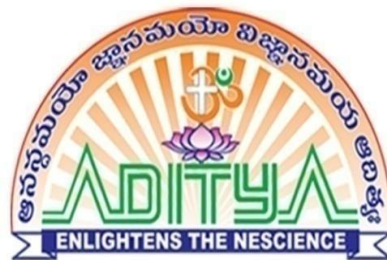


PROGRAM STRUCTURE AND SYLLABUS

INTEGRATED MBA

For

IMBA FIVE YEARS DEGREE PROGRAM
(Applicable to the batches admitted from 2017-18)



ADITYA ENGINEERING COLLEGE

(An Autonomous Institution)

Approved by AICTE, Affiliated to JNTUK & Accredited by NBA, NAAC with 'A' Grade

Recognized by UGC under the sections 2(f) and 12(B) of UGC act 1956

Aditya Nagar, ADB Road, SURAMPALEM - 533 437

VISION & MISSION OF THE COLLEGE

VISION

To induce higher planes of learning by imparting technical education with International standards, Applied research, Creative ability and Value based instruction to emerge as a premier institute.

MISSION

Achieving academic excellence by providing globally acceptable technical education by forecasting technology through

- Innovative research & development
- Industry institute interaction
- Empowered manpower

VISION & MISSION OF THE DEPARTMENT

VISION

To become a Centre of Excellence in Management Education

MISSION

- M1: By Providing quality education through innovative and latest pedagogical tools in management education.
- M2: By promoting research and innovative solutions to various management problems and serve the needs of industry and society.
- M3: By collaborating with industries for effective teaching-learning process and to develop ethical future leaders capable of managing change and transformation in a globally competitive environment and to advance the theory and practice of management.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

Graduates of the Program will

PEO 1	Have successful careers and will adapt to leadership roles along diverse career paths while adhering to professional ethics.
PEO 2	Adapt to a rapidly changing environment.
PEO 3	Design, build, and test professional knowledge acquired and develop an ability to work in teams with effective communication, critical thinking and problem solving skills.

PROGRAM OUTCOMES (POs)

After successful completion of the program, the graduates will be able to

PO 1	Apply knowledge of different management faculties practically.
PO 2	Design solutions for Complex managerial problems in business Management.
PO 3	Identify, formulate, research literature, and analyze complex managerial problems in different Industries.
PO 4	Analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.
PO 5	Apply, recognize and address ethical issues and values and use them in organizational settings and to work effectively in teams.
PO 6	Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions for various ethical, legal, financial, marketing, sales, logistical security problems in organizational settings.
PO 7	Demonstrate effective communication, both in writing and orally.
PO 8	Demonstrate knowledge of contemporary issues and ethical management.
PO 9	Integrate knowledge and demonstrated ability to perform as a management professional, and be prepared for continued learning throughout their career. Recognition of the need for, and an ability to engage in continuing professional development and life-long learning.
PO 10	Demonstrate knowledge and understanding of principles of different management faculties and apply them to one's own work and work in teams in multi cultural and dynamic environment.
PO 11	Observe and critically examine and adapt conceptual business foundations to solve practical decision-making problems, both individually and as part of teams using techniques such as case analysis, projects and assignments.

PROGRAM SPECIFIC OUTCOMES (PSOs)**After successful completion of the program, the graduates will be able to**

PSO 1	Observe and critically examine conceptual business foundations to solve practical decision-making problems in all functional areas of management using techniques such as case analysis, projects and assignments.
PSO 2	Choose different kinds of research methods including design of experiments, analysis and interpretation of data, using application software to provide valid conclusions for various managerial problems.
PSO 3	Use information and knowledge effectively for scanning and organizing data, synthesizing and analyzing in order to extract meaning from information, and to share knowledge.

Mission of the department – PEOs mapping

PEO Statements	M1	M2	M3
PEO 1: Have successful careers and will adapt to leadership roles along diverse career paths while adhering to professional ethics.	3	3	3
PEO 2: Adapt to a rapidly changing environment.	3	2	3
PEO 3: Design, build, and test professional knowledge acquired and develop an ability to work in teams with effective communication, critical thinking and problem solving skills.	3	3	3

PROGRAM STRUCTURE

I SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM1T01	English Language – I	4	4
175IM1T02	Business Mathematics & Statistics	4	4
175IM1T03	Fundamentals of Business Organization	4	4
175IM1T04	Financial Accounting – I	4	4
175IM1T05	Fundamentals of Computers	4	4
TOTAL		20	20

II SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM2T06	English Language – II	4	4
175IM2T07	Business Environment	4	4
175IM2T08	Managerial Economics	4	4
175IM2T09	Financial Accounting – II	4	4
175IM2T10	Organizational Communications	4	4
TOTAL		20	20

III SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM3T11	Principles of Management	4	4
175IM3T12	Cost Accounting	4	4
175IM3T13	Banking Theory & Practice	4	4
175IM3T14	Business Law	4	4
175IM3T15	Entrepreneurship Development	4	4
TOTAL		20	20

IV SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM4T16	Organizational Behavior	4	4
175IM4T17	Management Accounting	4	4
175IM4T18	Company Law	4	4
175IM4T19	Elements of Direct & Indirect Taxes	4	4
175IM4T20	Management Information Systems	4	4
TOTAL		20	20

V SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM5T21	Financial Management	4	4
175IM5T22	Marketing Management	4	4
175IM5T23	Human Resource Management	4	4
175IM5T24	Production & Operations Management	4	4
175IM5T25	Research Methodology	4	4
TOTAL		20	20

VI SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM6T26	Operations Research	4	4
175IM6T27	International Business	4	4
175IM6T28	Strategic Management	4	4
175IM6T29	Decision Support Systems	4	4
175IM6P01	Minor Project	---	4
TOTAL		16	20

Note: The Student has to choose the Electives from the four Specializations available (HR, Finance, Marketing, Systems)

VII SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM7T30	Knowledge Management	4	4
175IM7T31	Strategic Cost Management	4	4
---	Elective - I	4	4
---	Elective - II	4	4
---	Elective - III	4	4
TOTAL		20	20

VIII SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM8T32	Total Quality Management	4	4
175IM8T33	Project Management	4	4
---	Elective - IV	4	4
---	Elective - V	4	4
---	Elective - VI	4	4
TOTAL		20	20

IX SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IM9T34	Intellectual Property Rights	4	4
175IM9T35	Corporate Governance	4	4
---	Elective - VII	4	4
---	Elective - VIII	4	4
---	Elective - IX	4	4
TOTAL		20	20

X SEMESTER

Course Code	Name of the Course	Lecture (L)	Credits (C)
175IMAP02	Major Project	---	18
TOTAL		---	18

Elective	HR	FINANCE	MARKETING	SYSTEMS
Elective – I	Human Resource Planning (175HR7E01)	Security Analysis (175FI7E01)	Consumer Behavior (175MA7E01)	E-Business (175SY7E01)
Elective – II	Leadership Management (175HR7E02)	Banking and Insurance Management (175FI7E02)	Rural Marketing (175MA7E02)	Relational Database Management Systems (175SY7E02)
Elective – III	Compensation and Reward Management (175HR7E03)	Advanced Management Accounting (175FI7E03)	Supply Chain Management (175MA7E03)	Web Designing (175SY7E03)
Elective – IV	Performance Management (175HR8E04)	Strategic Financial Management (175FI8E04)	Customer Relationship Management (175MA8E04)	System Analysis & Design (175SY8E04)
Elective – V	Strategic Human Resource Management (175HR8E05)	Portfolio Management (175FI8E05)	Strategic Marketing Management (175MA8E05)	Business Intelligence (175SY8E05)
Elective – VI	Organizational Development & Change Management (175HR8E06)	Financial Markets and Services (175FI8E06)	Services Marketing (175MA8E06)	Enterprise Resource Planning (175SY8E06)
Elective – VII	Global Human Resource Management (175HR9E07)	Global Financial Management (175FI9E07)	Promotion and Distribution Management (175MA9E07)	Cyber Laws & Security (175SY9E07)
Elective – VIII	Labor Welfare & Legislation (175HR9E08)	Risk Management (175FI9E08)	Global Marketing Management (175MA9E08)	Information Systems & Audit (175SY9E08)
Elective – IX	Management of Industrial Relations (175HR9E09)	Tax Management (175FI9E09)	Retail Marketing (175MA9E09)	SAP (175SY9E09)

ENGLISH LANGUAGE -1**I Semester****Course Code: 175IM1T01****L C**
4 4**Course Objectives:**

- COB 1: To develop good oral and written communication skills in students for their future jobs.
- COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.
- COB 3: To develop basic language skills in terms of both written and oral.
- COB 4: To teach the effective utilization of language practically.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Distinguish between Wit and Humor. They will be able to discover the importance of Wit in everyday lives.
- CO 2: Break down complex paragraph into simpler easy to understand sentences and summaries in a wise manner.
- CO 3: Interpret any report and assimilate.
- CO 4: Practice critical writing skills.
- CO 5: Demonstrate human values and professional ethics and make better ethical decisions.
- CO 6: Develop a healthy life style and improve academic performance.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K1)	-	-	-	-	-	-	2	-	2	-	-
CO2 (K2)	-	-	-	-	-	-	3	-	3	-	-
CO3 (K2)	-	-	-	-	-	-	3	-	3	-	-
CO4 (K3)	-	-	-	-	-	-	3	-	3	-	-
CO5 (K3)	-	-	-	-	-	-	3	-	3	-	-
CO6 (K3)	-	-	-	-	-	-	3	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K1)	-	-	-
CO2 (K2)	-	-	-
CO3 (K2)	-	-	-
CO4 (K3)	1	-	-
CO5 (K3)	1	-	-
CO6 (K3)	1	-	-

UNIT - I:

1. Chapter entitled **‘Wit and Humour’** from **‘Skills Annexe’ -Functional English for Success**, Published by Orient Black Swan, Hyderabad
2. Chapter entitled **‘Mokshagundam Visvesvaraya’** from **“Epitome of Wisdom”**, Published by Maruthi Publications, Hyderabad.

- L - Listening For Sounds, Stress and Intonation.
- S - Greeting and Taking Leave, Introducing Oneself and Others (Formal and Informal Situations).
- R - Reading for Subject/ Theme.
- W - Writing Paragraphs.
- G - Types of Nouns and Pronouns.
- V - Homonyms, homophones synonyms, antonyms.

UNIT - II:

1. Chapter entitled **“Cyber Age”** from **“Skills Annexe -Functional English for Success”** Published by Orient Black Swan, Hyderabad.
2. Chapter entitled **‘Three Days To See’** from **“Epitome of Wisdom”**, Published by Maruthi Publications, Hyderabad.

- L - Listening for themes and facts.
- S - Apologizing, interrupting, requesting and making polite conversation.
- R - For theme and gist.
- W - Describing people, places, objects, events.
- G - Verb forms.
- V - Noun, verb, adjective and adverb.

UNIT - III:

1. Chapter entitled **‘Risk Management’** from **“Skills Annexe -Functional English for Success”** Published by Orient Black Swan, Hyderabad
2. Chapter entitled **‘Leela’s Friend’** by R.K. Narayan from **“Epitome of Wisdom”**, Published by Maruthi Publications, Hyderabad.

- L - For main points and sub-points for note taking.
- S - Giving instructions and directions, Speaking of hypothetical situations.
- R - Reading for details.
- W - Note – making, information transfer, punctuation.
- G - Present tense.
- V - Synonyms and antonyms.

UNIT - IV:

1. Chapter entitled **‘Human Values and Professional Ethics’** from **“Skills Annexe - Functional English for Success”** Published by Orient Black Swan, Hyderabad
2. Chapter entitled **‘The Last Leaf’** from **“Epitome of Wisdom”**, Published by Maruthi Publications, Hyderabad.

- L - Listening for specific details and information
- S - Narrating, expressing opinions and telephone interactions
- R - Reading for specific details and information
- W - Writing formal letters and CVs
- G - Past and future tenses
- V - Vocabulary - idioms and Phrasal verbs

UNIT - V:

1. Chapter entitled '**Sports and Health**' from "**Skills Annexe -Functional English for Success**" Published by Orient Black Swan, Hyderabad.
2. Chapter entitled '**The Convocation Speech**' by N.R. Narayanmurthy' from "**Epitome of Wisdom**", Published by Maruthi Publications, Hyderabad.

- L - Critical Listening and Listening for speaker's tone/ attitude S- Group
- R - Critical reading, reading for reference
- W - Project proposals; Technical reports, Project Reports and Research Papers
- G - Adjectives, prepositions and concord
- V - Collocations and Technical vocabulary Using words appropriately

* Exercises from the texts not prescribed shall also be used for classroom tasks.

