



## Criterion 1 – Curricular Aspects

<b>Key Indicator</b>	1.1	Curriculum Design and Development
<b>Metric</b>	1.1.2	Percentage of Programmes where syllabus revision was carried out during academic year 2022-23

### DEPARTMENT OF MANAGEMENT STUDIES

Sl. No.	Programme Code	Programme name	Year of Introduction	Year of revision	Percentage of Syllabus content added or replaced
01.	403	MBA - Master of Busienss Administration	2007-08	2022	10.78%

S.No	Contents
1.	Minutes of Board of Studies
2.	Extracts of minutes of the Academic Council Meeting
3.	Curriculum and Syllabus of the programme – Before Revision
4.	Curriculum and Syllabus of the programme – After Revision

Legend : Highlighted Color - Red

– Indicates courses which are removed from syllabus before revision

Highlighted Color - Green

– Indicates courses which are removed from syllabus after revision

## 1. Minutes of Board of Studies

### Department of Management Studies

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**PERIYAR  
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VALLAM, THANJAVUR - 613 403  
TAMIL NADU - INDIA

### MINUTES OF Board of Studies Meeting

Date: 20.08.2022

Venue: Dom5

Time : 10:30 AM

Place: PMIST, Vallam – Thanjavur

The Board of Studies was held on PMIST, Thanjavur on 20.08.2022 at 10:30 a.m. for the framing of MBA curriculum of regulations 2022.

#### Agenda:

1. Implementation of actions on feedback of curricular aspects from stakeholders.
2. Presentation of curriculum for MBA degree program for regulation 2022.
3. Presentation of value added courses offered by department of management studies.

The following academic members were present

S.no	Faculty Name	Designation	Representing	Signature
1	Dr. B.Mahendra Mohan	Head / DoMS	Chairperson	
2	Dr. V. Sriraman	Assoc. Prof. BIM Trichy	Member-Academic	
3	Dr. Ravikumar ramadoss	Co-Founder PixMarks Solution, Thanjavu	Member-Advisory	
4	Dr. KVR Rajandran	Prof. DoMS	Member	

#### A. FEEDBACK ON CURRICULAR ASPECTS

The feedbacks were collected from the following stakeholders

1. Teachers
2. Employers
3. Alumni
4. Students

In addition the feedback from academic experts and industry experts participated in the department advisory committee were presented.

#### B. CURRICULAR INTERVENTION BASED ON CO ATTAINMENT

#### A. CURRICULAR INTERVENTION BASED ON CO ATTAINMENT

The CO attainment and PO attainment for the courses were presented to the members. Syllabus were modified for the course.

#### B. PRESENTATION OF CURRICULUM AND SYLLABUS

##### A. FEEDBACK ON CURRICULAR ASPECTS

The feedback were collected and analyzed during 2018-19, 2019-20 and 2020-21 from the following stake holders

1. Teachers
2. Employers
3. Alumni students
4. Students

In addition the feedback from Academic Expert, Industry Expert, Teachers, Alumni and students who participated in Department Advisory Committee Meeting (DAC) were presented. The action taken for the feedbacks are given as "Remarks" column in the point "C"

##### B. CURRICULUM INTERVENTION BASED ON CO ATTAINMENT

The CO attainment and PO attainment for the courses were presented to the members and were discussed.

##### C. PRESENTATION OF CURRICULUM AND SYLLABUS

All the courses of MBA programme prepared by the faculty member of the Department of Management Studies are presented individually. The deletion, addition and introduction of new courses related details are tabulated for all courses in the following table.

Table II: Discussions on courses with actions as remarks

S.No	Sem	Course Name	Course content Deleted	Course Content Added	Percentage of Change	Remarks
1	1	YBA101-Principles of Management	Nil	Nil	0%	
2	1	YBA102-Organizational Behaviour	Nil	Nil	0%	
3	1	YBA103-Economic Analysis and Business Environment	Calculation of GDP, Consumer Price index Financial system, Debt finance, Equity finance, SEBI, Stock indices	Economics Nobel laureates CPI, WPI, PMI Inflation, Balance of payment Prisoner's dilemma, Oligopoly	15%	Feedback given by BoS Subject experts

				prisoner's dilemma, Bargaining		
4	1	YBA104- Accounting for Managers	<p>Introduction to Standard Costing, Advantages and Disadvantages of Standard Costing, Break Even Analysis, Cost Volume Profit Analysis and Decision making.</p> <p>Variances: Prepare the Material Variances, Labour Variances and Overhead Variances.</p> <p>Define Marginal Costing and its advantages and disadvantages</p> <p>Introduction to JIT, TQM</p>	<p>Fund Flow Statement, Forensic Accounting, ICAI, ESG Metrics, ESG Analysis.</p> <p>Define Marginal Costing and its advantages and disadvantage, Financial reporting analysis, Costing for Managers</p> <p>Variances: Prepare the Material Variances, Labour Variances and Overhead Variances, Budgetary Control.</p> <p>Kaizen Costing, Total Cost Management</p>	35%	Feedback given by BoS Subject experts
5	1	YBA105-Business Mathematics and Statistics	Nil	Nil	0%	-
6	1	YBA106-Business Legislation for Management	<p>Legal relations between partners - Rights of incoming and outgoing partners - Retirement and Expulsion - Dissolution of firm.-Limited Liability Partnership</p>	<p>Types of Business Entities, Company identifiers, Types of companies- Joint stock- Limited Liability Company</p> <p>Nonessential Elements of a</p>	50%	Feedback given by BoS Subject experts

			Holder for value and holder in due course - Types of negotiation – consignment – rights and duties of collecting and paying bankers – forgery.	<p>Sales Contract</p> <p>Concept Of Intellectual Property - Patents- Product/Process Patents-Duration of Patents - Patentable Subject Matter - Non Patentable Subject Matter - Object of Trade Marks Law- Important Definitions In The Trade Marks Act, 1999- Registration of Trade Marks - Meaning of Copyright And The Rights Conferred - Works In Which Copyright Subsists copyright pertaining To Software - Authorship And Ownership - Concept Of Design - Geographical Indication concept.</p> <p>Introduction – IT Act- Digital Signature- Electronic Governance- Attribution, Acknowledgment and Despatch of Electronic Records- Cyber crime-</p>		
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				Introduction to Competition law- Role of CCI- Anti Competitive agreement- Abuse of Dominance- Regulations of combinations- Remedies		
7	I	YBA107-Business Ethics and Corporate Governance	Completely Changed	Completely Added new	100%	Feedback given by BoS Subject experts
8	I	YBA108-Business Communication	Nil	E-mail etiquette	05%	Feedback given by BoS Subject experts
9	II	YBA201-Financial Management	Meaning and Reasons for Mergers and Acquisition-Cost and benefits of a Merger.	Bond Valuation Enterprise Risk Management	05%	Feedback given by BoS Subject experts
10	II	YBA202-Human Resource Management	Nil	Work From Home (WHF) vs Performance Appraisal, Employee Diversity and Performance Appraisal	05%	Feedback given by Course Teacher and BoS Subject experts
11	II	YBA203-Marketing Management	Nil	Product and Service Differentiation	05%	Feedback given by Course Teacher and BoS Subject experts
12	II	YBA204-Production and Operations Management	Nil	Supply Chain Management Theory of constraints	05%	Feedback given by BoS Subject experts
13	II	YBA205-Information Management	Intelligence System development methodologies,	Role of IT in Business Role of Technology in	40%	Feedback given by DAC members and BoS Subject experts

			<p>Functional Information Systems, AI-DSS, EIS, KMS, GIS, International Information System</p> <p>Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.</p> <p>HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management</p>	<p>Manufacturing- PLC, Automation, CNC, Robotics, Industry 4.0, 3D printing, MRP</p> <p>Role of Technology in Business</p> <p>Operations - HRMS, CRM, Digital Marketing, Sales Planning, Forecasting, Financial Systems, Block chains, Bitcoins</p> <p>Data warehousing, Data warehouse Architecture, Data Mart, Data Mining- Data Mining Techniques, Applications of Data Mining, Market Basket Analysis.</p>		
14	II	YBA206-Business Research Methods	Nil	Nil	0%	
15	II	YBA207-Operations Research	Nil	Simulation, Decision Analysis	05%	Feedback given by Course Teachers, DAC members and BoS Subject experts
16	II	YBA208-Entrepreneurship Development	Nil	Electronic Commerce, Digital Marketing, IOT, challenges and Opportunities of Digital Entrepreneurship	10%	Feedback given by Alumni and BoS Subject experts

17	III	YBA301 - Strategic Management	Nil	Nil	0%	
19	III	YBAE01 - Supply Chain and Logistics Management	Nil	Nil	0%	
20	III	YBAE02 - Product Design and Development	Nil	Nil	0%	Only Course Title reframed as suggested by BoS Experts
21	III	YBAE03 - Quality Management	Nil	Nil	0%	
22	III	YBAE04 - Investment Management	Nil	Nil	0%	
23	III	YBAE05 - Mergers and Acquisitions	Nil	Nil	0%	
24	III	YBAE06 - Banking and Insurance Management	Nil	Nil	0%	
25	III	YBAE07 - Training and Development	Nil	Nil	0%	
26	III	YBAE08 - Industrial Relations and Labour Law	Nil	Nil	0%	
27	III	YBAE09 - Compensation Management	Nil	Nil	0%	
28	III	YBAE10 - Retail Management	Nil	Nil	0%	
29	III	YBAE11 - Consumer Behaviour	Nil	Nil	0%	
30	III	YBAE12 - Integrated Marketing Communication	Nil	Nil	0%	
31	III	YBAE13 - Business Analytics	Nil	Nil	0%	
32	III	YBAE14 - Enterprise Resource Planning	Nil	Nil	0%	



33	III	YBAE15- E-Business	Nil	Nil	0%	
34	III	YBAE16 - IPR for Entrepreneurs	Nil	Nil	0%	Only Course Title reframed as suggested by BoS Experts
35	III	YBAE17 - Entrepreneurial Finance		Added Newly		Replaced the existing course based on the feedback given by DAC members and BoS Subject experts
36	III	YBAE18 - Design Thinking and Innovation for Entrepreneurs	Technology and Humanity- Importance of values in Technology and Design-Socio Technical Systems and Modelling- Technology Impact on Future of Employment- Technology Risk Management- Technology and Ethical Concerns	Introduction to Design Thinking - Stages of Design Thinking- Information Gathering through research - Group Discussion - Basic Design - Themes of Thinking - Brainstorming - Sketches - Idea presentation - Developing Design - Types of Prototype - Class practice	20%	Course Title reframed and Changed one Unit based on the feedback given by BoS Experts
37	IV	YBA401 - Rural Marketing Environment	Nil	Nil	0%	Only Course Title reframed as suggested by BoS Experts
38	IV	YBA402 - International Business	Nil	Nil	0%	Only Course Title reframed as suggested

						by BoS Experts
39	IV	YBA403 - Project Management	Nil	Nil	0%	
40	IV	YBA404 - Business Research Project	Nil	Nil	0%	
41	IV	YBAE19 - Strategic Sourcing and Vendor Management	-	-	-	Introduced as new elective course under Operations Specialization as suggested by BoS Experts
42	IV	YBAE20 - Supply Chain Analytics	-	-	-	Introduced as new elective course under Operations Specialization as suggested by BoS Experts
43	IV	YBAE21 - Financial Market and Services	-	-	-	Introduced as new elective course under Finance Specialization as suggested by BoS Experts
44	IV	YBAE22 - Behavioral Finance	-	-	-	Introduced as new elective course under Finance Specialization as suggested by BoS Experts
45	IV	YBAE23- Human Resource Metric and Analytics	-	-	-	Introduced as new elective course under HR Specialization

						as suggested by BoS Experts
46	IV	YBAE24 - International Human Resources Management	-	-	-	Introduced as new elective course under HR Specialization as suggested by BoS Experts
47	IV	YBAE25 - Services Marketing	-	-	-	Introduced as new elective course under Marketing Specialization as suggested by BoS Experts
48	IV	YBAE26 - Digital and Social Media Marketing	-	-	-	Feedback given by Employer. Introduced as new elective course under Marketing Specialization as suggested by BoS Experts
49	IV	YBAE27 - Managing Digital Innovation and Transformation	-	-	-	Introduced as new elective course under Systems Specialization as suggested by BoS Experts
50	IV	YBAE28 - Data Mining for Business Decision	-	-	-	Introduced as new elective course under Systems Specialization

						as suggested by BoS Experts
51	IV	YBAE29 - Social Entrepreneurship				Introduced as new elective course under Entrepreneurship Specialization as suggested by BoS Experts
52	IV	YBAE30 - Entrepreneurial Marketing				Introduced as new elective course under Entrepreneurship Specialization as suggested by BoS Experts

#### C. LIST OF NEWLY INTRODUCED COURSES IN 2022

S.No	Name	Semester
1.	YBA 104 -Accounting for Managers	I
2	YBA 205 – Information Management	IV

#### D. LIST OF COURSES ADDED / REMOVED

S.No	Course Details	Semester	Added / Removed
1.	YBAE83- Advertisement Management for Entrepreneurs	II	Removed

#### E. PERCENTAGE OF CHANGES IN THE SYLLABUS


No.of courses added = 2 core = 8 Credits

No of courses removed = 1 – 03 credits

% Change =  $(11/102) * 100 = 10.78 \%$

## 2. Extracts of the Minutes of Academic Council Meeting

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**PERIYAR  
MANIAMMAI**  
INSTITUTE OF SCIENCE & TECHNOLOGY  
Established under Act 3 of 1972 (No. 10 of 1972) - Tamil Nadu, Government  
Think • Innovate • Transform

**MINUTES OF FORTIETH MEETING OF THE ACADEMIC COUNCIL**

**Date : 27.08.2022** **Venue: Richard Dawkins Hall**  
**Time : 10.30 A.M** **Place : PMIST, Vallam – Thanjavur**

The Fortieth Meeting of the Academic Council of the Periyar Maniammai Institute of Science & Technology (PMIST), Vallam, Thanjavur held on 27.08.2022 at 10.30 a.m.

Prof.S.Velusami, Hon'ble Vice-Chancellor, chaired the meeting.

**The following Academic Council Members were present**

1.	Dr.D.Aarthi Saravanan	Member
2.	Dr.A.Anand Jerard Sebastine	Member
3.	Dr.S.Arumugam	Member
4.	Dr.P.Aruna	Member
5.	Dr.S.Asokan	Member
6.	Dr.S.Buvaneswari	Member
7.	Dr.A.George	Member
8.	Dr.S.Gomathi	Member
9.	Dr.P.Guru	Member
10.	Dr.V.Hamsadhwani	Member
11.	Dr.R.Jayanthi	Member
12.	Dr.N.Jayanthi	Member
13.	Dr.J.Jeyachidra	Member
14.	Mr.I.Karthic Subramaniyan	Member
15.	Dr.T.Kavitha	Member
16.	Dr.K.Kesavan	Member
17.	Dr.R.Krishnamurthi	Member
18.	Dr.S.P.Kulanthaivel Babu	Member

1



19.	Dr.D.Kumar	
20.	Dr.S.Kumaran	Member
21.	Dr.D.Maghesh Kumar	Member
22.	Dr.B.Mahendra Mohan	Member
23.	Dr.C.Narmadha	Member
24.	Dr.T.Narmadha	Member
25.	Mr.A.Pugazhenth	Member
26.	Dr.KVR.Rajandran	Member
27.	Mr.R.Rakesh	Member
28.	Dr.D.Ramesh	Member
29.	Ar.N.Ramesh Babu	Member
30.	Dr.D.Ruby	Member
31.	Dr.V.Sangeetha	Member
32.	Dr.J.Santhosh	External Member
33.	Dr.J.Sathyapriya	Member
34.	Dr.K.Selvakumar	Member
35.	Dr.K.Selvam	Member
36.	Dr. S.Senthamil Kumar	Member
37.	Dr.V.A.Shanmugavelu	Member
38.	Dr.M.Sharmila Begum	Member
39.	Dr.M.A.Sikandar	Member
40.	Dr.C.V.Subramanian	External Member
41.	Dr.G.Thamilvanan	Member
42.	Dr.K.Thirumaran	Member
43.	Dr.P.Vijayalakshmi	External Member
44.	Dr.S.Suppiah	Member
		Special Invitee

#### **ADDRESS BY THE VICE-CHANCELLOR**

The Chairperson welcomed all the Academic Council External and Internal members. He also presented the academic activities, organized by various Departments and Centers, held after the previous Academic Council Meeting.

