	5(27)	Lec	HoA	5

### Reference Books

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



**SEMESTER IV**

Course Title: **Fintech and Investment Analysis**

**Course Type: Practical**  
**Course Code: 23PAEO**

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal: 40 External:60  
Minimum Pass 50%: [No Minimum for Internal]

Course Creator

Expert 1

Expert 2

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To acquire knowledge on validating the performances of various asset classes and simulate and provide	1(6), 2(7), 3(7)	5,6,10	U	P
CLO-2	To study the performances of exchanges traded in Indian Market	1(5), 3(5), 5(5), 7(5)	5,6,7	An	C
CLO-3	To simulate and critically validate the performance of momentum strategy for financial sectors	2(6), 2(7), 3(7)	1,5,8	C	P
CLO-4	To simulate the performance of value investing strategy and construct a portfolio	3(5), 3(5), 5(5), 7(5)	1,3,6,8	E	C
CLO-5	To study the emerging FinTech players in India	2(6),3(6),5(4),7(4)	1,5,7,10	C	C

<b>Module</b>	<b>Course Description</b>	<b>Hours</b>	<b>% of CLO mapping with Module</b>	<b>Learning Activities</b>	<b>Assessment Tasks</b>	<b>References</b>
<b>I</b>	<b>Simulated Trading</b>					
1.1	Lab Experiment 1 Simulate and critically validate the performance of various asset classes	1	1(7)	SI	HoA	1
1.2	Stock (Reliance, HDFC Bank as an example)	1	1(7)	MPr	Quiz	1
1.3	Gold and Bonds (Government Securities as an example) in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date	3	1(20)	SP	HoA	1
1.4	Lab Experiment 2 Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others	5	1(33)	MPr	HoA	1
1.5	Lab Experiment 3 Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio	5	1(33)	SP	CA	
<b>II</b>	<b>ETFs</b>					
2.1	Lab Experiment 4 Study the performance of Exchange Traded Funds in Indian Market	2	2(13)	SI	HoA	2
2.2	Critically evaluate the performance of ETF and market penetration of ETF's in India	2	2(13)	MPr	HoA	2

2.3	Lab Experiment 5 Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date	3	2(20)	SP	CA	2
2.4	Lab Experiment 6 Construct a portfolio with leverage, for a time period 2020 to till date and study how leverage impacted the performance of the portfolio	4	2(27)	MPr	HoA	2
2.5	Lab Experiment 7 Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date	4	2(27)	SP	HoA	
III	<b>Momentum Strategy</b>					
3.1	Lab Experiment 8 Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2020 till 2023	5	3(33)	MPr	HoA	3
3.2	Lab Experiment 9 Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date	4	3(27)	SP	CA	3
3.3	Lab Experiment 10 Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy	6	3(40)	MPr	Quiz	3
IV	<b>Value Strategy</b>					

4.1	Lab Experiment 11 Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date	5	4(33)	AW	Quiz	4
4.2	Lab Experiment 12 Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date	4	4(27)	MPr	Quiz	4
4.3	Lab Experiment 13 Compute the valuation of the Tata Consultancy Services using discounted cash flow approach	3	4(20)	SP	HoA	4
4.4	Lab Experiment 14 Compute the valuation of a Fin Tech start-up using the discounted cash flow approach	3	4(20)	MPr	HoA	4
<b>V</b>	<b>FinTech</b>					
5.1	Lab Experiment 15 Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product	5	5(33)	AW	Quiz	5
5.2	Lab Experiment 16 Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India	5	5(33)	MPr	HoA	5
5.3	Lab Experiment 17 Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies	3	5(20)	SP	Quiz	6
5.4	Lab Experiment 18 Study how “Asset Management & Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape	2	5(14)	MPr	HoA	5

## Reference Books

1. Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons
2. Van der Kleij, E., Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
3. Bhandari, M.: India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
4. Prasanna Chandra, Investment Analysis and Portfolio Management, 5<sup>th</sup> Edition, Tata McGraw Hill. 2017
5. Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, 11<sup>th</sup> Edition, Tata McGraw Hill, 2019

## SEMESTER IV

### DSE - OPERATION MANAGEMENT

Course Title: **Product Design**

Course Type: Theory  
Course Code: 23PAEP

Total Hours: 75 Hours/Week: 5 Credits: 3

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score 100%: Internal:40 External:60  
Minimum Pass: 50% [No Minimum for Internal]