Reference Books:

1. Contemporary English Grammar Structures and Composition by David Green, MacMillan Publishers, New Delhi. 2010.
2. Innovate with English: A Course in English for Engineering Students, edited by T Samson, Foundation Books.
3. English Grammar Practice, Raj N Bakshi, Orient Longman.
4. Technical Communication by Daniel Riordan. 2011. Cengage Publications. New Delhi.
5. Effective English, edited by E Suresh Kumar, A RamaKrishna Rao, P Sreehari, Published by Pearson.
6. Handbook of English Grammar & Usage, Mark Lester and Larry Beason, Tata Mc Graw -Hill.
7. Spoken English, R.K. Bansal & JB Harrison, Orient Longman.
8. Technical Communication, Meenakshi Raman, Oxford University Press.
9. Objective English Edgar Thorpe & Showick Thorpe, Pearson Education.
10. Grammar Games, Renuvolcuri Mario, Cambridge University Press.
11. Murphy's English Grammar with CD, Murphy, Cambridge University Press.

BUSINESS MATHEMATICS & STATISTICS

I Semester
Course Code: 175IM1T02

L	C
4	4

Course Objectives:

- COB 1: To develop a deeper understanding of the quantitative techniques, that could be successfully used for improving the quality of managerial decisions.
- COB 2: To teach the practical application of Mathematical models.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Classify basic concepts and mechanics of quantitative Techniques.
- CO 2: Test the applicability of probability.
- CO 3: Classify and tabulate data by using statistical methods.
- CO 4: Prepare diagrammatic and graphical representations of statistical data.
- CO 5: Calculate measures of dispersion and skewness.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	2	-	-	3	-	-
CO2 (K4)	3	-	2	2	-	3	-	-	3	-	-
CO3 (K2)	2	-	-	-	-	2	-	-	3	-	-
CO4 (K3)	3	-	1	1	-	3	-	-	3	-	-
CO5 (K3)	3	-	1	1	-	3	-	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K2)	-	-	-
CO2 (K4)	2	2	-
CO3 (K2)	-	-	-
CO4 (K3)	1	1	-
CO5 (K3)	1	1	-

UNIT - I
LOGICS:

Statements – connectivity – truth tables and values – equivalent and connectivities – contradictions – algebra statements – deductive reasoning – arguments – joint denial – compound statements. **Sets:** Elements – sets – power sets – operation with sets – union – algebra of sets – Cartesian product of two sets – relations – mapping. **Interests and annuities:** Finding interest and sum under simple and compound interest – annuities – perpetuity – discounts.

UNIT - II
PROBABILITY:

Theory of probability – terminology – types – axioms – statistical independence and dependence – Baye's theorem - Permutations and Combinations: factorial notations – finding permutations – combinations – complimentary combinations – finding combinations. **Binomial Theorem:**

Random variable - binomial coefficients – finding general, middle and greatest terms – mean and standard deviation of binomial distribution. **Poisson theorem:** Poisson approximations – mean and standard deviations of Poisson probability distribution.

UNIT - III

BUSINESS STATISTICS:

Definition – concepts – scope – uses – mistrust. **Statistical Plan:** Meaning – steps – brief description of concepts of censuses and sample – primary and secondary data – sources and methods of collection. **Classification and tabulation:** classes – tabulation – principles – frequency distribution: individual, discrete and continuous series.

UNIT - IV

DIAGRAMMATIC AND GRAPHIC PRESENTATION:

One, two and three dimensional diagram – pictograms – cartograms – principles. Types of graphs – uses and limitations – guidelines. **Data analysis:** measures of central tendencies - Arithmetic mean – median – Ogive curves – mode – geometric and harmonic mean.

UNIT - V

MEASURES OF DISPERSION:

Meaning – Range – Quartile deviation – Mean deviation – standard deviation – coefficient of dispersion. **Skewness:** Meaning of skewness, moments and kurtosis – measures of skewness, moments and kurtosis.

Reference Books:

1. Qazi Zameeruddin, VK Khanna and SK Bhambri, Business Mathematics, Vikas Publishing House Private Limited, New Delhi, 2014.
2. Beri G C, Business Statistics, 3rd edition, Tata McGraw Hill Education Private Limited, New Delhi, 2010
3. Gupta S P, Statistics, Sultan Chand & sons, New Delhi, 2016.
4. Sanchetti D C and Kapoor V K, Business Mathematics and Business Statistics, Sultan Chand & sons, New Delhi, 2015.
5. Shenoy G V, Srivastava U K, and Sharma S C, Business Statistics, Wiley Eastern Limited, New Delhi.

FUNDAMENTALS OF BUSINESS ORGANIZATION

I Semester
Course Code: 175IM1T03
L C
4 4
Course Objectives:

- COB 1: To familiarize the students with the basic concepts and legal aspects of business organizations.
- COB 2: To facilitate students in understanding the legal aspects relating to organizations and their formation.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Identify the basic concepts of organizations and their functioning.
- CO 2: Enumerate the importance of entrepreneurship.
- CO 3: Classify legal frame work of organization.
- CO 4: Develop a keen understanding of issues relating to day to day functioning of companies.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K1)	1	-	-	-	-	-	2	-	2	-	-
CO2 (K1)	1	-	-	-	-	-	2	-	2	-	-
CO3 (K2)	2	-	-	-	-	-	3	-	3	-	-
CO4 (K3)	3	-	1	1	-	-	3	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K1)	-	-	-
CO2 (K1)	-	-	-
CO3 (K2)	-	-	-
CO4 (K3)	1	-	-

UNIT - I
FUNDAMENTAL CONCEPTS:

Concepts: Business, trade, industry and commerce – Business: Features of business – Trade: Classification, Aids to Trade – Industry: Classification – Commerce - Relationship between trade, industry and commerce - Business Organization: Concept - Functions of Business.

UNIT - II
ENTREPRENEUR:

Meaning - Characteristics of Entrepreneurs – Types of Entrepreneurs – Functions of an entrepreneur - Steps to start Enterprise – Sources of finance: Long Term, Short Term.

UNIT - III
FORMS OF ORGANIZATION:

Sole Proprietorship, Partnership and Joint Hindu Family: Business Organization: Forms of

Business Organization – Classification – Factors influencing the choice of suitable form of organization. Sole Proprietorship: –Suitability. Partnership: Meaning – Characteristics – Kinds of partners - Registration of partnership – Partnership deed – Rights and obligations of partners. - Joint Hindu Family Business.

UNIT - IV:

JOINT STOCK COMPANY-I:

Joint Stock Company: Meaning – Characteristics – Advantages - Kinds of Companies – Difference between private and public companies – Promotion of A Company: Stages-Promoters –Characteristics –Registration –Capital subscription – Commencement of Business – Preparation of Important documents:

UNIT - V

JOINT STOCK COMPANY II:

Memorandum of Association: Significance, Clauses – Articles of Association: Contents – Prospectus: Contents – Statement in lieu of Prospectus - Memorandum of association - Articles of Association and Prospectus - Registration of a company including documents.

Reference Books:

1. Bhushan Y K: Business Organization and Management, Sultan Chand.
2. RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyani.
3. CB Gupta : Industrial Organization and Management, Sultan Chand.
4. Sherlekar et al: Business Organization and Management, Himalaya.
5. Talloo: Business Organisation and Management. TMH.
6. Maheswari, Business Organization and Management, IBH, 2011.
7. RK Sharma and Shashi K.Gupta: Industrial Organization and Management, Kalyan.
8. Aryasree & Murthy: Industrial Organistion & Manaement, Tata Mc Graw Hill.

FINANCIAL ACCOUNTING – I

I Semester
Course Code: 175IM1T04
L C
4 4
Course Objectives:

- COB 1: To acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts.
- COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize students with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Identify different accounting practices.
- CO 2: Choose the appropriate techniques in accounting to solve the problems.
- CO 3: Analyze financial statements independently.
- CO 4: Analyze different financial statements.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	3	-	3	-	-
CO2 (K3)	3	-	1	1	-	-	3	-	3	-	-
CO3 (K3)	3	-	1	1	-	-	3	-	3	-	-
CO4 (K4)	3	-	2	2	-	-	3	-	3	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K2)	-	-	-
CO2 (K3)	1	-	-
CO3 (K3)	1	-	-
CO4 (K4)	2	-	-

UNIT – I:
INTRODUCTION TO ACCOUNTING:

Objectives and Principles - accounting concepts and conventions, journal accounting.

UNIT – II:
LEDGER:

Positing - Subsidiary books - Errors of Rectification - Trail Balance - Suspense accounts.

UNIT – III:
VALUATION OF FIXED ASSETS:

Depreciation of fixed assets - Methods of deprecation – Bank reconciliation Statement.

UNIT – IV:**FINAL ACCOUNTS:**

Trading Accounts – Profit and Loss account - Balance sheet - with adjustments –Statements of Non-Profit Organization.

UNIT – V:**RATIO ANALYSIS:**

Limitations of Financial Statement – Ratios - liquidity, leverage, solvency and profitability ratios – Funds flow statement - Statement of Changes in Working Capital Statement.

Reference Books:

1. Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
2. Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012.
3. Aryasri: Accounting and Financial Management, McGraw-Hill, 2011.
4. V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012.
5. Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi,.2012
6. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
7. Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.

FUNDAMENTALS OF COMPUTERS

I Semester
Course Code: 175IM1T05
L C
4 4
Course Objectives:

- COB 1: To acquaint the students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the basic concepts relating to computers.
- CO 2: Use different operating systems.
- CO 3: Operate different applications of Information systems across functional domains.
- CO 4: Identify importance of E-Business.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	3	-	3	-	2
CO2 (K3)	3	-	1	1	-	-	3	-	3	-	3
CO3 (K3)	3	-	1	1	-	-	3	-	3	-	3
CO4 (K2)	2	-	-	-	-	-	3	-	3	-	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K2)	-	-	-
CO2 (K3)	-	1	-
CO3 (K3)	-	1	-
CO4 (K2)	-	-	-

UNIT - I
INTRODUCTION TO COMPUTER:

Hardware: Input / output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system. Internet: Concepts & Services, Hardware and software requirements, type of Internet connections

UNIT - II**OPERATING SYSTEMS:**

WINDOWS XP: Basic Operations, utilities and features. UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.). (Students should be familiar with these concepts but there will be no questions from topics).

UNIT - III**APPLICATION SOFTWARE:**

(MS-Office XP 2003) MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects. MS Power Point: PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

UNIT - IV**E-BUSINESS:**

Fundamentals - E-Business framework, E-Business application – Technology Infrastructure for E-Business -Mobile computing, framework, wireless technology and switching method - E-Business Models - Elements of Business models, B2B, B2C models 10

UNIT - V**PAYMENT SYSTEMS:**

Type of E-payment, digital token-based e-payment, smart card, credit card payment systems - risk on e-payment - Security Environment - Security Threats - Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in ecommerce.

Reference Books:

1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, Reprint 2009 New Delhi
2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education Reprint 2009, New Delhi.
3. Laudon and Traver. Ecommerce: Business Technology Society, 4TH Edition 2009 Pearson Education, New Delhi.
4. Schneider, E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India.
5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009.
6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House.

ENGLISH LANGUAGE-II**II Semester****Course Code: 175IM2T06****L C****4 4****Course Objectives:**

- COB 1: To develop good oral and written communication skills in students for their future careers.
- COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.
- COB 3: To develop basic language skills in terms of both written and oral.
- COB 4: To teach the right usage of vocabulary.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Identify the basic concepts and mechanics of Oral and Written Communication.
- CO 2: Articulate and make presentations independently.
- CO 3: Develop leadership, management, thinking, and social skills.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	-	-	-	-	-	-	3	-	-	-	-
CO2 (K3)	-	-	-	-	-	-	3	-	-	-	-
CO3 (K3)	-	-	-	-	-	-	3	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K2)	-	-	2
CO2 (K3)	-	-	3
CO3 (K3)	-	-	3

UNIT – I**OPERATIONAL SKILLS:**

Different ways of communicating -(Narrative, Descriptive, Exposition, Argument) with fluency ,accuracy, and formulation. Communication for influencing - Purpose of Oral communication (to interact, to uniform, to find out things to influence, to regulate) Organizing a meeting. The interview with Media- (The interview itself) - Presentations (Oral and Written Writing Formal letters and Business letters - Writing Paragraphs - Note –making and information transfer - Preparation of Material: Selecting material, planning, arrangement, presentation - Project proposals: Technical reports, Project reports, Term papers, Research papers, Dissertation writing.