9.	English	REG027	Afro-American Literature	3	0	0	3
10.	English	REG028	Women's writing in Afro American Literature	3	0	0	3
11.	English	REG029	Afro American Poetry, Prose & Literary Terms	3	0	0	3
12.	English	REG030	An Introduction to Indian English Drama	3	0	0	3
13.	English	REG031	An Introduction to New Historicism	3	0	0	3
14.	English	REG032	Girish Karnad and his Theatre	3	0	0	3
15.	English	REG033	An Introduction to Indian English Novel	3	0	0	3
16.	English	REG034	Feminist Theory & Criticism	3	0	0	3
17.	English	REG035	Kavita Kane and Mythology	3	0	0	3
18.	Management Studies	RBA064	Mutual Funds	3	0	0	3
19.	Management Studies	RBA065	Portfolio Management	3	0	0	3
20.	Management Studies	RBA066	Behavioural Finance	3	0	0	3
21.	Computer Science & Applications (CSA)	RCA033	Image Processing	3	0	0	3
22.	CSA	RCA034	Artificial Intelligence	3	0	0	3
23.	CSA	RCA035	Deep Learning	3	0	0	3
24.	CSA	RCA036	Cryptography And Information Security	4	0	0	4
25.	CSA	RCA037	Optimization Techniques	4	0	0	4
26.	CSA	RCA038	Cloud Computing	3	0	0	3

The matter is placed before the Academic Council for ratification.

**Dr.V.Sangeetha, External Member** suggested to revise and narrow down the English Course work titles, based on the Research Scholars' area of research.

#### **Resolution**

**RESOLVED TO RATIFY** the course works offered for the Research scholars registered from the academic year 2021-22 under Regulations 2021.

**VC 40.1.3 TO CONSIDER AND RATIFY** the increase in the intake from 100 to 120 for the B.Sc.-Computer Science programme under Full-Time from the academic year 2022-23.

#### **Notes:**

Based on the increasing demand for the B.Sc.-Computer Science programme

### 3 a. Curriculum and syllabus of the program before revision

#### SEMESTER-I

Course Code	Course Title	L	T	P	C
YBA101	Principles of Management	3	0	0	3
YBA102	Organizational Behaviour	3	0	0	3
YBA103	Economic Analysis and Business Environment	3	0	0	3
<b>YBA104</b>	<b>Accounting for Managers</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
YBA105	Business Mathematics and Statistics	3	1	0	4
YBA106	Business Legislation for Management	3	0	0	3
YBA107	Business Ethics and Corporate Governance	3	0	0	3
YBA108	Business Communication	3	1	0	4
	<b>Total</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

**Total Credits- 27**

#### SEMESTER-II

Course Code	Course Title	L	T	P	C
YBA201	Financial Management	3	0	0	3
YBA202	Human Resource Management	3	0	0	3
YBA203	Marketing Management	3	0	0	3
YBA204	Production and Operations Management	4	0	0	4
<b>YBA205</b>	<b>Information Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
YBA206	Business Research Methods	3	1	0	4
YBA207	Operations Research	3	1	0	4
YBA208	Entrepreneurship Development	3	0	0	3
	<b>Total</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

**Total Credits- 27**

#### SEMESTER-III

Course Code	Course Title	L	T	P	C
YBA301	Strategic Management	4	0	0	4
<b>OPERATIONS - ELECTIVES</b>					
YBAE01	Supply Chain and Logistics Management	3	0	0	3
YBAE02	Product Design and Development	3	0	0	3
YBAE03	Quality Management	3	0	0	3
<b>FINANCE - ELECTIVES</b>					
YBAE04	Investment Management	3	0	0	3
YBAE05	Mergers and Acquisitions	3	0	0	3
YBAE06	Banking and Insurance Management	3	0	0	3

HUMAN RESOURCE - ELECTIVES					
YBAE07	Training and Development	3	0	0	3
YBAE08	Industrial Relations and Labour Law	3	0	0	3
YBAE09	Compensation Management	3	0	0	3
MARKETING - ELECTIVES					
YBAE10	Retail Management	3	0	0	3
YBAE11	Consumer Behaviour	3	0	0	3
YBAE12	Integrated Marketing Communication	3	0	0	3

**\*Total Credits- 22**

**\*Students have to choose any two specializations**

#### SEMESTER-IV

Course Code	Course Title	L	T	P	C
YBA401	Rural Marketing Environment	3	0	0	3
YBA402	International Business	3	0	0	3
YBA403	Project Management	3	0	0	3
YBA404	Business Research Project	0	0	0	6
OPERATIONS - ELECTIVES					
YBAE19	Strategic Sourcing and Vendor Management	3	0	0	3
YBAE20	Supply Chain Analytics	3	0	0	3
FINANCE - ELECTIVES					
YBAE21	Financial Market and Services	3	0	0	3
YBAE22	Behavioral Finance	3	0	0	3
HUMAN RESOURCE - ELECTIVES					
YBAE23	Human Resource Metric and Analytics	3	0	0	3
YBAE24	International Human Resources Management	3	0	0	3
MARKETING - ELECTIVES					
YBAE25	Services Marketing	3	0	0	3
YBAE26	Digital and Social Media Marketing	3	0	0	3

**\*Total Credits- 27**

COURSE CODE	YBA104	L	T	P	C
COURSE NAME	ACCOUNTING FOR MANAGERS	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVES					
1. To learn how to prepare financial statements					
2. To learn application of various ratios in balance sheet					
3. To learn cost and variance concepts					
4. To learn costing concepts					
5. To learn contemporary concepts of accounting in business					
COURSE OUTCOMES		Domain	Level		
CO1	Explain the methodology of preparing Financial Statements	Cognitive	Understanding Applying		
CO2	Explain the Ratio Analysis and the Cash Flow statements	Cognitive	Understanding Applying		
CO3	Build Cost Sheet and marginal costing	Cognitive	Applying		
CO4	Analyze Standard costing and variances	Cognitive	Analysing		
CO5	Explain contemporary concepts of accounting in business	Cognitive	Understanding		
UNIT I FINANCIAL ACCOUNTING					20
Concepts and Conventions of Accounting, Preparation of Balance sheet- Journal, Ledger, Trial Balance, Trading Accounting, Profit and Loss Account and Balance sheet with Adjustments. IFRS and Indian Accounting Standards					
UNIT II FINANCIAL STATEMENT ANALYSIS					12
Ratio Analysis: Classification of Ratios, Preparation of Common Size Statements, Preparation of Cash Flow Statement, Fund Flow Statement, Forensic Accounting, ICAI, ESG Metrics, ESG Analysis.					
UNIT III COSTING					12
Introduction to Costing, Preparation of Cost Sheet, Break Even Analysis, Cost Volume Profit Analysis and Decision making, Define Marginal Costing and its advantages and disadvantages, Financial reporting analysis, Costing for Managers.					
UNIT IV STANDARD COSTING, VARIANCE, BUDGETARY					8
Introduction to Standard Costing, Advantages and Disadvantages of Standard Costing, Variances: Prepare the Material Variances, Labour Variances and Overhead Variances, Budgetary Control.					
UNIT V CONTEMPORARY CONCEPTS					8
Kaizen Costing, Total Cost Management, Activity Based Costing, Target costing and Life cycle Costing and Pricing Methods					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	
TEXT BOOKS					
1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Financial Accounting, Margham Publications, 2012.					
REFERENCES					
1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Management Accounting, Margham Publications, 2014.					
2. N.P. Srinivasan and M. Sakthivel Murugan, Revised Edition, Accounting for Management, S Chand & Co., Ltd 2010					
3. Narayanasamy, Financial Accounting, PHI Publisher New Delhi, 2010					



**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3			3			1				
<b>CO 2</b>	3			2	2						
<b>CO 3</b>	3				1						
<b>CO 4</b>	3				1						
<b>CO 5</b>	3	3							1		
<b>Total</b>	15	3	0	5	4	0	1	0	1	0	0
<b>Scaled to 0,1,2,3</b>	3	1	0	1	1	0	1	0	1	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBA 201</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>FINANCIAL MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
1. To learn overview of Financial Management and Time Value of Money 2. To learn Capital Budgeting Techniques 3. To learn the Capital Structure and Dividend Policy 4. To learn basics of Inventory Management 5. To learn basics of Mergers and Takeovers					
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	<i>Understanding</i> the overview of Financial Management and Time value of Money.	Cognitive	Understanding		
CO2	<i>Understanding</i> capital budgeting techniques.	Cognitive	Understanding		
CO3	<i>Understanding</i> the capital structure and dividend policy	Cognitive	Understanding		
CO4	<i>Understanding</i> the sources of long term finance and basics of inventory management.	Cognitive	Understanding		
CO5	<i>Understanding</i> the sources of short term finance and basics of mergers and takeovers	Cognitive	Understanding		
<b>UNIT I-NATURE AND SCOPE OF FINANCIAL MANAGEMENT, TIME VALUE OF MONEY</b>					<b>6</b>
Meaning-Definition-Objectives and Functions of Financial Management-Role of Finance Manager-Scope of Financial Management. Meaning for Time preference for Money-Techniques of Time value of Money- Time Value of Money Problems using any one of the basic software.					
<b>UNIT II-RISK AND RETURN, COST OF CAPITAL, CAPITAL BUDGETING</b>					<b>12</b>
Meaning of Risk-Systematic Risk and Unsystematic Risk-Relationship between Risk and Return-Capital Asset Pricing Model (CAPM). Meaning and Definition of Cost of Capital-Computation of Cost of Capital- Meaning and Definitions of Capital Budgeting- Methods-Payback period Method-Accounting Rate of Return Method- Discounted Cash Flow Method.					

<b>UNIT III- CAPITAL STRUCTURE AND LEVERAGES, WORKING CAPITAL MANAGEMENT, DIVIDEND POLICY</b>			<b>12</b>
Meaning and Definition of Capital Structure- Theories of Capital Structure-Define Leverage – Types of Leverage. Working Capital Management-Working capital policy-Cash and Liquidity Management. Meaning of Dividend-Models of Dividend policy-Walter’s Models-Gordon’s Model-Modigliani Miller Model-Forms of Dividend			
<b>UNIT IV-SOURCES OF FINANCE</b>			<b>6</b>
Sources of Long term Finance, Equity Shares-Preference Shares-Debentures or Bonds-Term Loans-Retained Earnings, Sources of Short term Finance -Factoring-Trade credit -Merits and Demerits.			
<b>UNIT V-CORPORATE RISK MANAGEMENT, MERGER AND ACQUISITION</b>			<b>9</b>
Bond Valuation, Measuring and Managing Credit Risk, Market Risk, Derivative Risk, Commodity Risk, Enterprise Risk Management			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
Chandra, Prasanna, Financial Management–Theory and Practice, Eighth edition, TMH Publishing Company Ltd., New Delhi,			
<b>REFERENCES</b>			
I.M. Pandey, Essentials of Financial Management-Fourth edition, Vikas Publishing House Pvt., Ltd., Noida.			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0		
<b>CO 2</b>	3	0	1	0	2	0	0	0	0		
<b>CO 3</b>	3	0	0	1	0	0	0	0	0		
<b>CO 4</b>	3	0	0	0	0	0	0	0	0		
<b>CO 5</b>	3	2	1	0	0	0	0	0	1		
<b>Total</b>	15	2	2	1	2	0	0	0	1		
<b>Scaled to 0,1,2,3</b>	3	1	1	1	1	0	0	0	1		

1-5→1, 6-10 →2, 11-15→3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBA202	L	T	P	C
COURSE NAME	HUMAN RESOURCE MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the evolution of human resource management					
2. To learn how to forecast manpower need					
3. To learn the recruitment practices and selection procedure					
4. To learn the new perspectives in Training					
5. To learn application of grievance handling mechanism					
COURSE OUTCOMES		Domain		Level	
CO1	Learn the evolution of human resource management	Cognitive		Understanding	
CO2	Identify the demand forecasting of human resource required and hire right person for right place at right time	Cognitive		Understanding	
CO3	Identify the various recruitment practices and selection procedure	Cognitive		Understanding	
CO4	Analyze new perspectives in Training and executive development	Cognitive		Understanding	
CO5	Recognize the performance evaluation and learn how to handle grievance.	Cognitive		Understanding	
UNIT I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT					05
Evolution of Human Resource Management –Functions of HRM – Techniques in HRM - Role of Human Resource Manager – Qualities of Human Resource Manager					
UNIT II HUMAN RESOURCE PLANNING, JOB ANALYSIS AND DESIGN					10
Human Resource Planning - Objectives of HRP - Factors affecting HRP - Process of HRP; Job Analysis - Objectives of Job Analysis – Process of Job Analysis - Job Description - Job Specifications - Job Evaluation – Objectives – Process of Job Evaluation - Methods .					
UNIT III EMPLOYEE RECRUITMENT, SELECTION & SOCIALIZATION					10
Recruitment - Factors affecting recruitment, Constraints and Challenges in Recruitment Process, Process of Recruitment, Sources of Recruitment and Recruitment Practices in India; Selection - Steps in Selection Procedure, Socialization process.					
UNIT IV TRAINING& EXECUTIVE DEVELOPMENT					10
Concept of Training, Training Methods, New Training Techniques, Evaluation of Training, Emerging Issues in Training, Training Need Analysis – Neuro Linguistic Programme (NLP)- Executive Development – Objectives – Methods.					
UNIT V PERFORMANCE APPRAISAL AND GREIVANCE REDRESSAL					10
Performance Appraisal, Methods of Performance Appraisal, Potential Appraisal, Possible Errors in the Appraisal Process; Work From Home (WHF) vs Performance Appraisal, Employee Diversity and Performance Appraisal; Grievance – Causes – Implications - Redressal Procedure.					
LECTURE		TUTORIAL		PRACTICAL	
45		0		0	
TOTAL		TOTAL		TOTAL	
45		0		45	
TEXT BOOKS					
C.B.Gupta, Human Resource Management - Text and Cases, Sultan Chand & Sons, New Delhi.					

**REFERENCES**

1. Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
2. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
3. Venkataraman & Srivastava, Personnel Management & Human Resources
4. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984

**WEB REFERENCE**

1. <http://www.nitc.ac.in/app/webroot/img/upload/546896605.pdf>
2. <https://www.assessteam.com/managing-work-from-home-employee-performance>
3. <https://www.small-improvements.com/blog/performance-management-diversity-and-inclusion/>

**Table 1: Mapping of COs with Pos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	2	0	0	0	2	0	0	2	0	0
<b>CO 2</b>	2	2	2	0	0	2	0	0	2	0	0
<b>CO 3</b>	2	2	2	0	0	2	0	0	2	0	0
<b>CO 4</b>	3	2	2	2	0	2	0	0	2	0	0
<b>CO 5</b>	2	2	2	0	0	2	0	0	2	0	0
<b>Total</b>	12	10	10	2	0	10	0	0	10	0	0
<b>Scaled Value</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>

1-5 → 1, 6-10 → 2, 11-15 → 3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>		<b>YBA203</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>		<b>MARKETING MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>		<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>		<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OUTCOMES</b>			<b>Domain</b>		<b>Level</b>	
CO1	<i>Understand</i> the concept of Marketing Management.		Cognitive		Understanding	
CO2	<i>Understand</i> the Customer value & Market segment.		Cognitive		Understanding	
CO3	<i>Understand</i> the Product strategy.		Cognitive		Understanding	
CO4	<i>Understand</i> the Communicating value.		Cognitive		Understanding	
CO5	<i>Understand</i> the concept of Competitive dynamics.		Cognitive		Understanding	
<b>UNIT I UNDERSTANDING MARKETING MANAGEMENT</b>						<b>7</b>
Defining Marketing for the 21 <sup>st</sup> Century – The Importance of Marketing – The scope of Marketing – Core Marketing Concepts – The New Marketing Realities – Company Orientation toward the Marketplace – Marketing Management Tasks						
<b>UNIT II CONNECTING WITH CUSTOMERS</b>						<b>10</b>
Creating Customer Value, Satisfaction and Loyalty – Maximizing Customer Lifetime Value – Cultivating Customer Relationships.						
<b>IDENTIFYING MARKET SEGMENTS AND TARGETS</b>						
Bases for Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting.						
<b>UNIT III SETTING PRODUCT &amp; SERVICES STRATEGY</b>						<b>10</b>
Product Characteristics and Classifications – Product and Service Differentiation – Product and Brand Relationships – Packaging, Labeling, Warranties and Guarantees.						
<b>DEVELOPING PRICING STRATEGIES AND PROGRAMS &amp; DELIVERING VALUE</b>						
Understanding Pricing – A changing Pricing Environment – How Companies Price? – Marketing Channels and Value Networks.						
<b>UNIT IV COMMUNICATING VALUE &amp; MASS COMMUNICATIONS</b>						<b>8</b>
Marketing Channels and Value Network-The Role of Marketing Channels-Channel Design Decisions-Channel Management Decisions. The Role of Marketing Communications – Developing and Managing an Advertising Program - Introducing New Market Offerings – New Product Options						
<b>UNIT V COMPETITIVE DYNAMICS</b>						<b>10</b>
Competitive Strategies for Market Leaders – Other Competitive Strategies – Product Life Cycle Marketing Strategies.						
<b>CRAFTING THE BRAND POSITIONING</b>						
Developing and Establishing a Brand Positioning – Differentiation Strategies. What is Brand Equity? – Role of Brands – The Scope of Branding – Defining Brand Equity.						
<b>LECTURE</b>		<b>TUTORIAL</b>		<b>PRACTICAL</b>		<b>TOTAL</b>
<b>45</b>		<b>0</b>		<b>0</b>		<b>45</b>
<b>TEXT BOOKS</b>						
V.S.Ramasamy ,S.Namakumari, Marketing Management Global Perspective Indian Context 5 <sup>th</sup> Edition, McGraw Hill Education(India) Pvt., Ltd., New Delhi						
<b>REFERENCES</b>						
Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, <i>Marketing Management – A South Asian Perspective</i> , Pearson Education Inc., New Delhi.						