Course Creator

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CLO- No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be able to:</i>	% of PLO Mapping with CLO	CLO & PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To enable students understand product design & development with its process, concept generation evaluation	2(7),3(10),4(3)	1,2,5	U	P
CLO-2	To interpret the product concept	2(5),3(10),4(3)	5,7,9	Ap	C
CLO-3	To apply the concepts of product data management	1(3),2(10),3(7)	1,3,5	Ap	P

CLO-4	To get appraised with design tools	1(5),2, (7) 3(6)	1,2,5	E	C
CLO-5	To explore and gain knowledge on patent	1(7),2(20)	1,3,8	U	C

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Product Design &amp; Development</b>					
1.1	Product design & development - characteristics, duration and cost, challenges	2	1(13)	Lec	HrA	1
1.2	Development Process	1	1(6)	Lec	Ess	1
1.3	Generic Process, Concept development and adapting to product types	3	1(21)	Sem	HoA	1
1.4	Product planning - Process, Understanding customer need	2	1(13)	Sem	Ess	1
1.5	Product Specification	3	1(21)	GD	CA	1
1.6	Technology Life Cycle	2	1(13)	GD	CT	1
1.7	Disruptive Technologies.	2	1(13)	GD	SA	
II	<b>Product Concept</b>					
2.1	Concept Selection	1	2(6)	Lec	HoA	1
2.2	Importance, Methodology and concept Screening	3	2(20)	Lec	HrA	1
2.3	Concept Scoring	2	2(13)	Lec	SA	1

2.4	Concept Testing	2	2(13)	Lec	CT	1
2.5	Product Architecture	2	2(13)	Sem	SA	1
2.6	Modularity, implication, Establishment	3	2(20)	Sem	CT	1
2.7	Delayed Differentiation, Platform Planning.	2	2(15)	Sem	KWL	1
III	<b>Product Data Management (PDM)</b>					
3.1	PDM - concept and benefits, functions	2	3(13)	Lec	CT	3
3.2	Product data and workflow	2	3(13)	Lec	HrA	3
3.3	Product reliability	2	3(13)	BS	SA	3
3.4	CIM Data, Architecture of PDM systems and Product data interchange	3	3(20)	KWL	CA	3
3.5	PDM Acquisition and implementation	2	3(13)	Sem	CT	3
3.6	Product Life Cycle management	2	3(13)	Sem	Ess	2
3.7	Strategy and Change Management for PLM.	2	3(15)	Lec	Ess	2
IV	<b>Design Tools</b>					
4.1	Design Approaches	1	4(6)	Lec	HrA	4
4.2	Industrial Design and Design for Manufacturing	2	4(13)	Lec	CA	4
4.3	Value Engineering and Ergonomics	2	4(13)	Sem	Ess	4
4.4	Design for Excellence; Collaborative Product development	3	4(20)	KWL	CA	4
4.5	Prototyping, failure rate curve and product use testing	2	4(13)	Sem	Ess	4
4.6	Product development economics	2	4(15)	Lec	CA	3
4.7	Scoring Model and financial analysis.	3	4(20)	Lec	SA	3
V	<b>Patents</b>					
5.1	Intellectual Property and Patents –Definitions	2	5(13)	Lec	CA	5
5.2	Patent Searches	2	5(13)	Lec	SA	5
5.3	Patent Ownership and Transfer	3	5(20)	KWL	CA	6
5.4	Organizational Culture Change	2	5(14)	GD	CT	6
5.5	Patent Infringement	3	5(20)	GD	Ess	5
5.6	New Developments and International Patents.	3	5(20)	Sem	Ess	5

## Reference Books

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2010.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Product Design And Manufacturing, Chitale, Avinash K.GUPTA, R. C., SIXTH EDITION, PHI

## SEMESTER IV

**Course Title: OPERATIONS STRATEGY**

**Course Type: Theory**  
**Course Code: 23PAEQ**

Total Hours: 75 Hours/Week: 5 Credits: 4

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score: 100%: Internal: 40 External: 60  
Minimum Pass: 50% [No Minimum for Internal]