UNIT – II**MANAGEMENT SKILLS:**

Time Management -Mind& Memory Management -Motivational Skills Motivation - Importance of commitment - Showing self confidence - Achieving Success - Fashion, Strategies - Business Etiquette Training - International Business Protocol - Multi Cultural Changes - Cultural awareness - Learning about the Communication styles of various clients - Dos'& Don'ts on the

telephone - Taking the leave message - Ground rules for a conference calls - Using the 'mute' function Personal grooming - Punctuality, Body language-.

UNIT – III

LEADERSHIP SKILLS:

Quick Learning - Pro- Activeness - Decision making -Situational leadership Motivating Employees - Paerto Analysis - Force field Analysis - PMI – plus, minus, Interest.

Stress - Conflict Management - Mind& Body fitness.

UNIT – IV:

THINKING SKILLS:

Positive Thinking - Logical Thinking - Lateral Thinking - Avoiding tradition always of looking for solutions - Using imagination to look at a problem differently -Recognize dominant Ideas - How to improve self confidence - To look failures as stepping stones - To Strengthen self esteem - Creative Thinking - Intellectual Property privileges.

UNIT – V:

SOCIAL SKILLS:

Courtesy- Honesty- Flexibility –Adaptability Co – Operation –Positive attitude Dependability – Ability to measure – willingness to learn- Commonsense - Personal Integrity-positive work ethic Motivational Skills – Critical thinking skills - Personal Chemistry –good personal appearance – Ability to follow regulations – willingness to be accountable - Awareness of how Business works and staying on the job until it is finished – Ability to listen and document what you have – heard.

Reference Books:

1. The 7 Habits of Highly Effective People – Stephen R. Covey.
2. How to Win Friends and Influence People– Dale Carnegie.
3. Developing the Leader Within You– John C. Maxwell.
4. The 360 Degree Leader- John C. Maxwell.

BUSINESS ENVIRONMENT

II Semester
Course Code: 175IM2T07
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4 4
Course Objectives:

- COB 1: To give orientation about Business Environment, Business functioning in Internal and External Environment.
- COB 2: To introduce the student to Economics and structures.
- COB 3: To give an Overview on Indian Business Environment.
- COB 4: To familiarize the participants with various aspects of economic, social, political and cultural environment of India.
- COB 5: To inculcate an understanding of the environmental factors influencing Indian business organizations.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Demonstrate understanding about variables in Business Environment.
- CO 2: Generalize Indian Economy and its importance in Business Management.
- CO 3: Identify sources of government revenue and expenditure.
- CO 4: Demonstrate Knowledge on Indian Business regulatory Environment.
- CO 5: Interpret Indian trade policy.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	-	-	-	-	3	-	-	-	-	-
CO2 (K2)	-	-	-	-	-	2	-	-	-	-	-
CO3 (K2)	-	-	-	-	-	2	-	-	-	-	-
CO4 (K2)	-	-	-	-	-	2	-	-	-	-	-
CO5 (K3)	-	-	-	-	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K3)	-	-	3
CO2 (K2)	-	-	2
CO3 (K2)	-	-	2
CO4 (K2)	-	-	2
CO5 (K3)	-	-	3

UNIT – I:
BUSINESS ENVIRONMENT:

Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

UNIT – II:**STRUCTURE OF INDIAN ECONOMY:**

Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

UNIT – III:**FISCAL POLICY:**

Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – Critical analysis of the recent fiscal policy of Government of India - Balance of Payments - Nature – Structure – major components – Causes for disequilibrium in Balance of Payments – Correction measures.

UNIT – IV:**INDIA’S TRADE POLICY:**

Nature – Magnitude and direction of Indian international trade –problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT – V:**LEGAL FRAME:**

Special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

Reference Books:

1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.

MANAGERIAL ECONOMICS

II Semester**Course Code: 175IM2T08**

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Course Objectives:

- COB 1: To make the students aware of the various economic issues that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of economic analysis for improving decision-making skills.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe basic concepts in managerial economics.
- CO 2: Generalise economic aspects of demand, pricing, and production.
- CO 3: Relate cost factor in different business activities.
- CO 4: Cite different market structures and their impact on business activities.

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	3	-	-	1	-	3	-	-	-	-	-
CO2 (K2)	2	-	-	-	-	2	-	-	-	-	-
CO3 (K2)	2	-	-	-	-	2	-	-	-	-	-
CO4 (K2)	2	-	-	-	-	2	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K3)	1	-	-
CO2 (K2)	-	-	-
CO3 (K2)	-	-	-
CO4 (K2)	-	-	-

UNIT – I:**INTRODUCTION TO MANAGERIAL ECONOMICS:**

Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.

UNIT – II:**DEMAND ANALYSIS:**

Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

UNIT – III:**PRODUCTION ANALYSIS:**

Production function, Marginal Rate of Technical Substitution, Production function with one/two

variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT – IV:

COST THEORY AND ESTIMATION:

Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis.

UNIT – V:

MARKET STRUCTURE AND PRICING PRACTICES:

Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory - Managerial Theories of a firm – Marris & Williams Models.

Reference Books:

1. Paul, Koushil: "Managerial Economics", Cengage Learning, New Delhi,
2. Vanita Agarwal: "Managerial Economics", Pearson, New Delhi, 2013.
3. D.L. Ahuja: "Managerial Economics", S. Chand & Company Ltd, New Delhi-55.
4. Mithani D M: 'Managerial Economics', Himalaya Publishing House, Mumbai, 2008.
5. Dwivedi D N: "Managerial Economics", Vikas Publishing House Private Limited, New Delhi, 2009.
6. Atmanand: "Managerial Economics", Excel Publications. New Delhi, 2012.
7. Varshney, R.L and Maheswari, K L: "Managerial Economics", Sultan Chand and Sons, New Delhi, 2002.

FINANCIAL ACCOUNTING – II

II Semester
Course Code: 175IM2T09

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4	4

Course Objectives:

- COB 1: To acquaint students with concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts.
- COB 2: To familiarize the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Prepare independently different accounting statements.
- CO 2: Choose the appropriate techniques in inventory valuation.
- CO 3: Prepare and analyze financial statement and reports independently.
- CO 4: Illustrate emerging dimensions in Financial Reporting

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K3)	-	2	-	1	-	3	-	-	-	-	-
CO2 (K3)	-	2	-	1	-	3	-	-	-	-	-
CO3 (K3)	-	2	-	1	-	3	-	-	-	-	-
CO4 (K3)	-	2	-	1	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K3)	1	-	-
CO2 (K3)	1	-	-
CO3 (K3)	1	-	-
CO4 (K3)	1	-	-

UNIT – I:

Features of corporate Profit and Loss A/C and Balance Sheet. Preparation of Statement of Financial Accounts for corporate and Financial Statements of Not for Profit Organizations.

UNIT – II:
INVENTORY VALUATION:

Methods of Inventory Valuation; Lower the Cost of Market (LCM); Periodic Inventory System Vs. Perpetual Inventory System. Specific requirements of AS-2 issued by ICAI.

UNIT – III:**FUNDS FLOW AND CASH FLOW STATEMENTS:**

Introduction to Funds Flow Vs. Cash Flow Statements:

- (a) Funds Flow Statements: concept of Funds Flow Statements, preparation and presentation of Funds Flow Statements. Limitations of funds flow statements.
- (b) Concept of Cash Flow Statements: preparation and presentation of Cash Flow Statements. Limitations of cash flow statements.
- (c) Managerial uses of Funds Flow and Cash Flow Statements.

UNIT – IV:**FINANCIAL REPORTS:**

Understanding complete set of Financial Reports: key aspects of Auditors Report and Directors Report. Global Financial Reporting: IAS, Indian GAAP, US GAAP, IFRS. Role of SEBI in Financial Reporting. Concept of window dressing and its implications on financial reporting.

UNIT – V:**EMERGING DIMENSIONS IN FINANCIAL REPORTING:**

Need for voluntary disclosure. Corporate Social Responsibility Accounting. Economic Value Added (EVA) Statements. Valuation of Intangible Assets and its impact on the Balance Sheet. Balance Score Card. Introduction to Responsibility Accounting and Accounting for Price Level Changes.

Reference Books:

1. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14th Edition, Pearson Hall.
2. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
3. Asish K. Bhattacharyya, Financial Accounting for Business Managers, 3rd Edition, PHI, Eastern Economy Edition.
4. Dr. V K Goyal, Financial Accounting, 3rd Edition, EB (Excel Books).
5. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5th Edition, Vikas Publications.
6. Ambrish Gupta, Financial Accounting for Management an Analytical Perspective, 3rd Edition, Pearson Education.

ORGANIZATIONAL COMMUNICATIONS

II Semester

Course Code: 175IM2T10

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4 4

Course Objectives:

- COB 1: To develop good oral and written communication skills in students for their future careers.
- COB 2: To enable effective usage of grammar, sentence structures and parts of speech so as to make them strong in communication.
- COB 3: To develop basic language skills in terms of both written and oral.
- COB 4: To teach the effective utilization of language practically.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Enumerate basic concepts and mechanics of Oral and Written Communication.
- CO 2: Develop listening and cross cultural communication skills.
- CO 3: Develop business report writing skills.
- CO 4: Develop presentation skills and communicate confidently.
- CO 5: Generalize how to read and write in good language

Mapping of Course Outcomes with Program Outcomes

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K1)	-	-	-	-	-	-	2	-	-	-	-
CO2 (K3)	-	-	-	-	-	-	3	-	-	-	3
CO3 (K3)	-	-	-	-	-	-	3	-	-	-	3
CO4 (K1)	-	-	-	-	-	-	2	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K5)	PSO 2 (K5)	PSO 3 (K3)
CO1 (K1)	-	-	-
CO2 (K3)	1	-	-
CO3 (K3)	1	-	-
CO4 (K1)	-	-	-

UNIT-I:

Role of Communication in Business–Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication - Visual Communication, Audio Visual Communication – Silence.

UNIT-II:

Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.
Managing Organization Communication – formal and Informal Communication -Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

UNIT-III:

Managing Motivation to Influence Interpersonal Communication- - Inter-Personal Perception – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

UNIT-IV:

Presentation skills – techniques of presentation – types of presentation – video Conferencing and formats – interview – formal and informal – interview techniques– Communication etiquettes.

UNIT-V:

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication.

Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports – Preparation and organization of Press Report.

Reference Books:

1. Krizan: “Essentials of Business Communication”, Cengage Learning, New Delhi.
2. Herta A Murphy, Herber W Hildebrandt and Jane P Thomas: “Effective Business Communication”, Tata McGraw Hill Education Pvt Ltd, New Delhi.
3. Kuberudu B and Srinivasa Krishna K: “Business Communication and Soft Skills”, Excel Books, 2008.
4. Paul Turner: “Organisational Communication”, JAICO Publishing House, New Delhi.
5. Namita Gopal: “Business Communication”, New Age International Publishers, New Delhi, 2009.
6. Sathya Swaroop Debasish, Bhagaban Das” “Business Communication”, PHI Private Limited, New Delhi, 2009.

PRINCIPLES OF MANAGEMENT

III Semester
Course Code: 175IM3T11
L C
4 4
Course Objectives:

- COB 1: To familiarize the students with the basic concepts, principles and definitions of management.
- COB 2: To facilitate students in understanding specific theories related to perception, motivation, leadership, job design, and organizational change
- COB 3: To help the student in understanding the contemporary issues in management.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Interpret basic concepts and theories of management.
- CO 2: Outline plans and different organization structures
- CO 3: Classify different leadership styles in cross cultural environment.
- CO 4: Develop rationale decision making and Problem solving abilities.
- CO 5: Cite contemporary issues and approaches to management

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K3)	3	-	-	2	-	2	-	3	-	3	1
CO2 (K4)	3	-	-	3	-	3	-	3	-	3	2
CO3 (K2)	2	-	-	1	-	1	-	2	-	2	-
CO4 (K3)	3	-	-	2	-	2	-	3	-	3	1
CO5 (K2)	2	-	-	1	-	1	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	2	-
CO2 (K4)	3	3	-
CO3 (K2)	1	1	-
CO4 (K3)	3	2	-
CO5(K2)	2	1	-

UNIT-I:
A BRIEF HISTORY OF MANAGEMENT:

Classical Theory-Scientific Management, Administrative Theory, Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

UNIT-II:
CREATIVE PROBLEM SOLVING AND DECISION MAKING:

Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control, Vroom's Participative Decision Making Model. Case: The Coca- Cola Company (Robert N Lussier page no: 117).