**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	2	0	1	0	0	0	0	0	2	0	0
CO 2	2	1	1	0	0	0	0	0	2	0	0
CO 3	2	1	1	1	0	0	0	0	2	0	0
CO 4	2	1	1	3	0	0	0	0	2	0	0
CO 5	2	1	1	0	0	0	0	0	2	0	0
Total	10	4	5	4	0	0	0	0	8	0	0
Scaled Value	2	1	1	1	0	0	0	0	2	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBA204</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>4 : 0 : 0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>LEARNING OUTCOMES</b>					
1. To learn productivity and product design 2. To learn the different types of processes and layouts 3. To learn how to forecast 4. To learn aggregate planning and inventory control 5. To learn MRP and lean production					
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	<i>Explain</i> operations, productivity and the various steps in product design.	Cognitive	Understanding		
CO2	<i>Explain</i> the types of processes, process selection, capacity planning and facility layout.	Cognitive	Understanding		
CO3	<i>Solve</i> forecasting problems.	Cognitive	Apply		
CO4	<i>Explain</i> supply chain management, aggregate planning and inventory control.	Cognitive	Understanding		
CO5	<i>Explain</i> material requirements planning, scheduling and lean production.	Cognitive	Understanding		
<b>UNIT I - INTRODUCTION TO OPERATIONS, PRODUCT DESIGN</b>					<b>12</b>
Operations, Transformation process, Operations management, Productivity, Product design - Product design process					
<b>UNIT II - PROCESS SELECTION, CAPACITY PLANNING</b>					<b>12</b>
Process selection and design - Classification, Product-process matrix, Process flow chart, Capacity management - Capacity planning					
<b>UNIT III - FACILITY LAYOUT, FORECASTING</b>					<b>12</b>
Facility Layout – Types of layouts, Product layout, Process layout, Forecasting – Components of demand, Forecasting techniques, Qualitative techniques, Time series analysis, Forecast errors					
<b>UNIT IV - AGGREGATE PLANNING, INVENTORY CONTROL</b>					<b>12</b>
Supply Chain Management, Aggregate Sales and Operations Planning - Planning Strategies Inventory Control - Inventory costs, Inventory systems, Fixed order quantity model					

UNIT V - MATERIAL REQUIREMENTS PLANNING, SCHEDULING, LEAN PRODUCTION				12
Material Requirement Planning - Master production schedule, Bill of materials, Operations Scheduling, Theory of constraints, Lean Production				
LECTURE	TUTORIAL	PRACTICAL	TOTAL	
60	0	0	60	
TEXT BOOKS				
1. Roberta S Russell, Bernard W Taylor (2012), <i>Operations Management</i> , 7 <sup>th</sup> Edition, Wiley.				
REFERENCES				
1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal (2013), <i>Operations Management for Competitive Advantage</i> , Tata McGraw-Hill.				
2. Mahadevan B (2010). <i>Operations Management: Theory and Practice</i> . Pearson.				

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	2	0	0	2	0	0	0	0	0	0
<b>CO 4</b>	3	0	0	0	2	0	0	0	0	0	0
<b>CO 5</b>	3	0	0	0	2	0	0	0	0	0	0
<b>Total</b>	15	2	0	0	6	0	0	0	0	0	0
<b>Scaled to 0,1,2,3</b>	3	1	0	0	2	0	0	0	0	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBA205	L	T	P	C
COURSE NAME	INFORMATION MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
COURSE OUTCOMES		Domain		Level	
CO1	Understand the basic concept of Information system	Cognitive		Understanding	
CO2	Understand the system flow	Cognitive		Understanding	
CO3	Understand the concept of Data Base Management System.	Cognitive		Understanding	
CO4	Understand the security system concept	Cognitive		Understanding	
CO5	Understand the new advancements in IT	Cognitive		Understanding	
UNIT I INTRODUCTION					10
Data, Information, Information Technology, Role of IT in Business , Information System, evolution, types based on functions and hierarchy, Role of Technology in Manufacturing-					

PLC, Automation, CNC, Robotics, Industry 4.0, 3D printing, MRP			
<b>UNIT II TECHNOLOGY IN BUSINESS OPERATIONS</b>			<b>9</b>
Role of Technology in Business Operations - HRMS, CRM, Digital Marketing, Sales Planning, Forecasting, Financial Systems, Block chains, Bitcoins			
<b>UNIT III DBMS, DATA WAREHOUSING, DATA MINING</b>			<b>10</b>
DBMS, Data warehousing, Data warehouse Architecture, Data Mart, Data Mining- Data Mining Techniques, Applications of Data Mining, Market Basket Analysis.			
<b>UNIT IV SECURITY CONTROL AND REPORTING</b>			<b>8</b>
Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.			
<b>UNIT V NEW IT INITIATIVES</b>			<b>8</b>
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM, Big data, IOT, SMAC, Machine learning			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008. 2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012. 3. Text Book(s) Information Technology for Management: Advancing Sustainable, Profitable Business Growth - Efraim Turban, Linda Volonino, Gregory R Wood			
<b>REFERENCES</b>			
1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012 2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008. 3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013. 4. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008. 5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007. 6. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004. 7. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012 8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007. 9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013. 10. Adriaans P. and Zantinge. (2007). Data Warehousing in the Real World, I/e Pearson Education			

**Table 1: Mapping of COs with Pos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	2	3	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	2	3	0	0	0	0	0	0	2	0	0
<b>CO 3</b>	2	3	0	0	2	0	0	0	2	0	0
<b>CO 4</b>	2	3	0	0	0	0	2	0	2	0	0
<b>CO 5</b>	2	3	0	0	0	0	0	0	2	0	0
<b>Total</b>	10	15	0	0	0	0	2	0	8	0	0
<b>Scaled Value</b>	2	3	0	0	0	0	1	0	2	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBA 206</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 1 : 0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	<i>Understand</i> the process in business research projects	Cognitive	Understanding&Apply		
CO2	<i>Define</i> business problem	Cognitive	Understanding&Apply		
CO3	<i>Analyzing</i> of collected data to investigate the research problem	Cognitive	Understanding&Apply		
CO4	<i>Designing</i> of questionnaires for data collection	Cognitive	Understanding&Apply		
CO5	<i>Interpret</i> of data using statistical techniques	Cognitive	Understanding&Apply		
<b>UNIT I INTRODUCTION</b>					<b>10</b>
Meaning of Research, Objective of Research, Motivation in Research, Types of Research Approaches, Significance of Research, research process, criteria of good Research, Problems Encountered by Researchers in India					
<b>UNIT II PROBLEM DEFINITION</b>					<b>10</b>
Research Problems, Selecting the problem, Necessity of defining the Problem, technique involved in defining a problem, Research Design, meaning, need for research design, features of a good design, important concepts relating to research design, different research designs					
<b>UNIT III SAMPLING, MEASUREMENT &amp; SCALING</b>					<b>12</b>
Sampling Need for Sampling, Definitions, Important Sampling Distributions, Method of Sampling Measurement in Research, Measurement Scales, Sources of Errors in Measurement, Tests of Sound Measurement, Techniques of developing Measurement Tools, Meaning of Scaling, Scale Classification Bases, Important Scaling Techniques, Scale Construction Techniques					
<b>UNIT IV DATA COLLECTION</b>					<b>13</b>
Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Difference between Questionnaires and Schedules, Other methods of data collection, collection of Secondary Data, Selection of appropriate method for data collection, Case Study method					

UNIT V DATA ANALYSIS & REPORT PREPARATION			15
Introduction to Uni-variate, Bi-variate and Multi-variate techniques, Report Writing. Techniques of interpretation, writing report with statistical output using Excel Spreadsheet or SPSS Package			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60
TEXT BOOKS			
Rajandran KVR and Guru P (2022), “Business Research Methods for MBA & BBA Students” Duraigo Publications, Chennai, Tamil Nadu			
Kothari C R, Research Methodology, New Age International Publishers			
REFERENCES			
Cooper D.R. & Schindler P.S., Business Research Methods, McGraw Hills, New Delhi			

**Table1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	2	1	1	1	3	2	1	1	1	0	0
<b>CO 2</b>	2	1	1	1	3	2	1	1	1	0	0
<b>CO 3</b>	2	1	1	1	3	2	1	1	1	0	0
<b>CO 4</b>	2	1	1	1	3	2	1	1	1	0	0
<b>CO 5</b>	2	1	1	1	3	2	1	1	1	0	0
	10	5	5	5	15	10	5	5	5	0	0

1-5 →1, 6 – 10 →2, 11-15 →3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>	<b>YBA207</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>OPERATIONS RESEARCH</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>4 : 0 : 0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

#### **LEARNING OUTCOMES**

1. To learn how to solve linear programming problems
2. To learn how to solve transportation and assignment problems
3. To learn how to solve replacement problems
4. To learn how to solve queuing and machine sequencing problems and simulation
5. To learn how to solve CPM and PERT problems

<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>
CO1	<i>Solve</i> linear programming problems.	Cognitive	Apply
CO2	<i>Solve</i> transportation and assignment problems.	Cognitive	Apply
CO3	<i>Solve</i> replacement problems.	Cognitive	Apply
CO4	<i>Solve</i> queuing, machine sequencing, simulation and decision analysis problems.	Cognitive	Apply
CO5	<i>Solve</i> CPM and PERT problems.	Cognitive	Apply



<b>UNIT I - OPERATIONS RESEARCH &amp; LINEAR PROGRAMMING</b>			<b>15</b>
Introduction to Operations Research, Linear Programming, Application of LP in Management, Graphical method, Simplex method			
<b>UNIT II - TRANSPORTATION MODELS AND ASSIGNMENT MODELS</b>			<b>13</b>
Introduction to Transportation Model, North-West Corner Method, Matrix – Minima method, Vogel’s Approximation Method, Optimal Solutions by MODI Method. Assignment Problem, Travelling Salesman Problem.			
<b>UNIT III - REPLACEMENT MODEL</b>			<b>7</b>
Introduction to Replacement model, Replacement policy for items which deteriorate with time gradually.			
<b>UNIT IV - QUEUEING MODELS, SEQUENCING &amp; GAME THEORY</b>			<b>12</b>
Introduction to Queuing model - Single server model. Introduction to sequencing problem, Sequencing of ‘n’ jobs and ‘2’ machines. Introduction to Game theory, Two person zero sum games, Simulation, Decision analysis			
<b>UNIT V - SCHEDULING BY CPM AND PERT</b>			<b>13</b>
Introduction to Project, Rules for constructing a Project Network Diagram, Critical Path Method, and Program Evaluation and Review Technique (PERT)			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>15</b>	<b>0</b>	<b>60</b>
<b>TEXT BOOKS</b>			
Anderson D.R., Sweeney D.J., Williams T.A. & Martin K. <i>An Introduction to Management Science – Quantitative Approaches to Decision Making</i> , Cengage Learning India Pvt. Ltd., New Delhi.			
<b>REFERENCES</b>			
1. Prem Kumar Gupta, Hira D.S, <i>Operations Research</i> , S. Chand Company Ltd, New Delhi. 2. S. Kalavathy, <i>Operations Research</i> , Vikas Publishing House Pvt Ltd. 3. Sharma J.K, <i>Operations Research, Theory &amp; Applications</i> , Macmillan Publishers India Ltd, New Delhi.			

**Table 1: COs vs POs Mapping**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3	3	3	2	3	1	1	1	1
<b>CO2</b>	3	3	3	2	3	1	1	1	1
<b>CO3</b>	3	3	3	2	3	1	1	1	1
<b>CO4</b>	3	3	3	3	3	1	2	1	1
<b>CO5</b>	3	3	3	2	3	1	1	1	1
<b>TOTAL</b>	15	15	15	11	15	5	6	5	5
<b>SCALED VALUE</b>	3	3	3	3	3	1	2	1	1
<b>0 - No Relation, 1 – Low Relation, 2- Medium Relation, 3- High Relation</b>									
<b>1-5→1, 6-10→2, 11-15→3</b>									

<b>COURSE CODE</b>		<b>YBAE83</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>		<b>Advertisement Management for Entrepreneurs</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE</b>		<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>		<b>3: 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OUTCOMES</b>			<b>Domain</b>		<b>Level</b>	
CO1	<i>Explain</i> the personal traits of an entrepreneur		Cognitive		Understanding	
CO2	<i>Interpret</i> the environment that support entrepreneurial development		Cognitive		Understanding	
CO3	<i>Develop</i> the business plan based on feasibility		Cognitive		Applying	
CO4	<i>Discover</i> the steps in establishing a small business		Cognitive		Analyzing	
CO5	<i>Determine</i> the factors responsible for success/failure of a business		Cognitive		Evaluating	
<b>UNIT I ENTREPRENEURIAL COMPETENCE</b>						<b>8</b>
Entrepreneurship concept– Entrepreneurial Personality –traits and competencies of a Successful Entrepreneur – Role of Family and Society - Entrepreneurship as a Career- Entrepreneurship for National Development.						
<b>UNIT II ENTREPRENEURIAL ENVIRONMENT&amp; ENTREPRENEURIAL TECHNOLOGY</b>						<b>11</b>
Business Environment - Entrepreneurship Development Training and Other Support services from Central and State Government -Micro, Small Medium Enterprises (MSME). Industrial Policies and Regulations, Electronic Commerce, Digital Marketing, IOT, challenges and Opportunities of Digital Entrepreneurship.						
<b>UNIT III BUSINESS PLAN PREPARATION</b>						<b>9</b>
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting - Project Profile Preparation - Feasibility Report Preparation and Evaluation Criteria						
<b>UNIT IV LAUNCHING OF SMALL BUSINESS</b>						<b>9</b>
Finance and Human Resource Mobilization-Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital- startups.						
<b>UNIT V MANAGEMENT OF SMALL BUSINESS</b>						<b>8</b>
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of Small Business.						
<b>LECTURE</b>		<b>TUTORIAL</b>	<b>PRACTICAL</b>		<b>TOTAL</b>	
<b>45</b>		<b>0</b>	<b>0</b>		<b>45</b>	
<b>TEXT BOOKS</b>						
1. Hisrich, 2016, <i>Entrepreneurship</i> , Tata McGraw Hill, New Delhi.						
2. S.S.Khanka, 2013, <i>Entrepreneurial Development</i> , S.Chand and Company Limited, New Delhi.						
<b>REFERENCE BOOKS</b>						
1. Mathew Manimala, 2005, <i>Entrepreneurship Theory at the Crossroads, Paradigms &amp; Praxis</i> , Biztrantra ,2nd Edition.						
2. Prasanna Chandra, 2009, <i>Projects – Planning, Analysis, Selection, Implementation and Reviews</i> , Tata McGraw-Hill.						