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CLO - No.	Course Learning Outcomes (CLO) <i>Upon completion of this course, students will be</i>	% of PLO mapping with CLO	CLO & PLO Mapped with GA#	Cognitive Level (CL)	Knowledge Category(KC)
CLO-1	Familiarized with the fundamentals of business strategies	1 (6), 2(7), 4(7)	1,3,5	U	P
CLO-2	Get inputs on developing operations strategy	1(7),2 (7), 3(6),	1,3,6	U	C
CLO-3	Oriented on the impact of technology in strategy formulation.	1(5),2(8),4(7)	1,2,5	U	P



CLO-4	Enabled to understand strategy implementation	1 (6), 2(7), 3(7)	1,4,6	Ap	C
CLO-5	Get acquainted with financial perspectives in operations strategy.	2(5),3(8),4(7)	1,3,6	C	C

Module	Course Description	Hours	% of CLO mapping with module	Learning Activities	Assessment Tasks	References
<b>I</b>	<b>Introduction</b>					
1.1	Role and Objectives of Operations Strategy	3	1(7)	Lec	CA	1
1.2	Operations Strategy Framework	3	1(20)	Lec	CA	1
1.3	Incorporating Operations Strategy in the Corporate Strategy	2	1(13)	Sem	CA	1
1.4	Operations performance essentials	2	1(13)	GD	Quiz	1
1.5	Competition, Competencies & Operations	1	1(7)	GD	Quiz	1
1.6	Defining Operations Strategy in Overall Environment	2	1(20)	Lec	HoA	1
1.7	Process of Operations Strategy Formulation	2	1(20)	Sem	CA	1
<b>II</b>	<b>Principles of Operations Strategy</b>					
2.1	Principles and Concepts of Developing Operations Strategy	2	2(10)	Sem	CA	2
2.2	Methodology of Developing Operations Strategy	2	2(10)	GD	Quiz	2
2.3	Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion	2	2(10)	GD	Quiz	2
2.4	Capacity Sizing & Investment; Facility Strategy & Globalization	2	3(20)	Lec	HoA	2
2.5	Infrastructure Development	2	2(20)	Sem	CA	2
2.6.	Capacity Location, Global Network & Off-shoring	3	2(10)	Sem	CA	2
2.7	Coordinating the Supply Chain	1	2(10)	Sem	CA	2
2.8	Supply Network Strategy	1	2(10)	Sem	CA	2

<b>III</b>	<b>Process Technology Strategy Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Formal and Informal Organization. Span of control – Managing Change and Innovation.</b>					
3.1	Effect of Technology Advancement and Technology Management	2	3(20)	Sem	HoA	3
3.2	, Integration of Operations Strategy Planning and Technology Planning	2	3(20)	GD	CA	3
3.3	Production Implications of Corporate Marketing Decisions	2	3(20)	GD	Quiz	3
3.4	Strategy Development and Practices	1	3(10)	Lec	Quiz	3
3.5	Improvement & Innovation; New Product & New Service Development	4	3(10)	Sem	HoA	3
3.6	Product Variety Impact in Operations Strategy	2	3(10)	Sem	HoA	3
3.7	Operations Strategy Process – Sustainable Alignment.	2	3(10)	Sem	HoA	3
<b>IV</b>	<b>Implementation</b>					
4.1	Implementation of Operations Strategy;	2	4(20)	Lec	CA	4
4.2	Business Implication of Process Choice	2	4(10)	Sem	CA	4
4.3	Dynamics of process-product life cycles	1	4(10)	GD	Quiz	4
4.4	Product Profiling	1	4(10)	GD	Quiz	4
4.5	Improving Operations Process by Process Positioning	2	4(10)	Lec	HoA	4
4.6	Cross-Cutting Capability	1	4(10)	Lec	CA	4
4.7	Operations Strategy Process – Implementation	2	4(10)	Lec	CA	4
4.8	Pre-requisites of Organized and Focused Operations Strategy & Unit	2	4(10)	Lec	CA	4
4.9	Principles and Concepts of Factory-within Factory	2	4(10)	Lec	CA	4
<b>V</b>	<b>Operations Redefining and Restructuring</b>					
5.1	Demand and Revenue Management;	2	4(20)	Lec	CA	5
5.2	Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma	2	5(20)	Sem	CA	5