UNIT- III:**STRATEGIC AND OPERATIONAL PLANNING:**

Developing the Mission, Analyzing the Environment, Setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies. Time Management. Case: Dunkin's Donuts.

(Robert N Lussier page no: 151)

UNIT-IV:**ORGANIZING AND DELEGATING WORK:**

Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership, Handling Complaints.

Case: Hitachi (Robert N Lussier page no: 197).

Case: Steve Jobs, Apple (Robert N Lussier page no: 348).

UNIT-V:**COMMUNICATION AND CONTROLLING:**

Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case: Well Point (Robert N Lussier page no: 384).

Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488).

Reference Books:

1. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
2. Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
3. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
4. K.Anbuvelan, Principles of Management, University Science Press, 2013.
5. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
6. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
7. Andrew DuBrin, Management Essentials, Cengage Learning, 2012.

COST ACCOUNTING

III Semester

Course Code: 175IM3T12

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4 4

Course Objectives:

- COB 1: To make the students aware of costing principles followed in business.
COB 2: To equip with the tools and techniques required for analyzing costing practices.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Cost accounting.
CO 2: Explain the concepts of Cost analysis and control.
CO 3: Distinguish Marginal Costing.
CO 4: Compare and contrast marginal costs and Break-even-analysis.
CO 5: Research on standard costing models.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5(K2)	2	-	1

UNIT-I:

INTRODUCTION TO COST ACCOUNTING:

Management accounting vs Cost accounting, role of accounting information in planning and control, cost concepts and managerial, use of classification of costs. The management process and accounting.

UNIT-II:

COST ANALYSIS AND CONTROL:

Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate. Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

UNIT-III:

MARGINAL COSTING:

Introduction, Application of Marginal costing in terms of cost control-Income determinants under marginal cost- Absorption Cost Vs Marginal Cost. Key or Limiting Factor.

UNIT-IV:**BREAK-EVEN-ANALYSIS:**

Concept of cost-volume-profit relationship-Profit Planning – make or buy decision- Selection of suitable product mix- desired level of Profits – Determination of Breakeven point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

UNIT-V:**STANDARD COSTING:**

Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance and sales variance. -Inter-firm comparison

References Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
3. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi, 2008.
4. Khan and Jain: Management Accounting, Tata McGraw-Hill Publishing Co. New. Delhi, 2010.
5. Bhabatosh Banerjee: Cost Accounting, PHI Learning Private Ltd., New Delhi, 2009.
6. Ashish K Battacharya: Cost Accounting for Business Managers, Elsevier, New Delhi, 2008.

BANKING THEORY AND PRACTICE**III Semester****Course Code: 175IM3T13****L C**
4 4**Course Objectives:**

- COB 1: To develop understanding of different Commercial Banking concepts.
 COB 2: To enhance ability of understanding on Money Markets.
 COB 3: To help in understanding of Banking Regulation Act, 1949.

Course Outcomes:

At the end of the Course, Student will be able to:

- CO 1: Describe the meaning and concepts of Commercial Banking.
 CO 2: Explain the concepts of Money Markets.
 CO 3: Distinguish the concepts of regulation and innovation in banking system.
 CO 4: Compare and contrast Innovations in Banking Services.
 CO 5: Research on Foreign Exchanges.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	-	-	-
CO2 (K2)	2	-	3	-	-	1	-	-	-	-	-
CO3 (K4)	3	-	3	-	2	3	-	-	-	-	2
CO4 (K4)	3	-	3	-	2	3	-	-	-	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5(K2)	2	-	1

UNIT-I:**COMMERCIAL BANKING- FUNCTIONS OF COMMERCIAL BANKS:**

Primary and Secondary. Creation of Credit- Limitations on the Creation of Credit-Investment Policy of Commercial Banks

UNIT-II:**MONEY MARKET:**

Items Dealt with in a Money Market-Components of Money Market-Importance of Money Market- Features of a Money Market-The Indian Money Market-Indian Banking System. - Reserve Bank of India.

UNIT-III:**BANKING REGULATION ACT:**

1949- Banking Regulation Act, 1949- Provisions on Capital Liquidity– Powers Assigned to the Reserve Bank of India – Nationalization of Banks in India and its Objectives- Banking Sector Reforms. - NPA- Ombudsman for Banks.

UNIT-IV:**INNOVATIONS IN BANKING SERVICE:**

Innovative Banking-Social Banking-Lead Bank Scheme-Village Adoption Scheme-Differential Interest Rate Scheme-Hi-Tech Banking-Financial Services-Venture Capital Financing-Housing Finance-Hire Purchase.

UNIT-V:**FOREIGN EXCHANGE:**

Foreign Exchange Market - Rate of Exchange-Exchange Rate Mechanisms. The Customer-General Relationship between Banker and Customer-Special Features of the Banker-Customer Relationship- Rights of a Customer to Charge a Bank under the Consumer Protection Act.

References Books:

1. D. Muralidharan, "Modern Banking Theory And Practice", Phi, Delhi, 2009.
2. Kc Shekhar, Lekshmy Shekhar, "Banking Theroy And Practice", Vikas Publishing, 2013.
3. Microeconomics Of Banking By Xavier Freixas And Jean-Charles Rochet, Mit Press, 2Nd Edition, 2008.
4. Commercial Banking: The Management Of Risk By Benton E. Gup And James W. Kolari, John Wiley & Sons Inc., 3rd Edition, 2005.

BUSINESS LAW**III Semester****Course Code: 175IM3T14****L C**
4 4**Course Objectives:**

- COB 1: To create awareness on various economic and legal issues that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of economic analysis and legal aspects for improving their decision-making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe three different relationships that could be created under the law of agency.
- CO 2 : Explain about Sale of Goods Act.
- CO 3 : Distinguish Forms of Business Organizations.
- CO 4 : Compare Consumer Protection Act, 1986 and Contract of Agency.
- CO 5 : Research Negotiable Instruments Act, 1881.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5(K2)	2	1	-

UNIT-1:**IMPORTANCE OF COMMERCIAL LAW:**

The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent – Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

UNIT-2:**SALE OF GOODS ACT:**

Introduction to Act – Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller.

UNIT-3:**FORMS OF BUSINESS ORGANIZATION:**

Meaning – Sole Trader- Meaning and Features of Partnership– Registration – Types of Partners – Partnership Deed – Duties and Rights of Partners - Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association and their Dissolution.

UNIT-4:**A) CONSUMER PROTECTION ACT, 1986:**

Introduction to Act – Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

B) CONTRACT OF AGENCY:

Meaning and Nature of Agency – Kinds of Agents –Creation of Agency- Duties and Rights of Principal –Duties and Rights Agents Principal's Liability for the Acts of the Agent- Personal Liability of Agent –Termination of Agency.

UNIT-5:**NEGOTIABLE INSTRUMENTS ACT, 1881:**

Characteristics of Negotiable Instruments –Kinds of a Negotiable Instrument – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

Reference Books:

1. Ravindra Kumar:Legal Aspects of Business, Cengage learning, New Delhi,2009.
2. Pathak: Legal Aspects of Business, Tata McGraw Hill, New Delhi, 2010.
3. S.N.Maheshwari, S.K.Maheshwari: A Manual of Business Laws, Himalaya Publishing House, Mumbai, 2009.
4. N.D.Kapoor: Business Law, Sultan Chand, New Delhi.
5. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
6. S.S Gulshan: Business Law, Excel Books, New Delhi, 2010

ENTREPRENEURSHIP DEVELOPMENT**III Semester****Course Code: 175IM3T15****L C****4 4****Course Objectives:**

- COB 1: To make aware of the various concepts of entrepreneurship.
 COB 2: To help in understanding the importance entrepreneurship development.
 COB 3: To help in analyzing the role of entrepreneurship in economic development.
 COB 4: To help in preparing report for business ventures.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of entrepreneurship development.
 CO 2 : Explain the importance of training in Entrepreneurship development.
 CO 3 : Distinguish between planning and evaluation of projects.
 CO 4 : Compare and contrast Small and Micro Enterprises.
 CO 5 : Research on Institutional Support to Entrepreneur and MSMEs.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO 2 (K2)	2	-	-	-	-	1	2	-	-	2	-
CO 3 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO 4 (K4)	3	-	-	-	-	3	3	-	-	3	2
CO 5 (K2)	2	-	-	-	-	1	2	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5(K2)	2	-	1

UNIT-I:**ENTREPRENEURSHIP:**

Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT-II:**TRAINING:**

Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E-business Ventures; New Venture Management – Emerging Trends.

UNIT-III:**PLANNING AND EVALUATION OF PROJECTS:**

Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

UNIT-IV:**SMALL AND MICRO ENTERPRISES:**

Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

UNIT-V:**INSTITUTIONAL SUPPORT TO ENTREPRENEUR AND MSMES:**

Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions - Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Reference Books:

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi.
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012.
4. B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011.
5. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012.
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011.

ORGANIZATIONAL BEHAVIOR**III Semester****L C****Course Code: 175IM4T16****4 4****Course Objectives:**

- COB 1: To sensitize on the various psychological aspects concerning the functioning of business enterprises
- COB 2: To familiarize on the importance of behavioral aspects and their importance in organizations.
- COB 3: To equip with the necessary knowledge on behavioral aspects.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify the basic concepts of organizational behavior.
- CO 2 : Enumerate the importance of leadership, attitude and values in organization.
- CO 3 : Develop his personality, decision making abilities and interpersonal communication skills.
- CO 4 : Generalize organizational culture and development.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	1	-	2	-	-	-
CO 2 (K1)	1	-	-	-	-	-	-	1	-	-	-
CO 3 (K3)	3	1	-	2	1	2	-	3	-	-	-
CO 4 (K2)	2	-	-	1	-	1	-	2	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K1)	1	-	-
CO3 (K3)	3	-	-
CO4 (K2)	2	-	-

UNIT-I:**INTRODUCTION:**

Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior-Perception: nature - Process –Motivation – Concepts - Theories - Leadership Theories. Attitudes and Values.

UNIT-II:**PERSONALITY DEVELOPMENT:**

Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes – theories.

UNIT-III:**DECISION MAKING PROCESS:**

Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT-IV:**INTER-PERSONAL COMMUNICATION:**

Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT-V:**ORGANIZATIONAL DEVELOPMENT:**

Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.

Reference Books:

1. K.Aswathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai; “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.
6. Sharma VS, Veluri: “Organizational Behavior”, JAICO Publishing House, New Delhi, 2009.
7. Slocum, n Helireigel: “Fundamentals of Organizational Behavior”, Cengage Learning India, New Delhi, 2009.
8. Jennifer M.George and Gareth R. Jones: “Understanding and Managing Organizational Behavior”, Pearson Education, New Delhi, 2009.
9. Schermerhorn, Hunt and Osborn: “Organizational Behavior”, Wiley India Limited, New Delhi, 2007.
10. Gregory Moor head, Ricky W. Grif fin: “Organizational Behavior”, Biztantra, New Delhi, 2009.

MANAGEMENT ACCOUNTING

III Semester

L C

Course Code: 175IM4T17

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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Prepare independently different accounting statements.
- CO 2 : Prepare and analyze financial statement and reports independently.
- CO 3 : Analyze cost accounting concepts.
- CO 4 : Interpret Cost behavior and Decision making methods.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	-	1	-	2	-	2	-	-	-	3	-
CO 2 (K3)	-	1	-	2	-	2	-	-	-	3	-
CO 3 (K4)	-	2	-	3	-	3	-	-	-	3	-
CO 4 (K3)	-	1	-	2	-	2	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K3)	3	-	-
CO3 (K4)	3	-	-
CO4 (K3)	3	-	-

UNIT-I:

INTRODUCTION TO MANAGEMENT ACCOUNTING: Management accounting vs Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.

UNIT-II:

MIS AND REPORTING: Essentials of an Ideal Report- General Principles of Good Reporting-Methods of Reporting- Types of Reports- MIS- Reporting Needs of Different Management levels - Theoretical Questions- Reconciliation and Integration of Financial and Cost Accounts-Need of Reconciliation- Method of Reconciliation.

UNIT-III:**RESPONSIBILITY ACCOUNTING:**

Definition- Steps- Responsibility Centers- Revenue Centre- Profit Centre- Investment Centre- Advantages of Responsibility Accounting- Cost Centres Vs. Responsibility Centres - Transfer Prices- Price Level Accounting- Current Purchasing Power Method- Methods of Accounting for Changing Prices- Working Capital Adjustments- Merits of Inflation Account

UNIT-IV:**BUDGETARY CONTROL:**

Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.