3. P.Saravanel, 1997, *Entrepreneurial Development*, Ess Pee kay Publishing House, Chennai.
4. Arya Kumar, 2012, *Entrepreneurship: Creating and Leading an Entrepreneurial Organisation*, Pearson Education India.
5. Donald F Kuratko, T.V Rao, 2012, *Entrepreneurship: A South Asian perspective*, Cengage Learning India.
6. Dinesh Awasthi, Raman Jaggi, V.Padmanand, *Suggested Reading / Reference Material for Entrepreneurship Development Programmes (EDP/WEDP/TEDP)*, EDI Publication, Entrepreneurship Development Institute of India, Ahmedabad. Available from: <http://www.ediindia.org/doc/EDP-TEDP.pdf>

#### WEB SITES AND WEB RESOURCES:

1. Jeff Hawkins, “Characteristics of a successful entrepreneur”, ALISON Online entrepreneurship courses, “<https://alison.com/learn/entrepreneurial-skills>”
2. Jeff Cornwall, “Entrepreneurship -- From Idea to Launch”, Udey online Education, <https://www.udemy.com/entrepreneurship-from-idea-to-launch/>

**Table1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	0	0	0	1	0	1	0	0	1	0	0
CO 2	1	0	2	0	1	0	0	0	1	0	0
CO 3	0	1	2	0	2	1	0	0	1	0	0
CO 4	0	2	1	0	2	1	0	0	1	0	0
CO 5	0	0	0	0	2	0	1	0	1	0	0
	1	3	5	1	7	3	1	0	5	0	0

1-5 → 1, 6 – 10 → 2, 11-15 → 3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>	<b>YBA 301</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>STRATEGIC MANAGEMENT</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>4 : 0 : 0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>LEARNING OBJECTIVES</b>					
<ol style="list-style-type: none"> <li>1. To learn the steps in the process of strategic management.</li> <li>2. To learn the process of analyzing internal and external environment of businesses.</li> <li>3. To learn different types of strategies adopted by firms to overcome competition in the business level.</li> <li>4. To learn different types of strategies adopted by firms to overcome competition in the corporate level.</li> <li>5. To learn different types of strategies adopted by firms to overcome competition in the international level.</li> </ol>					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Explain</i> the steps in the strategic management process.	Cognitive		Understanding	
CO2	<i>Analyze</i> the external and internal environment of businesses.	Cognitive		Understanding Analysing	

CO3	<b>Compare</b> various business level strategies.	Cognitive	Understanding Analysing
CO4	<b>Compare</b> various corporate level strategies.	Cognitive	Understanding Analysing
CO5	<b>Compare</b> various international strategies.	Cognitive	Understanding Analysing
<b>UNIT I – INTRODUCTION</b>			<b>10</b>
Strategy, Strategic management, Strategic management process, Mission statement, Stakeholders, Corporate governance.			
<b>UNIT II - SITUATION ANALYSIS</b>			<b>20</b>
External environment: Macro environment, Industry environment, Industry analysis – Five forces model. Internal environment: Resources and capabilities - Value chain model, SWOT analysis.			
<b>UNIT III - BUSINESS LEVEL STRATEGY</b>			<b>10</b>
Business level strategies: Cost leadership, Differentiation, Focus.			
<b>UNIT IV - CORPORATE LEVEL STRATEGY</b>			<b>10</b>
Corporate level strategies: Concentration, Vertical integration, Diversification, Divestment, Portfolio analysis – BCG Matrix.			
<b>UNIT V - INTERNATIONAL STRATEGY</b>			<b>10</b>
International strategy: Global, Multidomestic, Transnational strategy, Modes of entering international markets.			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>60</b>	<b>0</b>	<b>0</b>	<b>60</b>
<b>TEXT BOOKS</b>			
1. Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson, <i>Strategic Management: Competitiveness &amp; Globalization – Concepts and Cases</i> , 12 <sup>th</sup> Edition, Cengage Learning, 2017			
2. Raghavan Parthasarathy, <i>Fundamentals of Strategic Management</i> , Biztantra, 2008.			
<b>REFERENCES</b>			
1. John A. Pearce II, Richard B Robinson, Jr & Amita Mital, <i>Strategic Management: Formulation, Implementation and Control</i> , 12 <sup>th</sup> Edition, McGraw Hill Education, 2017.			
2. Charles W.L. Hill & Gareth R. Jones, <i>Strategic Management: An Integrated approach</i> , 9 <sup>th</sup> Edition, Cengage, 2012.			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	3	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	3	0	2	0	0	0	0	0	0
<b>CO 3</b>	3	0	3	0	0	0	0	0	0	0	0
<b>CO 4</b>	3	0	3	0	0	0	0	0	0	0	0
<b>CO 5</b>	3	0	3	0	0	0	0	0	0	0	0
<b>Total</b>	15	0	15	0	2	0	0	0	0	0	0
<b>Scaled to 0,1,2,3</b>	3	0	3	0	1	0	0	0	0	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBAE01	L	T	P	C
COURSE NAME	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the processes in supply chain management. 2. To learn the drivers of supply chain performance. 3. To learn how to design a distribution network. 4. To learn how to design a transportation network. 5. To learn the various sourcing options in a supply chain.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> supply chain management and the process view of supply chain	Cognitive	Understanding		
CO2	<i>Explain</i> supply chain strategy and the drivers of supply chain performance	Cognitive	Understanding		
CO3	<i>Explain</i> the various distribution network designs	Cognitive	Understanding		
CO4	<i>Explain</i> the various modes of transportation and transportation network designs	Cognitive	Understanding		
CO5	<i>Explain</i> the sourcing options and coordination in supply chains	Cognitive	Understanding		
UNIT I – INTRODUCTION					7
Supply chain, Decision phases in a supply chain, Process view of supply chain, Supply chain macro processes					
UNIT II - STRATEGY AND DRIVERS					9
Supply chain strategy, Strategic fit, Drivers of supply chain performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing					
UNIT III - DISTRIBUTION NETWORK					10
Distribution, Factors influencing distribution network design, Design options for a distribution network, Online sales and distribution					
UNIT IV – TRANSPORTATION					10
Transportation, Modes of transportation and their performance characteristics, Design options for a transportation network, Trade-Offs in Transportation Design					
UNIT V - SOURCING AND COORDINATION					9
Sourcing, Inhouse or Outsource, Third- Party Suppliers, Supply chain coordination, Bullwhip effect, Continuous replenishment and Vendor-Managed Inventories					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
1. Sunil Chopra, Peter Meindl & Dharam Vir Kalra, <i>Supply Chain Management: Strategy, Planning and Operation</i> , 6 <sup>th</sup> Edition, Pearson, 2016.					
REFERENCES					
1. John J Koyle, C. John Langley Jr., Robert A. Novack & Brian J. Gibson, <i>Managing Supply Chains: A Logistics Approach</i> , 9 <sup>th</sup> Edition, Cengage Learning, 2014					

**Table:1 Mapping of POs with Cos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	3	0	0	0	0	0	0	0	0	0	0
CO 2	3	0	0	0	0	0	0	0	0	0	0
CO 3	3	0	0	0	0	0	0	0	0	0	0
CO 4	3	0	0	0	0	0	0	0	0	0	0
CO 5	3	0	0	0	0	0	0	0	0	0	0
Total	15	0	0	0	0	0	0	0	0	0	0
Scaled Value	3	0	0	0	0	0	0	0	0	0	0

1-5 → 1    6-10 → 2    11-15 → 3

0-No Relation 1- Low Relation 2- Medium Relation 3- High Relation

COURSE CODE	YBAE02	L	T	P	C
COURSE NAME	PRODUCT DESIGN	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the steps in the development of products. 2. To learn the steps in the development of concepts. 3. To learn how to generate and select concepts. 4. To learn how to test concepts. 5. To learn how to protect intellectual property.					
COURSE OUTCOMES		Domain		Level	
CO1	<i>Explain</i> the product development process.	Cognitive		Understanding	
CO2	<i>Explain</i> the concept development process.	Cognitive		Understanding	
CO3	<i>Explain</i> the methods used for concept generation and selection.	Cognitive		Understanding	
CO4	<i>Illustrate</i> concept testing and prototyping methods.	Cognitive		Understanding	
CO5	<i>Illustrate</i> various types of intellectual property.	Cognitive		Understanding	
UNIT I – INTRODUCTION					9
Product, types of products, product development process.					
UNIT II - CONCEPT DEVELOPMENT					9
Concept development process, identifying customer needs.					
UNIT III - CONCEPT GENERATION AND SELECTION					9
Concept generation method, concept screening, concept scoring.					
UNIT IV - CONCEPT TESTING AND PROTOTYPING					9
Concept testing method, types of prototypes.					
UNIT V - PATENTS AND INTELLECTUAL PROPERTY					9
Patent, trademark, trade secret, copyright, design thinking					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	



**TEXT BOOKS**

1. Karl T Ulrich and Steven D Eppinger, *Product Design and Development*, 5<sup>th</sup> Edition, McGraw Hill Education, 2017.

**REFERENCES**

1. Kevin Otto and Kristin Wood, *Product Design: Techniques in Reverse Engineering and New Product Development*, 1<sup>st</sup> Edition, Pearson, 2014.

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 4</b>	3	2	0	0	0	0	0	0	0	0	0
<b>CO 5</b>	3	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	15	2	0	0	0	0	0	0	0	0	0
<b>Scaled to 0,1,2,3</b>	3	1	0	0	0	0	0	0	0	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE03</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>QUALITY MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
1. To introduce the principles and practice of quality management to students who are going to play a major role in development and management of organizations. 2. To learn about the different alternatives for continuous improvement. 3. To familiarize with benchmarking and its benefits 4. To learn about QMS. 5. To familiarize with different statistical tools.					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Summarize</i> the principles and practices of Quality Management	Cognitive		Understanding	
CO2	<i>Explain</i> the continuous process of improvement	Cognitive		Understanding	
CO3	<i>Summarize</i> benchmarking	Cognitive		Understanding	
CO4	<i>Outline</i> the quality management systems	Cognitive		Understanding	

CO5	<i>Explain</i> statistical process control	Cognitive	Understanding
<b>UNIT I INTRODUCTION TO QUALITY MANAGEMENT</b>			<b>7</b>
Basic Approach, Gurus of QM, Defining Quality, Obstacles in Implementing Quality Management, benefits of QM			
<b>UNIT II CONTINUOUS PROCESS IMPROVEMENT</b>			<b>14</b>
Process of CPI, Juran Trilogy, Improvement Strategies, Types of Problems, PDCA Cycle, Problem Solving Method, Kaizen, Reengineering, Six Sigma			
<b>UNIT III BENCHMARKING</b>			<b>7</b>
Define Benchmarking, Process of benchmarking, deciding what to benchmark, understanding current performance, planning of benchmarking, learning from data, using the findings, pitfalls and criticism of benchmarking			
<b>UNIT IV QUALITY MANAGEMENT SYSTEMS</b>			<b>8</b>
Benefits of ISO Registration, ISO 9000 series of Standards, ISO 9001 requirements, Implementation of QMS, Documentation, writing Documents, Internal Audits, Registration			
<b>UNIT V STATISTICAL PROCESS CONTROL</b>			<b>9</b>
Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Statistical Fundamentals, Control Charts, Variable Control Charts, Process Performance, Measurement System Analysis (MSA) Scatter Diagram			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
Dale H Besterfield, Mary Besterfield, Carol Besterfield, Glen H. Besterfield, Hermant Urdhwarsire and Rashmi Urdhwarsire, (2014), “ Total Quality Management” Pearson Education, New Delhi			
<b>REFERENCE</b>			
1. James R.Evans, William M.Lindsay(2012) “The Management and Control of Quality” Cengage Learning			
2. Kanishka Bedi(2006) “Quality Management” Oxford Higher Education.			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	1	2	2	3	0	2	1	0	0	0	0
<b>CO 2</b>	2	2	2	3	0	2	1	0	0	0	0
<b>CO 3</b>	2	2	2	3	0	2	1	0	0	0	0
<b>CO 4</b>	1	2	1	1	0	1	1	0	0	0	0
<b>CO 5</b>	1	2	2	1	0	2	1	0	0	0	0
<b>Total</b>	7	10	9	11	0	9	5	5	10	0	0
<b>Scaled Value</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>

1-5 →1, 6-10 →2, 11-15 →3

COURSE CODE	YBAE04	L	T	P	C	
COURSE NAME	INVESTMENT MANAGEMENT	3	0	0	3	
PREREQUISITE:	Nil	L	T	P	H	
C:P:A	3 : 0 : 0	3	0	0	3	
LEARNING OBJECTIVES						
1. To introduce the various investment alternatives.						
2. To disseminate the ideas on expected return & risk of a security.						
3. To give exposure to students in analyzing the Valuation of Debentures/ Bonds						
4. To learn how to analysis the portfolio and how to select it.						
5. To learn how to evaluate the performance of portfolio.						
COURSE OUTCOMES		Domain		Level		
CO1	Explain the overview of Capital Markets.	Cognitive		Understanding		
CO2	Define and Apply valuation Models for equity.	Cognitive		Understanding Applying		
CO3	Analyse the nature of Bonds and Derivatives.	Cognitive		Analysing		
CO4	Explain and analyse the portfolio.	Cognitive		Understanding Analysing		
CO5	Explain the management of portfolio and analyse the performance.	Cognitive		Understanding Analysing		
UNIT I-OVERVIEW OF CAPITAL MARKET					9	
Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.						
UNIT II-RISK & RETURN					6	
Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. <b>Nature of Stock Markets:</b> EMH (Efficient Market Hypothesis) and its implications for investment decision. <b>Valuation of Equity:</b> Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis.						
UNIT III- VALUATION OF DEBENTURES/ BONDS AND DERIVATIVES					6	
<b>Valuation of Debentures/ Bonds:</b> nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. <b>Valuation of Derivatives (Options and futures):</b> concept, trading, valuation.						
UNIT IV-PORTFOLIO ANALYSIS AND SELECTION					12	
Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, <b>Selection of Portfolio:</b> Markowitz’s Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.						
UNIT V-PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION					12	
Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry						
LECTURE		TUTORIAL		PRACTICAL		TOTAL
45		0		0		45
TEXT BOOKS						

1. Chandra P, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 2010.

## REFERENCES

1. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice-Hall, 1996, 6th edition.
2. Ranganatham , Investment Analysis and Portfolio Management Pearson Education, 2015, 1<sup>st</sup> Ed.
3. Pandian P, Security Analysis and Portfolio Management, Vikas Publishing, 2012, 1<sup>st</sup> Ed.
4. Bodie, Kane, Marcus & Mohanti , Investment and Indian Perspective TMH, 2009, 6<sup>th</sup> Ed

**Table 1: Mapping of COs with Pos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	1	0	2	0	0	0	0	0	0
<b>CO 3</b>	3	0	0	1	0	0	0	0	0	0	0
<b>CO 4</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 5</b>	3	2	1	0	0	0	0	0	1	0	0
<b>Total</b>	15	2	2	1	2	0	0	0	1	0	0
<b>Scaled to 0,1,2,3</b>	3	1	1	1	1	0	0	0	1	0	0

1-5 → 1, 6-10 → 2, 11-15 → 3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE05</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>MERGERS AND ACQUISITIONS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## LEARNING OBJECTIVES

- To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.
- To learn the main concepts related to managing mergers and acquisitions.
- To learn the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
- To facilitate understanding of corporate merger and acquisition activity and restructurings.
- To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.