5.3	Business Process Focused Strategies & Organization Development	1	5(20)	GD	Quiz	6
5.4	Quality Planning and Controlling System	2	5(10)	GD	Quiz	6
5.5	Improving Response Time with IT, Operations Audit Approach	2	5(10)	Lec	HoA	5
5.6	Risk Management & Hedging:	4	5(10)	Lec	CA	5
5.7	Accounting & Financial Perspectives and Operations System	2	5(10)	Lec	CA	5

### Reference Books

- 1.Nigel Slack, Michael Lewis, Mohita Gangwar Sharma, Operations Strategy, Pearson Education, 2018
  - 2.Robert H. Hayes, Gary P.Pisano, Strategic Operations: Competing Through Capabilities, Free Press, 1996
  - 3.Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher Ed 2007
  - 4.Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann 2004
  - 5.Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley 2011
  - 6.Lowson. Strategic Operations Management, Routledge, Taylor & Francis, 2015
- Jay Heizer, Barry Render, et al. Operations Management Twelfth Edition | By Pearson, 2017

### SEMESTER IV

Course Title: Elective – **Employability and Career Advancement Competence**

**Course Type: Skill Based**  
**Course Code: 23PAS2**

Total Hours: 75 Hours/Week: 5 Credits: 2

Pass-Out Policy: Minimum Contact Hours: 45 hrs  
Total Score :100% Internal: 40 External:60  
Minimum Pass: 50%[No Minimum for Internal]

Course Creator

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CLO- No.	<b>Course Learning Outcomes (CLO)</b> <i>Upon completion of this course, students will be able to:</i>	% of PLO mapping with CLO	CLO&PLO Mapped with GA	Cognitive Level (CL)	Knowledge Category (KC)
CLO-1	To learn the basics of preparing a covering letter	1(6),3(7),5(7)	3,5,6	Ap	F
CLO-2	To prepare attractive and effective resumes	1(7),3(6),9(7)	3,5,6	Ap	F
CLO-3	To study on critical problem-solving techniques and facing psychological tests	1(6),2(7),3(7)	1,5,7	E	C
CLO-4	To develop the skills required in the selection process	1(5),3(5),5(5),9(5)	1,3,7	Ap	F
CLO-5	To develop the skills to face an interview effectively	1(7),4(6),5(7)	1,3,7	E	F

Module	Course Description	Hours	% of CLO mapping with Module	Learning Activities	Assessment Tasks	References
I	<b>Application Process : Covering Letter</b>					

1.1	Drafting a Covering Letter	7	1(50)	SP	HoA	4
1.2	E-Mail Covering Letter	8	1(50)	SP	HoA	4
<b>II</b>	<b>Resume Writing</b>					
2.1	Writing a Resume	5	2(33)	SP	HoA	2
2.2	Video and Infographic Resume	5	2(33)	SP	HoA	2
2.3	LinkedIn profile	5	2(34)	SP	HoA	2
<b>III</b>	<b>Types of Tests</b>					
3.1	Aptitude Tests	5	3(25)	WSQ	CT	2
3.2	Achievement Tests	5	3(25)	WSQ	CT	2
3.3	IQ Tests	2	3(25)	WSQ	CT	2
3.4	EQ Tests	3	3(25)	WSQ	CT	2
<b>IV</b>	<b>Selection process</b>					
4.1	Group Discussions	5	4(33)	GD	HrA	3
4.2	Case Study	5	4(33)	GD	HrA	3
4.3	Presentation and Extempore Speech	5	4(34)	GD	HrA	3
<b>V</b>	<b>Interview Techniques</b>					
5.1	Mock Interview	5	5(40)	Sim	CA	1
5.2	Telephonic Interview	5	5(30)	Sim	CA	1
5.3	Video Interview	5	5(30)	Sim	CA	1

### Reference Books

1. Winning Interview Skills, Compiled & Edited by J.K. Chopra.
2. A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
3. Jain, T.S. and Gupta – Interviews and Group Discussion, Agra, Upkar Prakashan.
4. Anandamurugan, S. – Tips to your Sure Success for Placement, Chennai, Shivam Books, 2010
5. Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6. Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.