UNIT-V:**MANAGEMENT AUDIT:**

Definition- Objectives of Management Audit- Difference between Financial Audit and Management Audit- Need for Management Audit- Conducting Management Audit.

Reference Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
3. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi, 2008.
4. Colling Drury; Management and Cost Accounting, Cengage learning, Hyderabad, 2009.
5. Khan and Jain: Management Accounting, Tata McGraw-Hill Publishing Co. New. Delhi, 2010.
6. Horngren, Sundem, Strattom: Introduction to Management, Accounting, Pearson, Secundrabad, 2010.

COMPANY LAW**III Semester****L C****Course Code: 175IM4T18****4 4****Course Objectives:**

- COB 1: To make the students aware of difference between private and public company.
- COB 2: To help in understanding different concepts on formation of a company.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe types of companies.
- CO 2 : Explain various clauses of companies' act 1956.
- CO 3 : Distinguish duties and liabilities of promoters.
- CO 4 : Compare and contrast duties of Directors and independent Directors.
- CO 5 : Research on procedures and powers of liquidators.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5(K2)	2	1	-

UNIT – I:

Meaning of company, features, advantages and disadvantages, types of companies, distinguish between private and public ltd company.

UNIT – II:

Promotion of company, incorporation, memorandum and articles of association, various clauses of companies act 1956.

UNIT – III:

Prospects, issues, contents, promoter's position, duties and liabilities.

UNIT – IV:

Directors, appointment, qualification renewal, recognition, power and duties-meetings, annual general meeting, statutory meeting, role of directors, independent directors and Corporate Governance.

UNIT – V:

Winding up of a company, types, procedure-powers of liquidator, voluntary winding up by member and creditors winding up subject to supervision of court.

Reference Books:

1. N.D. Kapoor, Company Law
2. Company Law by Tandom M.P, Allahabad Law Agency, Allahabad

ELEMENTS OF DIRECT AND INDIRECT TAXES

III Semester

L C

Course Code: 175IM4T19

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Course Objectives:

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes.
- COB 2: To help in understanding the importance of Tax planning in India.
- COB 3: To help in analyzing the role of Tax in economic development.
- COB 4: To help in understanding problems faced in Tax planning.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of Direct and Indirect Taxes.
- CO 2 : Explain about issues in Tax management.
- CO 3 : Distinguish between various factors affecting CENVAT and other Tax management Issues.
- CO 4 : Compare Tax Planning in Indian context with other countries.
- CO 5 : Research on Multinational Taxation.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2		1
CO2 (K2)	2		1
CO3 (K4)	3		3
CO4 (K4)	3		3
CO5(K2)	2		1

UNIT – I:

Income tax act 1961, laws regarding capital and revenue expenditure, deemed income, residence concept.

UNIT – II:

Assessment of individual, income from salary (Problems) and income from HP.

UNIT – III:

Income from business and profession, problems arising from aggregation of income and set off and carry forward loss.

UNIT – IV:

Indirect tax laws, administration and relevant procedure, the central exercise including central value added tax CENVAT. Central sales tax act 1956, customs act 1962 and excise audit.

UNIT – V:

Tax administration appeals, revisions, review, rectification and application to control board of direct taxes. Acquisition proceedings principals of valuation movable and immovable property. Tax incentives and export promotions.

Reference Books:

1. Bhagawati Prasad, Direct Taxes Law and Practice Wishwa Prakashan, New Delhi.
2. Dinkar parage, Direct Taxes, Sultan Chand and Sons, New Delhi.

MANAGEMENT INFORMATION SYSTEM

III Semester
Course Code: 175IM4T20

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Course Objectives:

- COB 1: To acquaint the students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite various software's used in management of IS.
- CO 2 : Develop different models of IS.
- CO 3 : Use different data presentation techniques and IS Models.
- CO 4 : Sketch IS Security and IS Planning.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	1	-	-	2	-	2	-	-
CO 2 (K3)	3	-	3	2	-	-	3	-	3	-	1
CO 3 (K3)	3	-	3	2	-	-	3	-	3	-	1
CO4 (K3)	3	-	3	2	-	-	3	-	3	-	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	-	1	-
CO2 (K3)	-	2	-
CO3 (K3)	-	2	-
CO4 (K3)	-	2	-

UNIT – I:

Foundations of IS in Business – Managing the digital firm, Conceptual foundations, Perspectives on IS, Phases in building and maintaining IS, obstacles of applying IT.

UNIT – II:

Types of IS – Office Automation System, Communication systems, Transaction processing systems, knowledge work systems, Management and Executive information systems, Decision support systems(Artificial intelligence, and intelligent techniques, intelligent agents)

UNIT – III:

IS Models – Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford).

UNIT – IV:

IS Planning - The process of IS planning, Strategic alignment of business and IT, Building and maintaining IS – Alternative approaches for building information systems.

UNIT – V:

IS Security, Control and Audit– System vulnerability and abuse, business value of security and control, threat of project failure, threat of computer crime, methods of minimizing risks, IS Audit, ensuring system quality.

Reference Books:

1. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, Pearson Education, 2005.
2. Steven Alter: Information Systems, Pearson, 3/e, 2002.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
4. W S Jawadekar: Management Information Systems, 2/e, TMH, New Delhi, 2002
5. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
6. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill, 2003.

ORGANIZATIONAL BEHAVIOR**IV- Semester****Course Code: 175IM4T16**

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Course Objectives:

- COB 1: To sensitize on the various psychological aspects concerning the functioning of business enterprises.
- COB 2: To familiarize on the importance of behavioral aspects and their importance in organizations.
- COB 3: To equip with the necessary knowledge on behavioral aspects.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify the basic concepts of organizational behavior.
- CO 2 : Enumerate the importance of leadership, attitude and values in organization.
- CO 3 : Develop his personality, decision making abilities and interpersonal communication skills.
- CO 4 : Generalize organizational culture and development.

Mapping of program outcome and course outcome

CO/ PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	1	-	2	-	-	-
CO 2 (K1)	1	-	-	-	-	-	-	1	-	-	-
CO 3 (K3)	3	1	-	2	1	2	-	3	-	-	-
CO 4 (K2)	2	-	-	1	-	1	-	2	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K1)	1	-	-
CO3 (K3)	3	-	-
CO4 (K2)	2	-	-

UNIT-I:

INTRODUCTION - NATURE AND SCOPE: linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior-Perception: nature - Process – Motivation – Concepts - Theories - Leadership Theories. Attitudes and Values.

UNIT-II:**PERSONALITY DEVELOPMENT:**

Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes – theories.

UNIT-III:**DECISION MAKING PROCESS:**

Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

UNIT-IV:**INTER-PERSONAL COMMUNICATION:**

Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

UNIT-V:**ORGANIZATIONAL DEVELOPMENT:**

Goals, processes, change – resistance to change – Nature of OD - interventions, OD techniques and OD applications.

Reference Books:

1. K.Aswhathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
5. Jai B.P.Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.
6. Sharma VS, Veluri: “Organizational Behavior”, JAICO Publishing House, New Delhi, 2009.
7. Slocum, Helireigel: “Fundamentals of Organizational Behavior”, Cengage Learning India, New Delhi, 2009.
8. Jennifer M.George and Gareth R. Jones: “Understanding and Managing Organizational Behavior”, Pearson Education, New Delhi, 2009.
9. Schermerhorn, Hunt and Osborn: “Organizational Behavior”, Wiley India Limited, New Delhi, 2007.
10. Gregory Moor head, Ricky W. Griffin: “Organizational Behavior”, Biztantra, New Delhi, 2009.

MANAGEMENT ACCOUNTING**IV Semester****Course Code: 175IM4T17**

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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- COB 3: To familiarize with tools and techniques which help in management planning and control systems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Prepare independently different accounting statements.
- CO 2 : Prepare and analyze financial statement and reports independently.
- CO 3 : Analyze cost accounting concepts.
- CO 4 : Interpret Cost behavior and Decision making methods.

Mapping of program outcome and course outcome

CO/ PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	-	1	-	2	-	2	-	-	-	3	-
CO 2 (K3)	-	1	-	2	-	2	-	-	-	3	-
CO 3 (K4)	-	2	-	3	-	3	-	-	-	3	-
CO 4 (K3)	-	1	-	2	-	2	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K3)	3	-	-
CO3 (K4)	3	-	-
CO4 (K3)	3	-	-

UNIT-I:**INTRODUCTION TO MANAGEMENT ACCOUNTING:**

Management accounting vs Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.

UNIT-II:**MIS AND REPORTING:**

Essentials of an Ideal Report- General Principles of Good Reporting-Methods of Reporting-Types of Reports- MIS- Reporting Needs of Different Management levels - Theoretical Questions- Reconciliation and Integration of Financial and Cost Accounts-Need of Reconciliation- Method of Reconciliation.

UNIT-III:**RESPONSIBILITY ACCOUNTING:**

Definition- Steps- Responsibility Centers- Revenue Centre- Profit Centre- Investment Centre- Advantages of Responsibility Accounting- Cost Centres Vs. Responsibility Centres - Transfer Prices- Price Level Accounting- Current Purchasing Power Method- Methods of Accounting for Changing Prices- Working Capital Adjustments- Merits of Inflation Account.

UNIT-IV:**BUDGETARY CONTROL:**

Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, cash budget, production budget, master budget, budget reports for management control. Zero based budgeting.

UNIT-V:

MANAGEMENT AUDIT: Definition- Objectives of Management Audit- Difference between Financial Audit and Management Audit- Need for Management Audit- Conducting Management Audit.

Reference Books:

1. M.N.Arora: Cost and Management Accounting, Vikas Publication, New Delhi, 2009.
2. S.P.Jain, K.L.Narang: Cost and Management Accounting, Kalyani Publications, New Delhi, 2009.
5. M.P.Pandi Kumar: Cost and Management Accounting, Excel Books, New Delhi, 2008.
6. Colling Drury; Management and Cost Accounting, Cengage learning, Hyderabad, 2009.
7. Khan and Jain: Management Accounting, Tata McGraw-Hill Publishing Co. New Delhi, 2010.
8. Horngren, Sundem, Strattom: Introduction to Management, Accounting, Pearson, Secundrabad, 2010.

COMPANY LAW**IV Semester****Course Code: 175IM4T18**

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Course Objectives:

- COB 1: To make the students aware of difference between private and public company.
- COB 2: To help in understanding different concepts on formation of a company.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe types of companies.
- CO 2 : Explain various clauses of companies' act 1956.
- CO 3 : Distinguish duties and liabilities of promoters.
- CO 4 : Compare and contrast duties of Directors and independent Directors.
- CO 5 : Research on procedures and powers of liquidators.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5(K2)	2	1	-

UNIT – I:**MEANING OF COMPANY:**

Features, advantages and disadvantages, types of companies, distinguish between private and public ltd company.

UNIT – II:**PROMOTION OF COMPANY:**

Incorporation, memorandum and articles of association, various clauses of companies act 1956.

UNIT – III:**PROSPECTS:**

Issues, contents, promoter's position, duties and liabilities.

UNIT – IV:**DIRECTORS:**

Appointment, qualification renewal, recognition, power and duties-meetings, annual general meeting, statutory meeting, role of directors, independent directors and Corporate Governance.

UNIT – V:**WINDING UP OF A COMPANY:**

Types, procedure-powers of liquidator, voluntary winding up by member and creditors winding up subject to supervision of court.

Reference Books:

1. N.D. Kapoor, Company Law.
2. Company Law by Tandon M.P, Allahabad Law Agency, Allahabad.

ELEMENTS OF DIRECT AND INDIRECT TAXES**IV Semester****Course Code: 175IM4T19****L C**
4 4**Course Objectives:**

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes
 COB 2: To help in understanding the importance of Tax planning in India
 COB 3: To help in analyzing the role of Tax in economic development
 COB 4: To help in understanding problems faced in Tax planning.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of Direct and Indirect Taxes.
 CO 2 : Explain about issues in Tax management.
 CO 3 : Distinguish between various factors affecting CENVAT and other Tax management Issues.
 CO 4 : Compare Tax Planning in Indian context with other countries.
 CO 5 : Research on Multinational Taxation.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 5 (K2)	2	-	3	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5(K2)	2	-	1

UNIT – I:**INCOME TAX ACT 1961:**

Laws regarding capital and revenue expenditure, deemed income, residence concept.

UNIT – II:**ASSESSMENT OF INDIVIDUAL:**

Income from salary (Problems) and income from HP.