<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>
CO1	<i>Outline</i> the objectives and types of Merger.	Cognitive	Understanding
CO2	<i>Explain</i> and generalize the de-merger.	Cognitive	Understanding
CO3	<i>Apply</i> and <i>Analyze</i> the valuation models.	Cognitive	Applying Analysing

CO4	<i>Compare</i> the ratios related to valuation	Cognitive	Understanding Analysing
CO5	<i>Interpret</i> the Taxation aspects in Merger and Acquisition	Cognitive	Understanding
<b>UNIT I-BASICS OF MERGERS AND ACQUISITIONS</b>			<b>9</b>
Corporate Restructuring-objectives of merger, demerger, acquisition, types of merger - Horizontal, Vertical, Conglomerate, Case studies.			
<b>UNIT II-DE-MERGERS AND REVERSE MERGERS &amp; ROLE OF SEBI</b>			<b>9</b>
De-merger, spin off, split up, tax advantages of demerger, Reverse Merger (L & T-Grasim). SEBI regulations on Merger & Acquisition, Takeover Code.			
<b>UNIT III- DEFENSIVE STRATEGIES &amp; M&amp;A MODELS AND THEORIES</b>			<b>9</b>
(Problems to be discussed under this topic) Defensive actions on takeover bids. Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Public Enterprises, (c) Book Value, (d) Adjusted Book value (e) Three Stage growth model			
<b>UNIT IV-RATIO ANALYSIS AND VALUATION STRATEGIES</b>			<b>7</b>
Swap Ratio, Valuation Practices in India, LBO, MBO, Case Study-Tata Tetley			
<b>UNIT V-TAXATION ASPECTS IN M&amp;A AND POST MERGER ANALYSIS</b>			<b>11</b>
Treatment of goodwill, premium & Taxation aspects 72A, 2(140), Tax Benefit of Merger & Acquisition. Success and failure of Merger & Acquisition, International Cases: AOL & Time Warner.			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Prasanna Chandra, (2008), "Financial Management: Theory and Practice" 7 <sup>th</sup> Edition, Tata McGraw- Hill Publishing Company Limited New Delhi.			
<b>REFERENCES</b>			
1. Chandrashekar Krishnamurti, S.R.Vishwanath, (2008), "Mergers, Acquisitions And Corporate Restructuring, First Edition, Sage Publications Pvt. Ltd, New Delhi.			
2. Kamal Ghosh Ray, (2010), "Mergers And Acquisitions: Strategy, Valuation And Integration", Phi Learning Pvt. Ltd-New Delhi.			
3. Kavita Shetty, Sharad Kale, Rajinder S Aurora, (2011), Mergers And Acquisitions Oxford University Press-New Delhi.			

**Table 1: Mapping of COs with Pos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2
<b>CO 1</b>	3	0	1	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	1	1	1	1	0	1	0	0	0	0
<b>CO 4</b>	3	0	1	0	0	0	0	0	1	0	0
<b>CO 5</b>	3	1	0	1	0	0	1	1	1	0	0
<b>Total</b>	15	2	3	2	1	0	2	1	2	0	0
<b>Scaled to 0,1,2,3</b>	3	1	1	1	1	0	1	1	1	0	0



1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBAE06	L	T	P	C
COURSE NAME	BANKING AND INSURANCE MANAGEMENT	3	0	0	3
PREREQUISITE	Nil	L	T	P	H
C:P:A	3: 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
LO1	To describe the general banking operations				
LO2	To interpret the lending and credit appraisal process				
LO3	To learn and use the advance recovery and credit appraisal system.				
LO4	To learn the concepts of risk management.				
LO5	To explain the insurance concept.				
COURSE OUTCOMES		Domain	Level		
CO1	<i>Able to describe the Indian banking system evolution, its operations and E-banking system.</i>	Cognitive	Understanding		
CO2	<i>Able to summarize</i> the concept of lending approaches and credit appraisal process.	Cognitive	Understanding		
CO3	<i>Ability to use</i> advances recovery methods& NPA management system with Government regulations.	Cognitive	Apply		
CO4	<i>Able to explain</i> the various risks, and <b>apply</b> methods to handle risk.	Cognitive	Understanding, Apply		
CO5	<i>Able to express</i> the principles of Insurance and various types of insurance and in addition to Government regulatory bodies	Cognitive	Understanding		
UNIT I - OVERVIEW OF BANKING					8
Indian Financial system-Commercial Banking – Classification of Banks – Functions — Banking Structure - Central Banking – Evolution –Role and Functions of RBI - Banking Operations: Acceptance of Deposits, Lending of Funds- E Banking/Online banking- Electronic Funds transfer systems, Clearing House operations- Foreign Exchange operations- Wealth Management/Private Banking operations.					
UNIT II - OVERVIEW OF LENDING PRODUCTS AND CREDIT APPRAISAL PROCESS					9
Principles of Lending-Secured and Unsecured loans- Lending approach to Individuals, Industry, Trade, Agriculture, MSME- Security aspects and Documentation-Loan processing, Sanctioning and Monitoring of Trade advances, Industrial advances, <i>Agricultural advances</i> , Home Loans and Unsecured personal loans.					
UNIT III - RECOVERY OF ADVANCES, NPA AND RESOLUTION					10
Recovery of Advances- Methods –Classification of assets as Standard, Non Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA's – Debt Recovery Tribunals – Lok Adalats-Asset Reconstruction Fund-SARFAESI ACT.					
UNIT IV - RISK MANAGEMENT					6
Definition of Risk- Classification of Risks; Methods of handling risk –Risk management- Objectives-Personal risk management process.					
UNIT V - BASICS OF INSURANCE					12

Principles of Insurance -Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Insurance pricing, Underwriting. Principles governing marketing of insurance products. IRDA- Role.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

#### TEXT BOOKS

1. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011
2. Banking and Financial System – B.Santhanam, Margham Publications; 5th edition (2012)

#### REFERENCES

1. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.
2. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011
3. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
4. Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.
5. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	1	3	0	0	0	0	0	1	1	0	0
CO 2	3	1	2	0	0	0	1	1	1	0	0
CO 3	3	1	2	0	0	0	1	1	1	0	0
CO 4	3	1	0	0	0	0	0	1	1	0	0
CO 5	2	1	0	0	0	0	2	1	1	0	0
Total	12	7	4	0	0	0	4	5	5	0	0
Scaled to 0,1,2,3	3	2	1	0	0	0	1	1	1	0	0

1-5 → 1, 6-10 → 2, 11-15 → 3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE07</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
Able to understand the importance of T & D					
Able to understand different types of trainings					
Able to know the purpose of training program					
Able to evaluate the effectiveness of training					
Able to design a training programme					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	Know the importance of Training and Development.	Cog(Und)		Understanding	
CO2	Know different types of trainings	Cog(Und)		Understanding	

CO3	Understand the purpose of training program	Cog(Und)	Understanding
CO4	Describe the training effectiveness and evaluation	Cog(Und)	Understanding
CO5	Know to design a training program	Cog(Und)	Understanding
<b>UNIT I INTRODUCTION</b>			<b>8</b>
Concept of Training-Need for Training-Importance of Training-Types of Training-Identifying Training Needs, Objectives of Training.			
<b>UNIT II TYPES OF TRAINING</b>			<b>10</b>
On-the Job Training (OJT)- Off-the Job Training- Apprenticeship Training- Google Meet/Google Classroom Training- Internship Training-E-Learning, Computer Aided Training, Simulation Training Lecture Method, Conference Leadership, The Case Method, Role Plays, Games and Simulations.			
<b>UNIT III THE PURPOSE OF TRAINING PROGRAMME</b>			<b>9</b>
Responsibility for Training- Selecting and Motivating the target Group-Preparing the Trainers-Developing Training Package-Presentation of training programme-Performance Tryout- Follow up actions after a Training Programme			
<b>UNIT IV EVALUATING TRAINING EFFECTIVENESS</b>			<b>9</b>
Need for Evaluation-concept of Training Effectiveness-Evaluation Criteria, Reactions, Learning, Behaviour, Results-Methods of Evaluation, Types of Feedback- On-line assessment, Evaluation through social media.			
<b>UNIT V DESIGNING A TRAINING PROGRAM</b>			<b>9</b>
American Society for Training and Development (ASTD)-Assess Organisational Training & Development Needs- Define Your Training Objective- Training Program Design- Adopt Training Principles- Training Program Development- Training Program Implementation- Evaluate Your Training Program			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Rajandran KVR, (2021), "Training and Development for Competitive and Dynamic Teams" Duraico Publication, Chennai			
2.P.Jyothi and D N Venkatesh, (2012), "Human Resource Management", Oxford University Press, New Delhi.			
3. P Nick Blanchard, James W. Thacker and V Anand Ram,(2012), " Effective Training Systems Startegies and Practices" 4 <sup>th</sup> Edition, Pearson Education			
<b>REFERENCES</b>			
11. Gupta C.B., (2011), "Human Resource Management", Sultan Chand and Sons, New Delhi			
2. Gupta C.B. (2014), " A textbook of OrganisationalBehaviour with Text and Cases", S. Chand Publishing, New Delhi			

**Table1 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	2	1	1	1	2	3	1	1	1	0	0
<b>CO 2</b>	2	1	1	1	2	3	1	1	1	0	0
<b>CO 3</b>	2	1	1	1	2	3	1	1	1	0	0
<b>CO 4</b>	2	1	1	1	2	3	1	1	1	0	0

<b>CO 5</b>	2	1	1	1	2	3	1	1	1	0	0
	10	5	5	5	10	15	5	5	5	0	0

1-5 →1, 6 – 10 →2, 11-15 →3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>	<b>YBAE08</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>INDUSTRIAL RELATIONS AND LABOUR LAW</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3:0:0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
LO1	To understand the need for developing sound industrial relations				
LO2	To know about types of industrial disputes				
LO3	To understand the collective bargaining process				
LO4	To discuss about how to manage promotions, transfers and demotion				
LO5	To learn the concept of quality circle				
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	<i>Define</i> the role of trade union in industrial relations	Cognitive	Remembering Understanding		
CO2	<i>Define</i> the various measures to prevent industrial disputes and <i>Illustrate</i> the settlement of Industrial disputes.	Cognitive	Remembering Understanding		
CO3	<i>Illustrate</i> Collective Bargaining in India	Cognitive	Remembering Understanding		
CO4	<i>List</i> the concept of Career Planning, need and importance for Quality of Work life and <i>Summarise</i> the Work-life Balancing initiatives of various companies in India.	Cognitive	Remembering Understanding		
CO5	<i>Relate</i> the concept of Quality Circle	Cognitive	Remembering Understanding		
<b>UNIT I INDUSTRIAL RELATIONS &amp; TRADE UNION</b>					<b>10</b>
Meaning & Objectives, Importance, Role of Three Actors to Industrial Relations, Causes for poor IR, Developing sound IR, Trade Union - Meaning, Why do workers join unions, Types of trade unions, Problems of trade unions, Functions of trade unions, Measures to strengthen trade unions - The Trade Union Act, 1926					
<b>UNIT II INDUSTRIAL DISPUTES</b>					<b>5</b>
Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes - Strikes, Lock-outs, Lay-off & Retrenchment, The Industrial Disputes Act, 1947 - The Industrial Employment (Standing Orders) Act, 1946.					
<b>UNIT III COLLECTIVE BARGAINING</b>					<b>5</b>
Definition, Importance, Prerequisites of collective bargaining – Union bargaining process – Types of bargaining– Collective bargaining in India.					

<b>UNIT IV CAREER PLANNING, QUALITY OF WORK LIFE AND WORK LIFE BALANCING</b>			<b>13</b>
Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. QWL - Concept and Definition, Elements of QWL, Importance and conceptual factors influencing QWL, QWL Index, Tips for improving the Quality of Work life. Work life Balance - Concept, Factors influencing work life balancing, Need for Work life balance, Benefits to corporate and employees, Work life balance initiatives: strategies and programmes, Work life balance practices.			
<b>UNIT V QUALITY CIRCLES</b>			<b>12</b>
Quality Circle - Concept, objectives, features, process in initiating Quality Circles, Training for Quality Circles, Structure of Quality Circle, self managed teams.			
	<b>LECTURE</b>	<b>TUTORIAL</b>	<b>TOTAL</b>
	<b>45</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Human Resource Management - C.B.Gupta (S.Chand Publications).			
<b>REFERENCES</b>			
1. Employee Relationship Management - R.K.Saxena, Zabiulla and Aruna Rani (Kalyani Publishers).			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	1	2	2	3	0	2	1	0	0	0	0
<b>CO 2</b>	2	2	2	3	0	2	1	0	0	0	0
<b>CO 3</b>	2	2	2	3	0	2	1	0	0	0	0
<b>CO 4</b>	1	2	1	1	0	1	1	0	0	0	0
<b>CO 5</b>	1	2	2	1	0	2	1	0	0	0	0
<b>Total</b>	7	10	9	11	0	9	5	5	10	0	0
<b>Scaled Value</b>	2	2	2	3	0	2	1	1	2	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE09</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>COMPENSATION MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE</b>	<b>NIL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3:0:0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
<ul style="list-style-type: none"> <li>To learn basic compensation concepts and the context of compensation practice.</li> <li>To increase student knowledge and comprehension about the compensation function.</li> <li>To learn the various dimensions of Compensation Management.</li> <li>To familiarize the role of various bodies involved in Compensation Management.</li> </ul>					



<ul style="list-style-type: none"> <li>To learn how to manage international compensation.</li> </ul>			
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>
CO1	<i><b>Explain</b></i> the concept of Compensation Management, its issues, components and Framework.	Cognitive	Understanding
CO2	<i><b>Outline</b></i> the essentials of a sound wage and salary structure, methods of wage payment and Wage Policy in India	Cognitive	Understanding
CO3	<i><b>Classify</b></i> job evaluation methods, advantage and its limitations.	Cognitive	Understanding
CO4	<i><b>Summarize</b></i> wage incentive plan, its types and profit sharing.	Cognitive	Understanding
CO5	<i><b>Explain</b></i> tax planning and emerging trends in compensation.	Cognitive	Understanding
<b>UNIT I COMPENSATION MANAGEMENT</b>			<b>5</b>
Compensation Management - Issues in Compensation Management - Components of Compensation - Framework of Compensation - Factors affecting Compensation.			
<b>UNIT II WAGE AND SALARY ADMINISTRATION</b>			<b>14</b>
Wage Concepts - Introduction to Wage and Salary Administration - Objectives of Wage and Salary - Principles - Essentials of a sound wage and salary structure - Methods of wage payment - The process of wage determination - Wage Policy in India - Supplementary Compensation - Executive Compensation.			
<b>UNIT III JOB EVALUATION</b>			<b>6</b>
Concept of Job Evaluation - Objectives of job Evaluation - Process of Job Evaluation - Advantages of Job Evaluation - Limitations of Job Evaluation - Essentials of successful Job Evaluation - Methods of Job Evaluation.			
<b>UNIT IV INCENTIVE COMPENSATION</b>			<b>12</b>
Meaning of Wage Incentives - Essentials of Sound Incentive Plan - Wage Incentives in India - Types of Wage Incentive Plans - Concept of Profit Sharing - Labour Co-Partnership - Fringe Benefits - Employee Stock Option Plans - Moonlighting.			
<b>UNIT V EMERGING ISSUES AND TRENDS IN COMPENSATION</b>			<b>8</b>
Tax planning – Comparative International compensation – Overview of Future Trends in Compensation Management			
	<b>LECTURE</b>	<b>TUTORIAL</b>	<b>TOTAL</b>
	<b>45</b>	<b>0</b>	<b>45</b>
<b>TEXT</b>			
1. Luthans F (1998) OB, Boston, Massachusetts: Mcgraw – hill, International students edition.			
<b>REFERENCES</b>			
1. G.L Kothari, Wages, Dearness Allowance and Bonus, N.H. Tripal (Pvt) Ltd.			
2. Human Resource Management by VSP Rao.			
3. Human Resource Management by Dessler.			
4. Human Resource Management by K. Aswathappa			

**Table1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	2	1	1	2	0	1	1	1	1	0	0
<b>CO 2</b>	3	2	2	3	0	2	2	1	3	0	0
<b>CO 3</b>	3	2	2	3	0	2	2	1	3	0	0

<b>CO 4</b>	3	2	2	3	0	2	2	2	3	0	0
<b>CO 5</b>	1	2	2	1	0	2	2	1	2	0	0
<b>Total</b>	12	9	9	12	0	9	9	6	12	0	0
<b>Scaled Value</b>	3	2	2	3	0	2	2	2	3	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE10</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>RETAIL MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>C:P:A</b>	<b>3: 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Learning Objectives</b>					
<b>LO 1</b>	To impart knowledge about the retail trends in India & Global level.				
<b>LO 2</b>	To provide application skills towards retail format				
<b>LO 3</b>	To analyze retailing decisions.				
<b>LO 4</b>	To manage the retail business process				
<b>LO5</b>	To infer about retail shoppers behavior.				
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	Ability to discuss the challenges and opportunities of retailing and explain the trends in global and Indian retailing	Cognitive		Understanding	
CO2	Ability to apply the knowledge of organized and unorganized formats, Emerging trends in retail formats and MNC's role in organized retail formats.	Cognitive		Apply	
CO3	Ability to analyze the Choice of retail locations, Positioning of retail shops, Building retail store Image , Merchandizing and category management	Cognitive		Analyse	
CO4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate an Retail advertising and promotions, Online retail Emerging trends	Cognitive		Analyse	
CO5	Evaluate real and complex Understanding of Retail shopper behaviour and Shopper Profile Analysis	Cognitive		Evaluate	
<b>UNIT I-INTRODUCTION</b>					<b>10</b>
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.					
<b>UNIT II-RETAIL FORMATS</b>					<b>8</b>
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.					
<b>UNIT III- RETAILING DECISIONS</b>					<b>10</b>
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain					

Management – Retail Pricing Decisions. Merchandising and category management – buying.

#### **UNIT IV-RETAIL SHOP MANAGEMENT**

**9**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .

#### **UNIT V-RETAIL SHOPPER BEHAVIOUR**

**8**

Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>

#### **TEXT BOOKS**

Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

#### **REFERENCES**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.

**Table 1: Mapping of COs with POs**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO 1</b>	1	0	3	0	0	0	0	1	1	0	0
<b>CO 2</b>	1	0	3	0	0	0	0	1	1	0	0
<b>CO 3</b>	3	2	3	0	0	0	1	1	1	0	0
<b>CO 4</b>	3	3	3	3	0	2	1	1	1	0	0
<b>CO 5</b>	2	3	3	3	0	0	1	1	1	0	0
<b>Total</b>	10	8	15	6	0	2	3	5	5	0	0
<b>Scaled to 0,1,2,3</b>	2	2	3	2	0	1	1	1	1	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE11</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>CONSUMER BEHAVIOUR</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
<ul style="list-style-type: none"><li>• To introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy.</li><li>• To learn the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.</li><li>• To familiarize with research in consumer behavior with special focus on social psychology to help appreciate some of key psychological processes that potentially influence consumer behavior.</li><li>• To gain a strong foundation for critical thinking in the area of consumer behavior.</li><li>• To learn the various aspects of consumer behavior and its applications in marketing.</li></ul>					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Explain</i> the concept of consumer behavior.	Cognitive		Understanding	
CO2	<i>Identify</i> the internal influencing factor.	Cognitive		Analyzing	
CO3	<i>Identify</i> the external influencing factor.	Cognitive		Analyzing	
CO4	<i>Analyze</i> the purchase decision process.	Cognitive		Understanding	
CO5	<i>Explain</i> the concept of consumerism.	Cognitive		Understanding	
<b>UNIT I</b>					<b>7</b>
Introduction Concept of Consumer Behavior - Need, Importance - Inter disciplinary approach - Buying roles and Motives - Characteristics of Indian Consumer - challenges in predicting consumer behavior.					
<b>UNIT II</b>					<b>11</b>
Internal Influences Foundation of Individual Behavior - Psychological factors: Motivation and Personality Perception, Consumer learning, Attitudes.					
<b>UNIT III</b>					<b>8</b>
External Influences Culture and Consumer Behavior - Role of Family – References group: Role of Celebrities –Word of Mouth- Opinion leadership.					
<b>UNIT IV</b>					<b>11</b>
Purchase Decision Process Consumer Decision Making - Models of consumer behavior - Consumer involvement Purchase and Post Purchase Processes - Organizational Consumer Behaviour.					
<b>UNIT V</b>					<b>8</b>
Consumerism - Diffusion of Innovation - Managing Dissonance - Online purchase decision process - Emerging Issues –Ethical issues.					
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>		<b>TOTAL</b>	
<b>45</b>	<b>0</b>	<b>0</b>		<b>45</b>	
<b>TEXT BOOKS</b>					
1. Leon Schiffman and Leslie Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.					
<b>REFERENCES</b>					
1. Del, Roger, Kenneth and Amit, Consumer Behaviour, Tata McGraw Hill, New Delhi.					
2. Ramesh Kumar, Consumer Behaviour, Pearson, New Delhi.					
3. Satish K Batara and Kazmi, Consumer Behaviour, Excel Books, New Delhi.					
4. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall, New Delhi.					
5. Della and Bitta, Consumer Behaviour: Concepts & Applications, Tata McGraw Hill.					
6. Wayne Hoyer and Deborah Macinnis, Consumer Behavior, Houghton Mifflin Company,					

**Table:1** Mapping of POs with Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	2	0	0	0	0	0	0	2	0	0
<b>CO 3</b>	3	2	0	0	0	0	0	0	2	2	0
<b>CO 4</b>	3	2	0	0	0	0	0	0	2	0	0
<b>CO 5</b>	3	2	0	0	0	0	3	0	0	0	0
<b>Total</b>	15	8	0	0	0	0	3	0	6	2	0
<b>Scaled to 0,1,2,3</b>	3	2	0	0	0	0	1	0	2	1	0

1-5 →1, 6-10 →2, 11-15 →3

0-No Relation 1- Low Relation 2- Medium Relation 3- High Relation

<b>COURSE CODE</b>	<b>YBAE12</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

### Learning Objectives

Able to know the principle of advertisement  
 Able to visualize the media plan and advertisement  
 Able to distinguish different types of sales promotion  
 Able to relate the PR functions  
 Able to know the types of publicity

<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>
CO1	<i>Principle</i> of Advertisement	Cog(Und)	Understanding
CO2	<i>Media</i> Plan and advertisement.	Cog(Und)	Understanding
CO3	<i>Types</i> of Sales Promotion.	Cog(Und)	Analysing
CO4	<i>Public</i> Relation and its function	Cog(Und)	Understanding
CO5	<i>Types</i> of Publicity.	Cog(Und)	Understanding

### UNIT I INTRODUCTION

**9**

Concept–definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

### UNIT II ADVERTISEMENT MEDIA

**9**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of

advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements -- Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements –case studies

**UNIT III SALES PROMOTION 9**

Scope and role of sales promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion, national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

**UNIT IV PUBLIC RELATIONS 9**

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counselling-Marketing Public Relations (MPR)-Structure of Public Relations Department, Budgeting of PR, PR Agencies

**UNIT V PUBLICITY 9**

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

**TEXT BOOKS**

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010.

**REFERENCES**

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

**Table1 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	2	3	2	3	3	2	2	2	2	3	2
CO 2	2	3	2	3	3	2	2	2	2	3	2
CO 3	2	3	2	3	3	2	2	2	2	3	2
CO 4	2	3	2	3	3	2	2	2	2	3	2
CO 5	2	3	2	3	3	2	2	2	2	3	2
	10	15	10	15	15	10	10	10	10	15	10

1-5 →1, 6 – 10 →2, 11-15 →3

<b>COURSE CODE</b>	<b>YBA401</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>RURAL MARKETING ENVIRONMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>



<b>PREREQUISITE:</b>		<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>		<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>						
1. Able to state the physical structure of rural area 2. Able to list out the behaviour of rural consumers 3. Able to explain the resources available in rural area 4. Able to list out the product produce in rural area 5. Able to carry out the marketing research in rural area						
<b>COURSE OUTCOMES</b>			<b>Domain</b>	<b>Level</b>		
CO1	State the physical structure of rural area.		Cognitive	Understanding		
CO2	List the behavior of rural consumers		Cognitive	Understanding		
CO3	Recall the resources of rural area.		Cognitive	Understanding		
CO4	Label the product produce in rural area.		Cognitive	Understanding		
CO5	Outline the marketing research in rural area.		Cognitive	Understanding		
<b>UNIT I INTRODUCTION</b>						<b>9</b>
Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate- Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer-Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication						
<b>UNIT II RURAL CONSUMERS IN INDIA</b>						<b>9</b>
Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural- Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index- Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.						
<b>UNIT III MARKETING OF RURAL PRODUCTS</b>						<b>9</b>
Marketing of Rural Products – Rural Inputs and their Types, Government Efforts, Challenges -Rural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural - Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.						
<b>UNIT IV MARKETING RESEARCH</b>						<b>9</b>
Marketing Research, Major techniques of Market Research, Methods of Collection of Information- Dissemination of Market Information, Advantages of Market Report and Market Report- Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level- Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.						
<b>UNIT V RURAL SEGMENTATION</b>						<b>9</b>
Maas Market Strategy, Market segmentation strategy, Levels of market segmentation, useful						

of segmentation, Bases of segmentation, Behaviour Segmentation, Segmentation of markets, variable of segmentation.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
<b>TEXT BOOKS</b>			
1. GopalaswamyT.P (2014), “Rural Marketing Environment, Problems and Strategies, Vikas Publication-New Delhi.			
2. PredeepKashyap, (2012), “Rural Marketing” Pearson Education, 2 <sup>nd</sup> Edition, New Delhi			
<b>REFERENCES</b>			
1. Katar Singh, (2009), “Rural Development: Principles Policies and Management, 3 <sup>rd</sup> Edition, SAGE Publications Pvt. Ltd, New Delhi			

**Table1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	1	3	2	0	0	0	0	0	0	0
<b>CO 2</b>	3	1	3	2	0	0	0	0	0	0	0
<b>CO 3</b>	3	1	3	2	0	0	0	0	0	0	0
<b>CO 4</b>	3	1	3	2	3	0	0	0	0	0	0
<b>CO 5</b>	3	1	3	2	0	0	0	0	0	0	0
<b>Total</b>	15	5	15	10	0	0	0	0	0	0	0
<b>Scaled Value</b>	3	1	3	2	0	0	0	0	0	0	0

1-5 →1, 6 – 10 →2, 11-15 →3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>	<b>YBA402</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>INTERNATIONAL BUSINESS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVE</b>					
1. To familiarize the students to the basic concepts, of international business management 2. To disseminate knowledge about WTO/GATT in terms of international trade. 3. To learn about the different forms of International business. 4. To disseminate knowledge about different managerial functions with respect to International Business 5. To learn about the conflicts and ethical issues faced by Global managers.					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Summarize</i> an overview of International Business	Cognitive		Understanding	
CO2	<i>Explain</i> the role of WTO/GATT on International trade	Cognitive		Understanding	

CO3	<b>Outline</b> different forms of International business, its advantages and issues faced	Cognitive	Understanding
CO4	<b>Summarize</b> production, marketing, financial and human resource management of global business	Cognitive	Understanding
CO5	<b>Explain</b> the conflicts and ethical issues in International business	Cognitive	Understanding
<b>UNIT I INTRODUCTION</b>			<b>6</b>
International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment			
<b>UNIT II INTERNATIONAL TRADE AND INVESTMENT</b>			<b>11</b>
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history			
<b>UNIT III INTERNATIONAL STRATEGIC MANAGEMENT</b>			<b>11</b>
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.			
<b>UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS</b>			<b>11</b>
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.			
<b>UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b>			<b>8</b>
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Rajandran KVR, (2022), “International Business Management” Duraigo Publications, Chennai 2. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012. 3. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009. 4. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.			
<b>REFERENCE BOOKS</b>			
1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010. 2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000			

**Table1 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	2	1	1	1	3	3	1	1	2	0	0
CO 2	2	1	1	1	3	3	1	1	2	0	0
CO 3	2	1	1	1	3	3	1	1	2	0	0
CO 4	2	1	1	1	3	3	1	1	2	0	0
CO 5	2	1	1	1	3	3	1	1	2	0	0
	10	5	5	5	15	15	5	5	10	0	0

1-5 →1, 6 – 10 →2, 11-15 →3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>		<b>YBA403</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>		<b>PROJECT MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>		<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>		<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>COURSE OUTCOMES</b>			<b>Domain</b>		<b>Level</b>	
CO1	<i><b>Explain</b></i> Project selection methods and role of project manager.		Cognitive		Understanding	
CO2	<i><b>Describe</b></i> Work break down structure and budgeting.		Cognitive		Understanding	
CO3	<i><b>Explain</b></i> Network diagram.		Cognitive		Understanding	
CO4	<i><b>Describe</b></i> the control and completion of project.		Cognitive		Understanding	
CO5	<i><b>Explain</b></i> the types of project organization and conflict management.		Cognitive		Understanding	
<b>UNIT I INTRODUCTION TO PROJECT MANAGEMENT</b>						<b>9</b>
Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles, Responsibilities and Selection – Project Teams.						
<b>UNIT II PLANNING AND BUDGETING</b>						<b>9</b>
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budgeting the Project – Methods, Cost Estimating and Improvement, Budget uncertainty and risk management.						
<b>UNIT IIISCHEDULING &amp; RESOURCE ALLOCATION</b>						<b>9</b>
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling, Allocating scarce resources – Goldratt’s Critical Chain.						
<b>UNIT IV CONTROL AND COMPLETION</b>						<b>9</b>
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system, Project Evaluation, Auditing and Termination.						
<b>UNIT V PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT</b>						<b>9</b>
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.						

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
<b>TEXT BOOKS</b>			
Clifford Gray, Erik Larson and Gautam Desai (2015), Project Management: The Managerial Process, McGraw Hill Education.			
<b>REFERENCES</b>			
1. Jack Meredith and Samuel Mantel (2014), Project Management: A Managerial Approach, Wiley. 2. Gido and Clements (2003), Successful Project Management, Thomson Learning. 3. Harvey Maylor (2006), Project Management, Pearson Education.			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	3	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	0	3	0	2	0	0	0	0	0	0
<b>CO 4</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 5</b>	3	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	15	0	6	0	2	0	0	0	0	0	0
<b>Scaled to 0,1,2,3</b>	3	0	2	0	1	0	0	0	0	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE19</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>STRATEGIC SOURCING AND VENDOR MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OUTCOMES</b>					
1. To obtain the knowledge on principles and practices of global sourcing 2. To know the risk management of sourcing 3. To understand the supplier rating and selection 4. To understand the strategies of sourcing. 5. To evaluate the sourcing case studies.					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Understanding</i> knowledge on global sourcing principles and practices	Cognitive		Understanding	
CO2	<i>Understanding</i> the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them	Cognitive		Understanding	
CO3	<i>Understanding</i> various methods and analytical tools for Supplier Rating and Selection	Cognitive		Understanding	
CO4	<i>Understanding</i> on Electronic Sourcing and	Cognitive		Understanding	