UNIT – III:**INCOME FROM BUSINESS AND PROFESSION:**

Problems arising from aggregation of income and set off and carry forward loss.

UNIT – IV:**INDIRECT TAX LAWS:**

Administration and relevant procedure, the central exercise including central value added tax CENVAT. Central sales tax act 1956, customers act 1962 and excise audit.

UNIT – V:**TAX ADMINISTRATION APPEALS:**

Revisions, review, rectification and application to control board of direct taxes. Acquisition proceedings principals of valuation movable and immovable property. Tax incentives and export promotions.

Reference Books:

1. Bhagawati Prasad, Direct Taxes Law and Practice Wishwa Prakashan, New Delhi.
2. Dinkar parage, Direct Taxes, Sultan Chand and Sons, New Delhi.

MANAGEMENT INFORMATION SYSTEM**IV Semester****Course Code: 175IM4T20**

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Course Objectives:

- COB 1: To acquaint the students with the application of computers in understanding latest trends in information technology.
- COB 2: To provide an orientation about the increasing role of management information system in managerial decision making with the help of computers.
- COB 3: To make students understand how information is processed, stored and utilized.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite various software's used in management of IS.
- CO 2 : Develop different models of IS.
- CO 3 : Use different data presentation techniques and IS Models.
- CO 4 : Sketch IS Security and IS Planning.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	1	-	-	2	-	2	-	-
CO 2 (K3)	3	-	3	2	-	-	3	-	3	-	1
CO 3 (K3)	3	-	3	2	-	-	3	-	3	-	1
CO4 (K3)	3	-	3	2	-	-	3	-	3	-	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	-	1	-
CO2 (K3)	-	2	-
CO3 (K3)	-	2	-
CO4 (K3)	-	2	-

UNIT – I:**FOUNDATIONS OF IS IN BUSINESS:**

Managing the digital firm, Conceptual foundations, Perspectives on IS, Phases in building and maintaining IS, obstacles of applying IT.

UNIT – II:**TYPES OF IS:**

Office Automation System, Communication systems, Transaction processing systems, knowledge work systems, Management and Executive information systems, Decision support systems(Artificial intelligence, and intelligent techniques, intelligent agents).

UNIT – III:**IS MODELS:**

Nolan Stage Hypothesis, IS Strategic Grid, Wards Model, Earl's Multiple Methodology, CSFs, Soft Systems Methodology, Socio-Technical Systems Approach (Mumford).

UNIT – IV:**IS PLANNING:**

The process of IS planning, Strategic alignment of business and IT, Building and maintaining IS – Alternative approaches for building information systems.

UNIT – V:**IS SECURITY:**

Control and Audit: System vulnerability and abuse, business value of security and control, threat of project failure, threat of computer crime, methods of minimizing risks, IS Audit, ensuring system quality.

Reference Books:

1. Kenneth C Laudon and Jane P.Laudon, et al: Management Information Systems, 9/e, Pearson Education, 2005.
2. Steven Alter: Information Systems, Pearson, 3/e, 2002.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2002.
4. W S Jawadekar: Management Information Systems, 2/e, TMH, New Delhi, 2002.
5. James A. Obrein: Management Information Systems, TMH, 10/e, 2004.
6. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill, 2003.

FINANCIAL ANAGEMENT

V Semester
CourseCode:175IM5T21

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Course Objectives:

- COB 1: To acquaint with concepts, principles and postulates of accounting and utilization of financial and accounting information for planning and decision making.
- COB 2: To familiarize with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements?
- COB 3: To familiarize with basic principles, tools and techniques of financial management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Illustrate concepts of financial management.
- CO 2 : Interpret financial and Investment decisions in organizations.
- CO 3 : Cite different dividend policies in Indian corporate sector.
- CO 4 : Choose the appropriate techniques in inventory management.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO 2 (K3)	3	-	-	2	-	2	-	-	-	3	-
CO 3 (K2)	2	-	-	1	-	1	-	-	-	2	-
CO 4 (K3)	3	-	-	2	-	2	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K3)	3	-	-
CO3 (K2)	2	-	-
CO4 (K3)	3	-	-

UNIT-I

FINANCIAL MANAGEMENT:

Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

FINANCING DECISION:

Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III**INVESTMENT DECISION:**

Concept of Time Value of money – Techniques of Time Value of Money - Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return , Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

UNIT-IV**DIVIDEND DECISION:**

Meaning and Significance – Major forms of dividends – Theories of Dividends - Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V**LIQUIDITY DECISION:**

Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, NewDelhi,2013.
2. Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi,2012.
3. Brigham,E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi,2013.
4. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.
5. I.M. Pandey: “Financial Management”, Vikas Publishers, New Delhi,2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4thedition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, NewDelhi,2013.

MARKETING MANAGEMENT

V Semester

Course Code:175IM5T22

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Course Objectives:

- COB 1: To acquaint with concepts of marketing.
- COB 2: To familiarize and equip with the concepts of Planning, designing and implementing marketing strategies to achieve the long-term objectives.
- COB 3: To familiarize with basic changes in marketing and e-marketing

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Interpret basic concepts of marketing.
- CO 2 : Classify markets into segments and known how to target a market.
- CO 3 : Apply different pricing strategies
- CO 4 : Analyze communication process and control activities in marketing.

Mapping of program outcome and course outcome

CO / PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	-	3	-	2	-	-	-	-	-
CO 2 (K4)	3	-	-	3	-	3	-	-	-	-	-
CO 3 (K3)	3	-	-	3	-	2	-	-	-	-	-
CO 4 (K4)	3	-	-	3	-	3	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	-
CO2 (K4)	3	-	-
CO3 (K3)	1	-	-
CO4 (K3)	3	-	-

UNIT-I

INTRODUCTION TO MARKETING:

Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT-II

MARKET SEGMENTATION AND TARGETING:

Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT-III**PRICING STRATEGY:**

Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT-IV**MARKETING COMMUNICATION:**

Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT-V**MARKETING ORGANIZATION AND CONTROL:**

Evolution of Marketing Department - Organizing the Marketing Department -, Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Lamb, Hair, Sharma: "MKTG" Cengage Learning, New Delhi, 2013.
2. Phillip Kotler: "Marketing Management", Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: "Marketing Management", Tata McGraw Hill, New Delhi, 2012.
4. R. Srinivasan: "Case Studies in Marketing", PHI Learning, New Delhi, 2012.
5. Tapan K Pand: "Marketing Management", Excel Books, New Delhi, 2012.
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "Marketing", Oxford University Press, Chennai, 2013.

HUMAN RESOURCE MANAGEMENT

V Semester
Course Code:175IM5T23
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Course Objectives:

- COB 1: To acquaint with a broad perspective on themes and issues of Human Resource Management.
- COB 2: To familiarize with relevance and application of HRM practices in the Indian perspective.
- COB 3: To familiarize and to build up and refine decision making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite evolution and emerging trends of HRM.
- CO 2 : Critically analyze HRD concepts.
- CO 3 : List different appraisal and wage payment systems.
- CO 4 : Evaluate incentive payment system and welfare measures given to employees.
- CO 5 : Interpret industrial relations in organization.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	1	-	-	-	-	2	-
CO 2 (K3)	3	-	-	-	2	-	-	-	-	2	-
CO 3 (K2)	3	-	-	-	2	-	-	-	-	3	-
CO 4 (K3)	3	-	-	-	2	-	-	-	-	3	-
CO 5 (K3)	3	-	-	-	1	-	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	2	-	1
CO2 (K4)	3	-	3
CO3 (K3)	3	-	3
CO4 (K3)	3	-	3
CO5 (K3)	3	-	2

UNIT-I
HRM:

Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT-II
INVESTMENT PERSPECTIVES OF HRM:

HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and

techniques – Training evaluation - retention - Job Analysis – job description and specifications
- Management development - HRD concepts.

UNIT-III

PERFORMANCE APPRAISAL:

Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles-Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT-IV

WAGE AND SALARY ADMINISTRATION:

Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms.

UNIT-V

MANAGING INDUSTRIAL RELATIONS:

Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: “Human Resource Management: Asouth-Asin Perspective”, Cengage Learning, New Delhi, 2013.
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “Human Resource Management”, Excel Books, New Delhi, 2010.

PRODUCTION & OPERATIONS MANAGEMENT

V Semester
Course Code:175IM5T24
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Course Objectives:

- COB 1: To help in learning the basic methodology of understanding the needs and techniques of different production terminologies
- COB 2: To familiarize with tools and techniques of production management.
- COB 3: To familiarize with basic changes in production techniques.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Interpret basic concepts of production and operation management
- CO 2 : Outline production planning and control activities in production.
- CO 3 : Sketch quality control charts and known how to manage work environment.
- CO 4 : Identify different concepts and dimensions of quality
- CO 5 : Classify stock in stores by using different inventory methods

Mapping of program outcome and course outcome

CO / PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	-	1	-	-	-	2	-	-	-	-	1
CO 2 (K4)	-	2	-	-	-	3	-	-	-	-	2
CO 3 (K3)	-	1	-	-	-	2	-	-	-	-	1
CO 4 (K2)	-	-	-	-	-	1	-	-	-	-	-
CO 5 (K4)	-	2	-	-	-	3	-	-	-	-	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	2	-
CO 2 (K4)	3	3	-
CO 3 (K3)	3	2	-
CO 4 (K2)	2	1	-
CO 5 (K4)	3	3	-

UNIT-I
INTRODUCTION:

Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

UNIT-II**PRODUCTION PLANNING AND CONTROL:**

Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

UNIT-III**MANAGING OF WORK ENVIRONMENT:**

Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans.

Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT-IV**QUALITY IMPROVEMENT:**

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT-V**STORES MANAGEMENT:**

Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Panner Selvem: "Production and Operation Management", Prentice Hall of India, NewDelhi,2012.
2. K.Aswathappa, K. Shridhara: "Production & Operation Management", Himalaya Publishing House, New Delhi,2012.
3. Ajay K Garg: "Production and Operation Management", TMH, NewDelhi,2012.
4. Deepak Kumar Battacharya: "Production & Operation Management", University Press, New Delhi,2012.
5. Alan Muhlemann, John Oakland, jasti Katayayani: "Production and Operation Management", Pearson, New Delhi,2013.

RESEARCH METHODOLOGY

V Semester

Course Code:175IM5T25

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Course Objectives:

- COB 1: To acquaint the students with concepts and theoretical and practical base for a research project
- COB 2: To familiarize the student with significant tools and techniques of quantitative techniques, which are useful in the decision making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Formulate and test hypotheses.
- CO 2 : Classify data and use different sampling techniques.
- CO 3 : Prepare and Present of Research Report
- CO 4 : Chart different quality control limits
- CO 5 : Use multivariate techniques and analyze dependence and independence of samples.

Mapping of program outcome and course outcome

CO / PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	-	1	3	2	-	-	-	-	-	-	-
CO 2 (K4)	-	2	3	3	-	-	-	-	-	-	-
CO 3 (K3)	-	1	3	2	-	-	-	-	-	-	-
CO 4 (K3)	-	1	3	2	-	-	-	-	-	-	-
CO 5 (K3)	-	1	3	2	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	-	2
CO 2 (K4)	3	-	3
CO 3 (K3)	3	-	2
CO 4 (K3)	3	-	2
CO 5 (K3)	3	-	2

UNIT-I

INTRODUCTION:

Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II**DATA BASE:**

Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III**SURVEY RESEARCH AND DATA ANALYSIS:**

Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT-IV**STATISTICAL INFERENCE & QUALITY CONTROL:**

Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

UNIT-V**MULTIVARIATE ANALYSIS:**

Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Navdeep and Guptha: "Statistical Techniques & Research Methodology", Kalyani Publishers.
2. Willam G.Zikmund, Adhkari: "Business Research Methods", Cengage Learning, New Delhi, 2013.
3. S.Shajahan: "Research Methods for management", JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: "Introducing Research Methodology", SAGE, New Delhi, 2012.
5. Cooper R.Donald and Schindler S. Pamela: "Business Research Methods", 9/e, Tata McGraw Hill, New Delhi.
6. M.V.Kulkarni: "Research Methodology", Everest Publishing House, New Delhi, 2010.

OPERATIONS RESEARCH

VI Semester
CourseCode:175IM6T26

L	C
4	4

Course Objectives:

- COB 1: To use mathematical techniques to obtain the best possible solution to problems involving limited resources.
- COB 2: To make familiarize with principles and techniques of Operations Research and their applications in decision- making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify and develop operational research models from the verbal description of the real system.
- CO 2 : Select the mathematical tools that are needed to solve optimization problems.
- CO 3 : Use mathematical software to solve the proposed models.
- CO 4 : Apply network models.
- CO 5 : Determine Dynamic Programming Models.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	-	-	2	-	-	-	-	-	-	-	-
CO 2 (K4)	-	-	2	-	-	-	-	-	-	-	-
CO 3 (K3)	-	1	3	2	-	-	-	-	-	-	-
CO 4 (K3)	-	1	3	2	-	-	-	-	-	-	-
CO 5 (K3)	-	1	3	2	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	2	-	-
CO 2 (K4)	2	-	-
CO 3 (K3)	3	-	2
CO 4 (K3)	3	-	2
CO 5 (K3)	3	-	2

UNIT-I

Overview of Operations Research: OR models, OR techniques Linear Programming: introduction, graphical solution, graphical sensitivity analysis, standard form of linear programming problems, basic feasible solutions, unrestricted variables, simplex algorithms, artificial variables, big M and two phase method, degeneracy, alternative optima, unbounded solutions, infeasible solutions.

UNIT-II

Dual problems: Relation between primal and dual problems- dual simplex method- integer programming- branch and bound algorithms cutting plan algorithm.

UNIT-III

Transportation Model: starting solutions- northwest corner rule- lowest cost method- Vogels approximation method- transportation algorithms- assignment problem- Hungarian method.

UNIT-IV

Network Models, Project Scheduling: - CPM and PERT – Rules of Network- Constructions of Network- Time Analysis- Critical Path Method- PERT Procedure- Cost Consideration in PERT/CPM.

UNIT-V

Dynamic Programming: Introduction- Decision Tree Bellman's Principle of Optimality- Game Theory- Introduction- Definition- Pay-off- Types of Games- Maximin- Minimax Principle.

Reference Books:

1. Operations Research, An Introduction: Hamdy A Taha, Maxwell Macmillan International Edition, New York,1992.
2. Introductions to operations Research by Hillier/Lieberman, Tata McGrawHill.
3. Operations Research by R.Panneerselvan, prentice Hall of India.

INTERNATIONAL BUSINESS

VI Semester
Course Code: 175IM6T27

L	C
4	4

Course Objectives:

- COB 1: To acquaint with concepts of& theory on international business.
 COB 2: To familiarize with foreign exchange markets.
 COB 3: To help in understanding problems of MNC's and liquidity problems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Explain significance of international business.
 CO 2 : Restate role of balance of payments.
 CO 3 : Articulate foreign exchange market mechanisms.
 CO 4 : Extend the role of Multinational corporations.
 CO 5 : Review the problems of international liquidity.

Mapping of program outcome and course outcome

CO / PO	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	-	-	-	-	-	-	-	2	2	2	-
CO 2 (K2)	-	-	-	-	-	-	-	2	2	2	-
CO 3 (K3)	-	-	-	-	-	2	-	3	3	3	-
CO 4 (K2)	-	-	-	-	-	-	-	2	2	2	-
CO 5 (K2)	-	-	-	-	-	-	-	2	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	-
CO 2 (K2)	2	-	-
CO 3 (K3)	3	-	2
CO 4 (K2)	2	-	-
CO 5 (K2)	2	-	-

UNIT-I

International Business: Significance, Free Trade vs. Protection. Emerging Trends, Trade Barriers Trade Strategies.

UNIT-II

Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

UNIT-III

Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

UNIT-IV

Globalization: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs - Export Promotion Zones – Special Economic Zones.

UNIT-V

International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Reference Books:

1. Crinkota, Ronkainen and Moffett, International Business, Cengage, New Delhi.
2. Andrew Harrison – International Business, Oxford University Press.
3. E. Bhattacharya: International Business, Excel Publications.
4. Francis Cherunilam, International Business: Text and Cases, Prentice Hall of India.
5. Sundaram & Black, International Business Environment – The Text and Cases, Prentice Hall of India.

STRATEGIC MANAGEMENT

VI Semester
L C
CourseCode:175IM6T28
4 4
Course Objectives:

- COB 1: To familiarize with the Corporate, Business and Functional Strategies.
- COB 2: To facilitate in understanding methods and tools which are used in the strategy formulation and implementation processes.
- COB 3: To help in understanding and identify the business situations in which they can be applied most effective.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Determine the meaning of Vision and Mission statements of organizations.
- CO 2 : Outline environmental scanning process, strategic leadership and strategic analysis and choice.
- CO 3 : Correlate strategy formulation with developments in markets.
- CO 4 : Determine the factors necessary for strategy implementation.
- CO 5 : Focus on qualitative and quantitative measures used in strategic control.

Mapping of program outcome and course outcome

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 2 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 3 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 4 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 5 (K4)	2	-	3	-	-	-	-	-	-	2	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	-	-
CO 2 (K4)	2	-	-
CO 3 (K4)	2	-	-
CO 4 (K3)	3	-	-
CO 5 (K4)	2	-	-

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy.

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Reference Books:

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009.
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009.
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009.
5. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010.

DECISION SUPPORT SYSTEMS

VI Semester
Course Code: 175IM6T29

L	C
4	4

Course Objectives:

- COB 1: To familiarize with the role of MIS and its role in organizations.
 COB 2: To help in understanding deterministic models and applications of DSS.
 COB 3: To acquaint with the latest developments in DSS.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Determine the role of MIS in organization.
 CO 2: Judge the models required to cope with uncertainty.
 CO 3: Articulate the applications of DSS.
 CO 4: Restate Non-Optimizing models.
 CO 5: Construct a DSS checking its technical feasibility and financial viability.

Mapping of program outcome and course outcome

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 2 (K2)	2	-	2	-	-	-	-	-	-	2	-
CO 3 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 4 (K2)	2	-	2	-	-	-	-	-	-	2	-
CO 5 (K3)	3	-	3	-	-	-	-	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	-	-
CO 2 (K2)	2	-	-
CO 3 (K3)	3	-	-
CO 4 (K2)	2	-	-
CO 5 (K3)	3	-	-

UNIT-I

MIS And It's Role In Organizations Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

UNIT-II

Deterministic Models: Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

UNIT-III

Application of DSS: Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

UNIT-IV

Non-Optimizing Models of DSS: Simulation Techniques and Monte- Carlo Methods.

UNIT-V

Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

Reference Books:

1. V.S. Janaki Raman: Decision Support System, PHI Learning, NewDelhi,2009.
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi,2002.
3. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
4. George M.Marakas: “Decision Support Systems in the 21st Century”,2/e, Pearson Education, New Delhi, 2008.

KNOWLEDGE MANAGEMENT

VII Semester
Course Code: 175IM7T30

L	C
4	4

Course Objectives:

- COB 1: To familiarize with the knowledge management aspects.
- COB 2: To facilitate in understanding knowledge management systems and tools used in organizations.
- COB 3: To help in understanding and identifying the impact of technology on knowledge management.
- COB 4: Understand the pillars of knowledge management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Determine the meaning of knowledge management and its significance.
- CO 2 : Outline essentials of knowledge management.
- CO 3 : Correlate drivers in knowledge management.
- CO 4 : Determine knowledge management systems and tools.
- CO 5 : Focus on technologies and knowledge management.

Mapping of program outcome and course outcome

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO 2 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 3 (K4)	2	-	3	-	-	-	-	-	-	2	2
CO 4 (K3)	3	-	3	-	-	-	-	-	-	3	1
CO5 (K4)	2	-	3	-	-	-	-	-	-	2	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	-	-
CO 2 (K4)	2	-	-
CO 3 (K4)	2	-	-
CO 4 (K3)	3	-	-
CO 5 (K4)	2	-	-

UNIT- I:

Introduction to Knowledge Management -Definition- Scope and Significance Knowledge Management – Techniques and difficulties in Knowledge Management - Implementation of Knowledge Management-Knowledge Management and Knowledge Sharing – Knowledge Dynamics – Principles of Knowledge Management.

UNIT- II:

Essentials of Knowledge Management – Data- information- knowledge – Basic types of Knowledge – Knowledge Capital – classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes – conversion of Knowledge Organizational Knowledge Management – Technology Enablers.

UNIT- III:

Drivers of Knowledge Management – Pillars of Knowledge Management - Knowledge based products – Inventory Management – Supply Chain Planning – Seven layers of Knowledge Management – Success factors of Knowledge Management Implementation.

UNIT- IV:

Knowledge Management Systems and Tools- Knowledge Mapping Techniques – Core issues of implementation – Methodology of implementation and Acquisition Tools- Knowledge Indexing and Processing – Knowledge analysis on-line Analytical Processing.

UNIT-V:

Technologies and Knowledge Management – Information Technology and Knowledge Management – E-Commerce and KM – Total Quality Management and KM – Benchmarking - Customer Relationship and Knowledge Management – Measuring Knowledge Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. RL Nandeshwar, Bala Krishna: Change and Knowledge Management, Excel Books, New Delhi.
2. Irma Becerra, Fernandez: Knowledge Management, Pearson Education, New Delhi, 2009.
3. Sudhir Warier E: Knowledge Management Vikas Publishing House Private Limited, Hyderabad, 2009.
4. Daryl Morey: Knowledge Management, University Press, New Delhi, 2009.
5. B. Rathan Reddy: Knowledge Management, Himalaya Publication, 2007.

STRATEGIC COST MANAGEMENT

VII Semester
Course Code: 175IM7T31

L	C
4	4

Course Objectives:

- COB 1: To help in understanding the basic concepts of strategic cost management.
- COB 2: To help in analyzing different cost management techniques.
- COB 3: To help in understanding quality cost management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of cost management.
- CO 2 : Explain the concepts of strategic cost audit.
- CO 3 : Distinguish between Life Cycle Cost Management and Product life Costing-Activities.
- CO 4 : Compare and contrast Activity-Based and Strategic Based Responsibility Accounting.
- CO 5 : Research on Quality Cost Management.

Mapping of program outcome and course outcome

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT- I:

Cost Management: Introduction-Factors affecting cost Management-Strategic Cost Analysis-Cross Functional perspective of Cost Management-International issues in Cost Management-Levels of Involvement in International Trade-Foreign Currency Exchange-Managing Transaction risk, Economic Risk, Translation risk-Decentralization-Creation of Divisions-Role of Cost and Management Accountant.

UNIT-II:

Strategic Cost Audit: Management Audit – Structure – Objectives – Generally accepted Cost Accounting Principles – Cost Reporting.

UNIT-III:

Strategic Cost Management: Concepts-Strategic Positioning-key to Creating and Sustaining a Competitive Advantage, Value Chain Framework, linkages and Activities-organizational activities and Cost Drivers-Life Cycle Cost Management-Product life Costing-Activities-Project life cycle.

UNIT-IV:

Balanced Score-Card: Definition, Activity-Based V/s Strategic Based Responsibility Accounting-Assigning Responsibility-Balanced Score Card-Basic Concepts-Strategy Translation-Linking measures to strategy-Strategic Alignment.

UNIT-V:

Quality Cost Management: Meaning, Definition, Quality Cost Measurement-Reporting Quality Costs-Quality cost information and Decision Making-Controlling Quality Costs-Environmental costs: Definition, Measuring and Controlling environmental costs
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Don R. Hansen, Maryanne M. Mowen (2005): Cost Management: Accounting and Control (4th Edt). International Student Edition. Thomson South-Western.
2. Ravi M. Kishore, (1997): Advanced Management Accounting. Taxmann Allied Services (P) Ltd.
3. John K. Shank, Vijay Govindaraja, Strategic Cost Management. The Free Press Publication.
4. Dr.Pradip Kumar Sinha: Strategic Cost Management: Nirali Prakashan Publication.

HUMAN RESOURCE PLANNING (ELECTIVE I-HR)

VII Semester

Course Code: 175HR7E01

L	C
4	4

Course Objectives:

- COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Planning.
- COB 2: To familiarize the student with relevance and application of Human Resource Planning practices in the Indian perspective.
- COB 3: To familiarize students with basics of training and development activities.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Cite evolution and emerging trends of HRP.
- CO 2 : Critically analyze HRP concepts.
- CO 3 : List Quantitative Tools for Manpower forecasts.
- CO 4 : Evaluate Recruitment, Selection and Induction Process.
- CO 5 : Interpret Training and Performance Appraisals.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K4)	PO 3 (K5)	PO 4 (K5)	PO 5 (K3)	PO 6 (K3)	PO 7 (K2)	PO 8 (K3)	PO 9 (K2)	PO 10 (K2)	PO11 (K3)
CO1 (K2)	2	-	-	-	-	-	-	-	-	3	-
CO2 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO3 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO4 (K4)	3	-	-	2	-	-	-	-	-	3	-
CO5 (K3)	3	-	-	1	-	-	-	-	-	3	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K4)	3	-	3
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K3)	3	-	2

UNIT-I:

Introduction – History of HRM – HRM as a system – HRM Techniques – Roles duties and responsibilities of HR Managers – HR Organizational Structure- HR Policies and Strategies.