	Sustainable Sourcing Strategies		
CO5	<i>Apply and Analyze</i> the case study	Cognitive	Apply
<b>UNIT I - INTRODUCTION TO GLOBAL SOURCING</b>			<b>9</b>
Introduction to Global Sourcing – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy			
<b>UNIT II – RISK MANAGEMENT</b>			<b>9</b>
Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation (Concepts and Metal craft Case) – Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management			
<b>UNIT III - SUPPLIER RATING AND SELECTION</b>			<b>9</b>
Supplier Research and Market Analysis– Vendor Rating – Objectives, Criteria and Methods of Vendor rating(numerical) – Supplier Evaluation and Selection (Concepts) – Solicitation of Bids and Proposals – Planning and Methods			
<b>UNIT IV - SOURCING STRATEGY</b>			<b>9</b>
Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case) – Pricing Analyses (Plastic Shield case) (numerical) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) (numerical)			
<b>UNIT V – CASE STUDIES</b>			<b>9</b>
Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart– China Case)			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
Olivier Bruel (2017), <i>Strategic Sourcing Management: Structural and Operational Decision-making</i> , Koganpage Publications.			
SathitParniangtong (2016), <i>Supply Management: Strategic Sourcing</i> , Springer Publications.			
<b>REFERENCES</b>			
1. Fred Sollish, John Semanik, (2011), <i>Strategic Global Sourcing Best Practices</i> , John Wiley and Sons Inc., Publications.			
2. Robert W., Turner (2011), <i>Supply Management and Procurement: From the Basics to Best-in-class</i> , J.Ross Publishing			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	2	0	0	2	0	0	0	0	0	0
<b>CO 4</b>	3	0	0	0	2	0	0	0	0	0	0
<b>CO 5</b>	3	0	0	0	2	0	0	0	0	0	0
<b>Total</b>	15	2	0	0	6	0	0	0	0	0	0
<b>Scaled to 0,1,2,3</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE20</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>SUPPLY CHAIN ANALYTICS</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVE</b>					
1. To provide foundational knowledge associated with the supply chain analytics					
2. To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory					
3. To learn the implementation of analytics in inventory models					
4. To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk					
5. To provide the applications of analytics in supply chain					
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	Explain the fundamental concepts of Optimization	Cognitive	Understanding		
CO2	Identify the different quality models.	Cognitive	Understanding		
CO3	Understand on the implementation of analytics in inventory models	Cognitive	Understanding		
CO4	Explain the different dimensions for Aggregate quality planning control	Cognitive	Understanding		
CO5	Identify the type of analytics for Simulation in supply chain	Cognitive	Understanding		
<b>UNIT I-INTRODUCTION</b>					<b>9</b>
Introduction – Overview on Supply Chain, Analytics and Supply Chain Analytics-Importance of supply chain analytics in the flows involving material, money, information and ownership-Classification of optimization problems – Optimization for Analytics.					
<b>UNIT II- FOUNDATION OF BUSINESS ANALYTICS</b>					<b>9</b>
Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling Understanding of Data and its role in Analytics- Analytics of a Transportation problem in a Supply Chain.					
<b>UNIT III-RESOURCE PLANNING MODELS</b>					<b>9</b>
Cycle Inventory Models–Continuous Demand Instantaneous Replenishment Model, Backordering, Inventory Model with Discount, Multiple Item Inventory Models, Production Consumption Model, Lot Sizing Time Varying Demands, Numerical Examples					
<b>UNIT IV- QUALITY PLANNING AND CONTROL</b>					<b>9</b>
Overview on application of SQC, SPC, TQM and TPM for quality planning and control, application of experimental design and analysis. Numerical Examples					
<b>UNIT V- SIMULATION &amp; DOE</b>					<b>9</b>
Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models –Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)					

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
<b>TEXT BOOKS</b>			
1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012. 2. G.V.Shenoy, U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International, Revised 2nd Ed, 2005			
<b>REFERENCES</b>			
1. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011. 2. A Ravi Ravindran, Donald P.Warshing, —Supply Chain Engineering,Models and Applicationll, CRC Press, Taylor and Francis Group,New York,2013 3. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007 4. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011. 5. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson 6. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning 7. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008. 8. Rahul Saxena, Anand Srinivasan, Business Analytics			

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2
<b>CO 1</b>	3	1	0	0	2	1	0	0	0	0	2
<b>CO 2</b>	3	1	0	0	2	1	0	0	0	0	2
<b>CO 3</b>	3	1	0	0	2	1	0	0	0	0	1
<b>CO 4</b>	3	2	0	0	2	0	0	0	0	0	2
<b>CO 5</b>	3	0	0	0	2	2	0	0	0	0	3
<b>Total</b>	15	5	0	0	10	5	0	0	0	0	10
<b>Scaled to 0,1,2,3</b>	3	1	0	0	2	1	0	0	0	0	2

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE21</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>FINANCIAL MARKETS&amp; SERVICES</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
1. To understand the structure of Indian financial systems and the financial institution					
2. To know the various financial markets and its services					
3. To understand the concepts of merchant banking and its functions					
4. To know the concepts of leasing and hire purchasing					
5. To know the concepts and the function of various financial institution					
<b>COURSE OUTCOMES</b>		<b>Domain</b>		<b>Level</b>	
CO1	<i>Understanding</i> the structure of financial system and the financial institution	Cognitive		Understanding	
CO2	<i>Understanding</i> the various financial markets	Cognitive		Understanding	
CO3	<i>Understanding</i> the nature of merchant banking	Cognitive		Understanding	
CO4	<i>Understanding</i> the concepts of leasing and hire purchasing	Cognitive		Understanding	
CO5	<i>Understanding</i> the concepts of various financial instruments.	Cognitive		Understanding	
<b>UNIT I STRUCTURE OF FINANCIAL SYSTEM &amp; INSTITUTIONS</b>					<b>9</b>
Role of Financial System in Economic Development – Indian Financial System – Financial Market Regulation Department (FMRD) - Reserve Bank of India (RBI), Monetary Policy of RBI – Commercial Banks –e-Banking – NBFC – Sectorial Financial Institution – NABARD – EXIM Bank – Power Finance Corporation (PFC).					
<b>UNIT IIFINANCIAL MARKETS</b>					<b>9</b>
Capital Market: Primary Market – Secondary Market – New Issue Market - Government Securities Market, Money Market – Money market Instruments – Recent trade in Indian Money Market – SEBI: Objectives – Functions – Guidelines.					
<b>UNIT III WEALTH MANAGEMENT</b>					<b>9</b>
Meaning – Scope – Components – Needs and Expectation of Clients – Investment Planning – Insurance Planning – Tax and estate Planning – Retirement Planning – Income and Tax Saving Schemes - Code of Ethics for Wealth Manager.					
<b>UNIT IV MUTUAL FUNDS</b>					<b>9</b>
Definition – Features of Mutual Funds – Types of Mutual Funds – Advantages of Mutual Funds – Risk of Mutual Funds – Operations of Mutual Funds – Facilities Available to Investors - Investor's Rights - Mutual Funds in India – Growth of Mutual Funds.					
<b>UNIT V OTHER FINANCIAL INSTRUMENTS</b>					
Venture Capital – Micro Finance - Chit Funds – Derivatives – Discounting – Factoring – Forfeiting – Securitization of Debt - Credit Rating – Credit Cards					
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>		<b>TOTAL</b>	
<b>45</b>	<b>0</b>	<b>0</b>		<b>45</b>	
<b>TEXT BOOK</b>					
1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008					
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2008.					
3. E.Gordon and K.Natarajan, 2001, Financial Markets and Services, 2 ndedititon, Himalaya					

Publishing House.

4. Khan, M.Y, 1998 Financial Services, 7th Edition, Tata McGraw Hill.
5. PawanJhabak, 2016, Wealth Management, 1<sup>st</sup> Edition, Himalaya Publishing House.

#### REFERENCE BOOK

1. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
2. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
3. Website of SEBI

**Table 1: Mapping of COs with Pos**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO 1	PSO 2
<b>CO 1</b>	3	0	1	0	0	0	0	0	0	0	0
<b>CO 2</b>	3	0	0	0	0	0	0	0	0	0	0
<b>CO 3</b>	3	1	1	1	1	0	1	0	0	0	0
<b>CO 4</b>	3	0	1	0	0	0	0	0	1	0	0
<b>CO 5</b>	3	1	0	1	0	0	1	1	1	0	0
<b>Total</b>	15	2	3	2	1	0	2	1	2	0	0
<b>Scaled to 0,1,2,3</b>	3	1	1	1	1	0	1	1	1	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>	<b>YBAE22</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>BEHAVIOURAL FINANCE</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

#### LEARNING OBJECTIVES

1. To learn the difference between Traditional Finance Vs. Behavioural Finance
2. To learn the investor biases
3. To learn challenges to the efficient market hypothesis
4. To learn Capital Structure and Dividend Policy
5. To learn behavioural and psychological characteristics of investors

<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>
CO1	<i>Understand</i> the Traditional Finance Vs. Behavioural Finance	Cognitive	Understanding
CO2	<i>Identify</i> the investor biases defined and illustrated	Cognitive	Identifying
CO3	<i>Examine</i> theoretical and empirical foundations and challenges to the efficient market hypothesis	Cognitive	Analyzing
CO4	<i>Understand</i> behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy	Cognitive	Understanding
CO5	<i>Evaluate</i> the behavioural and psychological characteristics of investors.	Cognitive	Evaluating

#### UNIT I-Introduction to Behavioural Finance

**6**

Introduction to Behavioural finance – Nature, scope, objectives and application-Building blocks of Behavioural finance- Traditional Finance Vs. Behavioural Finance

<b>UNIT II-Investor Biases</b>			<b>9</b>
Investor Biases: Overconfidence Bias-Representativeness Bias-Anchoring and Adjustment Bias-Cognitive Dissonance Bias-Availability Bias-Self-Attribution Bias-Conservatism Bias-Ambiguity Aversion Bias-Endowment Bias.			
<b>UNIT III- Behavioral Factors and Financial Markets</b>			<b>12</b>
Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and Behavioural factors.			
<b>UNIT IV- Behavioural Corporate Finance</b>			<b>9</b>
Behavioural Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision-making.			
<b>UNIT V-Emotions and Decision – Making</b>			<b>9</b>
Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Prasanna Chandra, “Behavioural Finance”, McGraw Hill 2016 / I Edition			
<b>REFERENCES</b>			
1. Michael M. Pompian, “Behavioural finance and wealth management”, John Wiley & Sons, Inc.			
2. Ackert and Deaves. “Behavioural Finance: Psychology, Decision-Making, and Markets”, South-western Cengage Learning.			
3. M. M. Sulphrey Behavioural Finance PHI 2014 / 1 <sup>st</sup>			
4. Sujata Kapoor, Jaya Mamta Prosad, “Behavioural Finance”, Sage 2019			

**Table 1: Mapping of COs with Pos**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PSO 1</b>	<b>PSO 2</b>
<b>CO 1</b>	3	0	0	0	0	0	1	1	2	0	0
<b>CO 2</b>	3	1	0	0	2	0	1	1	1	0	0
<b>CO 3</b>	3	2	0	0	1	0	1	1	0	0	0
<b>CO 4</b>	3	0	0	0	0	0	1	1	1	0	0
<b>CO 5</b>	3	2	0	0	2	0	1	1	1	0	0
<b>Total</b>	15	5	1	0	5	0	5	5	5	0	0
<b>Scaled to 0,1,2,3</b>	3	1	0	0	1	0	1	5	1	0	0

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBAE23	L	T	P	C
COURSE NAME	HR METRICS AND ANALYTICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE:					
Able to understand the concept and meaning HR Metrics and analysis					
Able to know the issues and changes HRMA					
Able to understand the methods of implementation of HRMA					
Able to know the social and human aspects issues in HRMA					
Able to know the methods of sustaining the technology in HRMA					
COURSE OUTCOMES		Domain		Level	
CO1	States the concept and meaning of HR Analytic	Cognitive		Understanding	
CO2	List the issues HR Information system and data	Cognitive		Understanding	
CO3	Outline the Strategies of HR Analytics	Cognitive		Analysis	
CO4	Examine the Diversity Analytics of HR	Cognitive		Understanding	
CO5	Discuss the case study outcomes	Cognitive		Understanding	
UNIT I UNDERSTANDING HR ANALYTICS					10
Predictive HR analytics defined --Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques - Human capital data storage and ‘big (HR) data’ manipulation - Predictors, prediction and predictive modelling - Current state of HR analytic professional and academic training - Business applications of modelling - HR analytics and HR people strategy					
UNIT II HR INFORMATION SYSTEMS AND DATA					9
Information sources - Analysis software options - Using SPSS - Preparing the data - Big data From descriptive reports to predictive analytics - Statistical significance - Data integrity -					
UNIT III ANALYSIS STRATEGIES OF HR METRICS					8
Types of data - Categorical variable types - Continuous variable types - Using group/team-level or individual-level data - Dependent variables and independent variables - Your toolkit: types of statistical tests - Statistical tests for categorical data (binary, nominal, ordinal) - Statistical tests for continuous/interval-level data - Factor analysis and reliability analysis					
UNIT IV DIVERSITY ANALYTICS OF HR					8
Equality, diversity and inclusion - Approaches to measuring and managing D&I - gender and job grade analysis using frequency tables and chi square -: exploring ethnic diversity across teams using descriptive statistics -: comparing ethnicity and gender across two functions in an organization using the independent samples t-test -: using multiple linear regression to model and predict ethnic diversity variation across teams - Testing the impact of diversity: interacting diversity categories in predictive modelling					
UNIT V CASE STUDIES					10
Case study 1: Employee attitude surveys – engagement and workforce perceptions, Case study 2: Predicting employee turnover, Case study 3 Predicting employee performance, Case study 4: Recruitment and selection analytics					
LECTURE		TUTORIAL		PRACTICAL	
45		0		0	
TOTAL		TOTAL		TOTAL	
45		0		45	
TEXT BOOKS					
Martin R Edwards and Kirsten Edwards (2016), “Predictive HR analytics : mastering the HR Metric” Kogan Page, New Delhi					
REFERENCES					
Jac Fitzenz (2010), “The new HR analytics : predicting the economic value of your company’s human capital investments” AMACOM, USA					



**Table1 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	2	1	1	1	2	3	1	1	1	0	0
CO 2	2	1	1	1	2	3	1	1	1	0	0
CO 3	2	1	1	1	2	3	1	1	1	0	0
CO 4	2	1	1	1	2	3	1	1	1	0	0
CO 5	2	1	1	1	2	3	1	1	1	0	0
	10	5	5	5	10	15	5	5	5	0	0

1-5 →1, 6 – 10 →2, 11-15 →3

0 – No relation, 1 – Low relation, 2 – Medium relation, 3- High relation

<b>COURSE CODE</b>	<b>YBAE24</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>	<b>INTERNATIONAL HUMAN RESOURCES MANAGEMENT</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>	<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>	<b>3 : 0 : 3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>					
<ol style="list-style-type: none"> <li>1. To explain the importance of cultural sensitivity in an international assignment.</li> <li>2. To learn the challenges of international business and IHRM</li> <li>3. To critically appraise the impact of cultural and contextual factors in shaping human resource practices in MNCs.</li> <li>4. To study HRM in a broader, comparative and international perspective to deal with complex issues.</li> <li>5. To understand the international approaches to dealing with people in MNCs.</li> </ol>					
<b>COURSE OUTCOMES</b>		<b>Domain</b>	<b>Level</b>		
CO1	<i>Learn</i> the Basics of international human resource management	Cognitive	Understanding		
CO2	<i>Identify</i> the challenges of international business and IHRM	Cognitive	Understanding		
CO3	<i>Identify</i> the various recruitment practices and selection, training, and performance management.	Cognitive	Understanding		
CO4	<i>Analyze</i> the concept of international compensation management	Cognitive	Understanding		
CO5	<i>Recognize</i> the cross cultural dynamics of IHRM	Cognitive	Understanding		
<b>UNIT I: INTRODUCTION TO INTERNATIONAL HUMAN RESOURCES MANAGEMENT</b>					<b>05</b>
Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio–cultural context– Human Resources in a Comparative Perspective					
<b>UNIT II: CHALLENGES OF IHRM</b>					<b>10</b>
Culture and employee management issues, responding to diversity, challenges of localization, global integration, differentiation, Cultural Factors/Issues in Performance Management					

<b>UNIT III: INTERNATIONAL RECRUITMENT, TRAINING &amp; PERFORMANCE MANAGEMENT</b>				<b>10</b>
International Labour Market, Sources, Recruitment and Selection of International Managers, Training, Types of Cross-cultural Training. Multinational Performance Management, Developing International Staff and Multinational Team.				
<b>UNIT IV: INTERNATIONAL COMPENSATION SYSTEM</b>				<b>10</b>
International Compensation, International Compensation System, Objectives, Approaches and Practice, Expatriation and Repatriation Process, Managing People in International Firms				
<b>UNIT V: CROSS CULTURAL HRM</b>				<b>10</b>
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs. Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, - Building Multicultural Organisation				
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>	
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>	
<b>TEXT BOOK</b>				
C.B.Gupta, Human Resource Management - Text and Cases, Sultan Chand & Sons, New Delhi.				
<b>REFERENCE</b>				
1. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007				
2. International Human Resource Management by K. Aswathappa				
3. International Human Resource Management–Peter J. Dowling–Cengage Learning India Private Limited				
4. International Human Resource Management–Anne–WilHarzing, Ashly Pinnington				

**Table1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO 1</b>	2	1	1	2	0	1	1	1	1	0	0
<b>CO 2</b>	3	2	2	3	0	2	2	1	3	0	0
<b>CO 3</b>	3	2	2	3	0	2	2	1	3	0	0
<b>CO 4</b>	3	2	2	3	0	2	2	2	3	0	0
<b>CO 5</b>	1	2	2	1	0	2	2	1	2	0	0
<b>Total</b>	12	9	9	12	0	9	9	6	12	0	0
<b>Scaled Value</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

<b>COURSE CODE</b>		<b>YBAE25</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>COURSE NAME</b>		<b>SERVICES MARKETING</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE:</b>		<b>Nil</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>H</b>
<b>C:P:A</b>		<b>3 : 0 : 0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>LEARNING OBJECTIVES</b>						
1.To Understanding The Concept Of Marketing Of Service 2. To Use Service Quality Models And Theories 3. To Study Customer Expectations 4. To Assess The Suitable Service Design 5. To Design Strategies For Achieving Service Delivery And Quality						
<b>COURSE OUTCOMES</b>			<b>Domain</b>		<b>Level</b>	
CO1	Comprehend the nature of service and distinguish between products and service.		Cognitive		Understanding	
CO2	Understanding the service quality theories and models to create value to satisfy and delight customers.		Cognitive		Understanding	
CO3	Understanding changing customer expectation trends and patterns to adjust service offering.		Cognitive		Understanding	
CO4	Understanding the different service quality models to adopt in a given service setting based on relative relevance in that setting.		Cognitive		Understanding	
CO5	Understanding the strategies to enhance the level of service quality and service delivery		Cognitive		Understanding	
<b>UNIT I: Fundamentals Of Service Marketing</b>						<b>9</b>
Introduction: Meaning And Nature Of Service Growing Importance Of Service Sector, Classification Of Service And Marketing Implications. Service Marketing Management Process.						
<b>UNIT II: Application Of Service Marketing</b>						<b>10</b>
E – Service, Categories, Electronic Service Delivery ,Electronic Service Quality, Marketing In Tourism , Hospitality, Airlines, Telecom ,IT & ITES, Sports & Entertainment , Logistics , Healthcare Sector						
<b>UNIT III: Consumer Behavior In Service</b>						<b>10</b>
Understanding Consumer Behavior In Service, Consumer Decision Making In Services, Customer Expectations And Perception. Defining And Measuring Service Quality And Customer Satisfaction, SERVQUAL, E-SERVQUAL, House Of Quality, Gaps Model.						
<b>UNIT IV: Service Design &amp; Development</b>						<b>9</b>
Service Marketing Mix: Service Positioning Service Design And Development, Service Blueprinting, Service Process, Pricing Of Services, Services Distribution Management, Managing The Integrated Services Communication Mix, Physical Evidence And Service – Scape.						
<b>UNIT V: Managing Service Personnel</b>						<b>7</b>
Managing Service Personnel, Employee And Customer Role In Service Delivery In Physical & Virtual (Online) Marketing Place.						
<b>LECTURE</b>		<b>TUTORIAL</b>		<b>PRACTICAL</b>		<b>TOTAL</b>
<b>45</b>		<b>0</b>		<b>0</b>		<b>45</b>

**TEXT BOOK**

Jechen.W. Christoper, L. And Chatterjee, J. 2117 , Service Marketing , 8<sup>th</sup> Ed .,Pearson Education India, India, ISBN: 9789332587687.

Zeithaml, V., Bitner, M., Gremler, D., And Pandit A, 2118, 7<sup>th</sup> Ed, Mcgraw Hill Education, Indian , ISBN : 9789353160777.

**REFERENCE BOOKS**

Verma, H.2112 Services Marketing Text And Cases. 2<sup>nd</sup> Ed. Pearson Education India, India , ISBN: 8131754472

**Table 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
<b>CO1</b>	3							3	
<b>CO2</b>	3	2	1						
<b>CO3</b>	3	1	2						
<b>CO4</b>	3			2					
<b>CO5</b>	3					2			
<b>Total</b>	15	4	4	2		2		3	
<b>Scaled to 0,1,2,3</b>	3	1	1	1		1		1	

1-5 →1, 6-10 →2, 11-15 →3

0–NoRelation,1-Low Relation,2-MediumRelation,3-HighRelation

COURSE CODE	YBAE26	L	T	P	C
COURSE NAME	DIGITAL AND SOCIAL MEDIA MARKETING	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To understanding the social media 2. To know the issues of social media and customer engagement 3. To understand the digital marketing 4. To know evolution of digital marketing 5. To know the online PR and reputation management					
COURSE OUTCOMES		Domain		Level	
CO1	List The Concept And Meaning Of Social Media	Cognitive		Understanding	
CO2	List The Issue Social Media And Customer Engagement	Cognitive		Understanding	
CO3	Describe The Digital Marketing	Cognitive		Understanding	
CO4	Recall The Diversity Analytics Of HR	Cognitive		Understanding	
CO5	Define The Case Study Outcomes	Cognitive		Understanding	
					9

<b>UNIT I: SOCIAL MEDIA AND CUSTOMER</b>				
What Is Social? – Different Forms Of Social Media – Social Media Dashboards – All Your Updates In One Place – The Rules Of Engagement – Adding Social Media To Your Own Site – Case Study				
<b>UNIT II: SOCIAL MEDIA BUSINESS</b>				10
The Social Feedback Cycle – Open Access To Information – Social Business: The Logical Extension – Social Business Is Holistic - The Connected Customer – The Social Web And Engagement - The Engagement Process				
<b>UNIT III: CONCEPTS OF DIGITAL MARKETING</b>				10
E- Mail Marketing , The New Direct Mail – What Exactly Is E-Mail Marketing ? – Planning Your Campaign – Measuring Your Success – E-Mail- A Vital Component Of Digital Marketing – Mobile Marketing, Mobile – Market Size And Rate Of Growth – Mobile Marketing- A Game – Changing Channel, Or Just Another – Case Study: Accord Hotels – Location – Mobile Gaming – Mobile Applications – Measuring Mobile – Mobile Privacy – Mobile Data – Online Public Relations – Google Search				
<b>UNIT IV: DIGITAL MARKETING</b>				9
The Changing Face Of Advertising – The Technology Behind Digital Marketing – Why You Need A Digital Marketing Strategy – Your Business And Digital Marketing – Define Your Digital Marketing Strategy Understanding The Digital Consumer – Building An Effective Website – The Main Steps Of Building Website – The Different Forms Of Social Media				
<b>UNIT V: PUBLIC RELATION AND BUSINESS MANAGEMENT</b>				7
Fostering A Positive Online Image – Promoting Your Business Through Online Channels – Monitoring The Conversation – Reputation Management – Creative Application Of Digital Media – Digital Creative : What Works And What Doesn't				
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>	
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>	
<b>TEXT BOOK</b>				
Damian Ryan (2014) , “Understanding Digital Marketing” Third Edition , Kogan Page Limited, New Delhi				
Dave Evans And Jake McKee (2010), “Social Media Marketing : The Next Generation Of Business Engagement ” Wiley Publication USA				
<b>REFERENCE BOOK</b>				
Demian Ryan & Calvin Jones (2009), “Digital Marketing : Marketing Strategies For Engaging The Digital Generation” Kogan Page Limited USA				

**Table 1: Mapping of Cos with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
<b>CO1</b>	3						1	1	2		
<b>CO2</b>	3	1			2		1	1	1		
<b>CO3</b>	3	2			1		1	1			
<b>CO4</b>	3						1	1	1		
<b>CO5</b>	3	2			2		1	1	1		
<b>Total</b>	15	5	1		5		5	5	5		
<b>Scaled to 0,1,2,3</b>	3	1			1		1	5	1		

1-5 →1, 6-10 →2, 11-15 →3

0-NoRelation,1-Low Relation,2-MediumRelation,3-HighRelation

### 3.b Curriculum and syllabus of the program after revision

#### SEMESTER-I

Course Code	Course Title	L	T	P	C
YBA101	Principles of Management	3	0	0	3
YBA102	Organizational Behaviour	3	0	0	3
YBA103	Economic Analysis and Business Environment	3	0	0	3
<b>YBA104</b>	<b>Accounting for Managers</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
YBA105	Business Mathematics and Statistics	3	1	0	4
YBA106	Business Legislation for Management	3	0	0	3
YBA107	Business Ethics and Corporate Governance	3	0	0	3
YBA108	Business Communication	3	1	0	4
	<b>Total</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

**Total Credits- 27**

#### SEMESTER-II

Course Code	Course Title	L	T	P	C
YBA201	Financial Management	3	0	0	3
YBA202	Human Resource Management	3	0	0	3
YBA203	Marketing Management	3	0	0	3
YBA204	Production and Operations Management	4	0	0	4
<b>YBA205</b>	<b>Information Management</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
YBA206	Business Research Methods	3	1	0	4
YBA207	Operations Research	3	1	0	4
YBA208	Entrepreneurship Development	3	0	0	3
	<b>Total</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

**Total Credits- 27**

#### SEMESTER-III

Course Code	Course Title	L	T	P	C
YBA301	Strategic Management	4	0	0	4
<b>OPERATIONS - ELECTIVES</b>					
YBAE01	Supply Chain and Logistics Management	3	0	0	3
YBAE02	Product Design and Development	3	0	0	3
YBAE03	Quality Management	3	0	0	3



FINANCE - ELECTIVES					
YBAE04	Investment Management	3	0	0	3
YBAE05	Mergers and Acquisitions	3	0	0	3
YBAE06	Banking and Insurance Management	3	0	0	3
HUMAN RESOURCE - ELECTIVES					
YBAE07	Training and Development	3	0	0	3
YBAE08	Industrial Relations and Labour Law	3	0	0	3
YBAE09	Compensation Management	3	0	0	3
MARKETING - ELECTIVES					
YBAE10	Retail Management	3	0	0	3
YBAE11	Consumer Behaviour	3	0	0	3
YBAE12	Integrated Marketing Communication	3	0	0	3

**\*Total Credits- 22**

**\*Students have to choose any two specializations**

#### SEMESTER-IV

Course Code	Course Title	L	T	P	C
YBA401	Rural Marketing Environment	3	0	0	3
YBA402	International Business	3	0	0	3
YBA403	Project Management	3	0	0	3
YBA404	Business Research Project	0	0	0	6
OPERATIONS - ELECTIVES					
YBAE19	Strategic Sourcing and Vendor Management	3	0	0	3
YBAE20	Supply Chain Analytics	3	0	0	3
FINANCE - ELECTIVES					
YBAE21	Financial Market and Services	3	0	0	3
YBAE22	Behavioral Finance	3	0	0	3
HUMAN RESOURCE - ELECTIVES					
YBAE23	Human Resource Metric and Analytics	3	0	0	3
YBAE24	International Human Resources Management	3	0	0	3
MARKETING - ELECTIVES					
YBAE25	Services Marketing	3	0	0	3
YBAE26	Digital and Social Media Marketing	3	0	0	3

COURSE CODE	YBA104	L	T	P	C
COURSE NAME	ACCOUNTING FOR MANAGERS	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVES					
1. To learn how to prepare financial statements					
2. To learn application of various ratios in balance sheet					
3. To learn cost and variance concepts					
4. To learn costing concepts					
5. To learn contemporary concepts of accounting in business					
COURSE OUTCOMES		Domain	Level		
CO1	Explain the methodology of preparing Financial Literacy	Cognitive	Understanding Applying		
CO2	Explain the Ratio Analysis and the Cash Flow statements	Cognitive	Understanding Applying		
CO3	Build Academic Sheet and real costing	Cognitive	Applying		
CO4	Analyze marginal costing and variances	Cognitive	Analysing		
CO5	Explain contemporary concepts of accounting in domestic business	Cognitive	Understanding		
UNIT I FINANCIAL ACCOUNTING					20
Concepts and Conventions of Accounting, Preparation of Balance sheet- Journal, Ledger, Trial Balance, Trading Accounting, Profit and Loss Account and Balance sheet with Adjustments. IFRS and Indian Accounting Standards					
UNIT II FINANCIAL STATEMENT ANALYSIS					12
Ratio Analysis: Classification of Ratios, Preparation of Common Size Statements, Preparation of Cash Flow Statement, Fund Flow Statement, Forensic Accounting, ICAI, ESG Metrics, ESG Analysis.					
UNIT III COSTING					12
Introduction to Costing, Preparation of Cost Sheet, Break Even Analysis, Cost Volume Profit Analysis and Decision making, Define Marginal Costing and its advantages and disadvantages, Financial reporting analysis, Costing for Managers.					
UNIT IV STANDARD COSTING, VARIANCE, BUDGETARY					8
Introduction to Cost of living, Advantages and Disadvantages of Standard Variances: Prepare the Cost Analysis, Labour differences and monetary Control.					
UNIT V CONTEMPORARY CONCEPTS					8
Kaizen Costing, Total Cost Management, Activity Based Costing, Target costing and Life cycle Costing and Pricing Methods					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	
TEXT BOOKS					
1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Financial Accounting, Margham Publications, 2012.					

## REFERENCES

1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Management Accounting, Margham Publications, 2014.
2. N.P. Srinivasan and M. Sakthivel Murugan, Revised Edition, Accounting for Management, S Chand & Co., Ltd 2010
3. Narayanasamy, Financial Accounting, PHI Publisher New Delhi, 2010

**Table 1: Mapping of COs with POs**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
CO 1	3			3			1				
CO 2	3			2	2						
CO 3	3				1						
CO 4	3				1						
CO 5	3	3							1		
Total	15	3	0	5	4	0	1	0	1	0	0
Scaled to 0,1,2,3	3	1	0	1	1	0	1	0	1	0	0

1-5 → 1, 6-10 → 2, 11-15 → 3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation

COURSE CODE	YBA205	L	T	P	C
COURSE NAME	INFORMATION MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
COURSE OUTCOMES		Domain		Level	
CO1	Understand the basic concept of Information system	Cognitive		Understanding	
CO2	Understand the system flow	Cognitive		Understanding	
CO3	Understand the concept of Data Base Management System.	Cognitive		Understanding	
CO4	Understand the security system concept	Cognitive		Understanding	
CO5	Understand the new advancements in IT	Cognitive		Understanding	
UNIT I INTRODUCTION					10
Data, Information, Information Technology, Role of IT in Business , Information System, evolution, types based on functions and hierarchy, Role of Technology in Manufacturing- PLC, Automation, CNC, Robotics, Industry 4.0, 3D printing, MRP					
UNIT II TECHNOLOGY IN BUSINESS OPERATIONS					9
Role of Technology in Business Operations - HRMS, CRM, Digital Marketing, Sales Planning, Forecasting, Financial Systems, Block chains, Bitcoins					

<b>UNIT III DBMS, DATA WAREHOUSING, DATA MINING</b>			<b>10</b>
DBMS, Data warehousing, Data warehouse Architecture, Data Mart, Data Mining- Data Mining Techniques, Applications of Data Mining, Market Basket Analysis.			
<b>UNIT IV SIGNAL CONTROL AND BRIEFING</b>			<b>8</b>
IT testing, Testing, Signal detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web Networks, Software Ethics in IT, User Interface and reporting.			
<b>UNIT V NEW IT INITIATIVES</b>			<b>8</b>
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM, Big data, IOT, SMAC, Machine learning			
<b>LECTURE</b>	<b>TUTORIAL</b>	<b>PRACTICAL</b>	<b>TOTAL</b>
<b>45</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>TEXT BOOKS</b>			
1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008. 2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012. 3. Text Book(s) Information Technology for Management: Advancing Sustainable, Profitable Business Growth - Efraim Turban, Linda Volonino, Gregory R Wood			
<b>REFERENCES</b>			
1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012 2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008. 3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013. 4. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008. 5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007. 6. James O'Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004. 7. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012 8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007. 9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013. 10. Adriaans P. and Zantinge. (2007). Data Warehousing in the Real World, I/e Pearson Education			

**Table 1: Mapping of COs with Pos**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO 1</b>	2	3	0	0	0	0	0	0	0	0	0
<b>CO 2</b>	2	3	0	0	0	0	0	0	2	0	0
<b>CO 3</b>	2	3	0	0	2	0	0	0	2	0	0
<b>CO 4</b>	2	3	0	0	0	0	2	0	2	0	0
<b>CO 5</b>	2	3	0	0	0	0	0	0	2	0	0
<b>Total</b>	10	15	0	0	0	0	2	0	8	0	0
<b>Scaled Value</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>

1-5 →1, 6-10 →2, 11-15 →3

0 – No Relation, 1- Low Relation, 2- Medium Relation, 3- High Relation