UNIT-II:

Human Resource Planning – Definition of HRP – Responsibilities of HR Department- Objectives of HRP- Man Power Demand Forecasting – Micro and Macro Human Resource Planning- Macro Level Manpower Planning Models and Techniques- Learning Curves – Labor Economics and Labor Markets.

UNIT-III:

Human Resource Planning Process – HRP Process outline – Quantitative Tools for Manpower forecasts – Manpower Planning Models- Simulation – Replacement Theory – Productive Statistics in Micro Level HRP.

UNIT-IV:

Recruitment Selection and Induction – Recruitment Function – Selection Process – Interviews- Recruitment Matrics – Induction – Employee Socialization – Placement – Career Planning and Development – Objectives of Career Development – Integration of Career Development – Steps in the Career Planning Process.

UNIT-V:

Training and Performance Appraisal – Classification of Training Programmes – Need for Manpower Training – Sequence of Training Programme – Performance Appraisal – Performance Counseling, Management, Mentoring and Performance Matrics – Introduction to Human Resource Accounting and Audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Human Resource Planning by Dipak Kumar Bhattacharyya – Ecel Books.
2. Strategic HRM by Mabey and Salama.
3. Development Human Resources by Mabey and Thompson.
4. Human Resource Information System: Development and Application by Kavanagh M.J.

SECURITY ANALYSIS (ELECTIVE I-FINANCE)

VII Semester
Course Code: 175FI7E01

L	C
4	4

Course Objectives:

- COB 1: To make students aware of the various Securities.
- COB 2: To understand various Investment alternatives.
- COB 3: To understand the Equity and Bond valuation models.
- COB 4: To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis.
- COB 5: To understand the Portfolio Analysis and Selection by using various models.
- COB 6: To understand Industry Analysis.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify various concepts of Security Analysis.
- CO 2 : Explain the process of Investment alternatives and Stock Exchange operations.
- CO 3 : Determine risks and returns of securities.
- CO 4 : Analyze the importance of investment decisions by using Fundamental and Technical Analysis.
- CO 5 : Analyze various Industries.

Mapping of program outcome and course outcome

CO/ PO	PO1 (K3)	PO2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	3	-	-	-	-	2	-	-	-	3	1
CO 2 (K2)	3	-	-	-	-	2	-	-	-	3	1
CO 3 (K4)	2	-	-	-	-	2	-	-	-	3	1
CO 4 (K4)	3	-	-	-	-	3	-	-	-	3	2
CO5 (K2)	3	-	-	-	-	3	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	3	-	-
CO 2 (K2)	2	-	-
CO 3 (K4)	2	-	-
CO 4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Concept of Investment Decisions: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges – Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

UNIT-II:

Alternative Investment Outlets – Preference Shares and Equity Shares Earning valuation- Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

UNIT-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

UNIT-IV:

Risk and Returns Security Analysis: Economic Analysis – Security Analysis and Investment Decisions – Fundamental Analysis of Economy Industry – Investment Making Process – Economic Forecasting – Barometric or Indian Approach – Money and Stock Prices-Diffusion Index.

UNIT-V:

Industry Analysis – Importance of Industry Analysis – Classification of Industries – Key Indicators in Analysis – Analytical Frame Works – Forecasting Methods – Conditional and Profitability – Industry Analysis Factors.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Sudhindra Bhat. “Security Analysis and Portfolio Management”, Excel Books, New Delhi 2015.
2. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009.
3. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009.
4. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
5. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010.
6. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
7. Ranganatham: “Investment Analysis and Portfolio Management” Pearson Education.

**CONSUMER BEHAVIOR
(ELECTIVE I-MARKETING)**

VII Semester

Course Code: 175MA7E01

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4 4

Course Objectives:

- COB 1: To develop an understanding on consumer behavior, characteristics, purchase-decision making process, customer relations and its application to marketing strategy.
- COB 2: To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.
- COB 3: To enlighten the students with the concepts and Practical applications of consumer behavior and consumerism
- COB 4: To equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Understand the concept of Consumer Behavior.
- CO 2 : Understand the concept of perception, motivation, and personality in organizational context.
- CO 3 : Articulate consumerism and consumer protection Act 1986.
- CO 4 : Appraise the importance of communication with consumer behavior.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	-	2	-	-	2	1
CO 2 (K2)	2	-	-	-	-	-	2	-	-	2	2
CO 3 (K3)	3	-	-	-	-	-	3	-	-	3	2
CO 4 (K4)	3	-	-	-	-	-	3	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	3	1	-
CO 2 (K2)	2	1	-
CO 3 (K3)	2	2	-
CO 4 (K4)	3	3	-

UNIT-I:

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT- II:

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT- III:

Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT-IV:

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT- V:

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behavior" Text and Cases", TMH, New Delhi, 2012.
2. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011
3. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, "Consumer Behavior" 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L "Consumer Behavior", 8/e, Pearson Education, New Delhi, 2003.

E-BUSINESS (ELECTIVE I-SYSTEMS)

VII Semester

Course Code: 175SY7E01

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Course Objectives:

- COB 1: To make the students aware of E-Business concepts.
COB 2: To equip with the tools and techniques used in E-Business ventures.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of E-Business.
CO 2 : Explain the E-Business models.
CO 3 : Distinguish building an E-Business and normal business venture.
CO 4 : Compare and contrast Internet marketing environment.
CO 5 : Research on legal and ethical issues in internet marketing.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Introduction to E-Business: Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.

UNIT-II:

E-Business Models: Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

UNIT-III:

Building an E-Business: Design and Development and Management – E-Business Solutions - Online Monetary Transactions. e-Wallets – Digital Currency and Alternate Consumer Payment Options. Smart Cards, e-Billing developing payment standards.

UNIT-IV:

Internet Marketing: Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions.

UNIT-V:

Legal and Ethical Issues: Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trademark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “E-Business and E-Commerce” for Managers, Pearson Publication.
3. David Whiteley: “E-Commerce- Strategy Technologies and Applications” Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: “E-Commerce–Concepts, Models & Strategies” Himalaya Publishing house, Mumbai, 2003.
5. Kamalesh K Bajaj & Debjani Nag: “E-Commerce”, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: “Electronic Commerce”, Tata Mc-Graw-Hill, New Delhi, 2003.

LEADERSHIP MANAGEMENT (ELECTIVE II-HR)

VII Semester
Course Code: 175HR7E02

L	C
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Course Objectives:

- COB 1: To develop good understanding of leadership importance in today's businesses.
- COB 2: To enable in developing leadership abilities.
- COB 3: To develop knowledge about evaluation of leadership abilities.
- COB 4: To enhance self-awareness and self-development attitude in students.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Determine the meaning of Leadership and its importance.
- CO 2 : Outline motivational theories and cultural dimensions
- CO 3 : Correlate leadership with learning and attitude.
- CO 4 : Determine the factors necessary developing leadership.
- CO 5 : Focus on leadership styles in other countries.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	-	-	1	-	-	-	-	3	1
CO 2 (K4)	2	-	-	-	2	-	-	-	-	2	2
CO 3 (K4)	2	-	-	-	2	-	-	-	-	2	2
CO 4 (K3)	3	-	-	-	1	-	-	-	-	3	1
CO5 (K4)	3	-	-	-	2	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	2
CO2 (K4)	2	-	3
CO3 (K4)	2	-	3
CO4 (K3)	3	-	2
CO5 (K4)	2	-	3

UNIT-I:

Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

UNIT-II:

Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organizational Cultural. Organisational Building: Approaches, Quality of Work Life. Cross Cultural Values, Developing Value Orientation in Behaviour for change.

UNIT-III:

Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance– Developing and Maintaining positive attitude for effective leading.

UNIT-IV:

Leader Self-management: Significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification –Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building – Leadership and Integrity: Developing character and values.

UNIT-V:

Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Sarma V S Veluri (2009), Organisational Behaviour - An Interactive Learning Approach (Text and Cases), Mumbai, Jaico Publishing House.
2. Hellriegel Don, Jackson and Slocum W John (2008), Management – A Competency Based Approach, New Delhi, Cengage Learning India Private Limited.
3. Peter G. Northouse, Leadership, 2010, Sage.
4. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
5. John ADAIR, Inspiring Leadership, 2008, Viva Books.
6. Lussir, Effective Leadership, 2009, Cengage.
7. Srivastava, Transformation Leadership, 2008, Macmillan.
8. Aravind V Pathak, Rabi S Bhagat, Roger J Kashlak, International Management, New Delhi, Tata McGraw Hill.

BANKING AND INSURANCE MANAGEMENT (ELECTIVE II- FINANCE)

VII Semester
Course Code: 175FI7E02

L	C
4	4

Course Objectives:

- COB 1: To develop good understanding of leadership importance in today's businesses.
- COB 2: To enable in developing leadership abilities.
- COB 3: To develop knowledge about evaluation of leadership abilities.
- COB 4: To enhance self-awareness and self-development attitude in students.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Determine the meaning of Leadership and its importance.
- CO 2 : Outline motivational theories and cultural dimensions
- CO 3 : Correlate leadership with learning and attitude.
- CO 4 : Determine the factors necessary developing leadership.
- CO 5 : Focus on leadership styles in other countries.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	-	-	1	-	-	-	-	3	1
CO 2 (K4)	2	-	-	-	2	-	-	-	-	2	2
CO 3 (K4)	2	-	-	-	2	-	-	-	-	2	2
CO 4 (K3)	3	-	-	-	1	-	-	-	-	3	1
CO5 (K4)	3	-	-	-	2	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K3)	3	-	2
CO2 (K4)	2	-	3
CO3 (K4)	2	-	3
CO4 (K3)	3	-	2
CO5 (K4)	2	-	3

UNIT-I:

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India - Financial Inclusion in India Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

UNIT-II:

Uses of Bank Funds: Types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT-III:

Banking Innovations:-Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT-IV:

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract -Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Concept of Reinsurance, Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities.

UNIT-V:

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010.
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B: “Risk Management & Insurance”, Cengage Learning, New Delhi.
3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
4. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
5. R.K.Sharma, Shashi and Jagwant: “Banking and Insurance”, Kalyani Publishers, 16th edition.

RURAL MARKETING (ELECTIVE II- MARKETING)

VII Semester
Course Code: 175MA7E02

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Course Objectives:

- COB 1: To develop an understanding on Rural marketing
- COB 2: To develop an understanding on Agricultural Marketing
- COB 3: To enlighten the students with the defects in Agricultural Marketing

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Understand the concept of Rural Marketing.
- CO 2 : Understand the concept of Agricultural Marketing.
- CO 3 : Articulate the defects in Agricultural Marketing.
- CO 4 : Appraise the importance of Rural Consumer Behaviour and Innovations.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	-	2	-	-	2	1
CO 2 (K2)	2	-	-	-	-	-	2	-	-	2	2
CO 3 (K3)	3	-	-	-	-	-	3	-	-	3	2
CO 4 (K4)	3	-	-	-	-	-	3	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	3	1	-
CO 2 (K2)	2	1	-
CO 3 (K3)	2	2	-
CO 4 (K4)	3	3	-

UNIT - I:

Introduction to Rural Marketing: Meaning and definition - stages in development of rural markets - characteristics of rural markets - differences between urban and rural markets - rural marketing environment- problems and challenges of rural markets.

UNIT - II:

Agricultural Marketing-I: Marketing of agricultural inputs - Features - seeds - fertilizers - pesticides - tractors - challenges and opportunities - An overview of Indian agrochemical market. Marketing of agriculture products- definition and scope - features of agricultural products - classification of agricultural markets-methods of sale- Channels of distribution.

UNIT - III:

Agricultural Marketing –II: Defects in agricultural marketing - Steps to improve agricultural marketing - Role of middleman in agricultural marketing Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions - Regulated markets, Cooperative marketing institutions, Periodic markets, Rural retail outlets - NAFED, MARKFED, APEDA.

UNIT - IV:

Rural Marketing Mix: Strategies of Rural product- strategies and brand management - Rural pricing strategies - Rural distribution strategies - Rural promotional strategies.

UNIT - V:

Rural Consumer Behaviour and Innovations: Rural consumer Behaviour - Types and characteristics of rural consumers - Factors influencing rural consumer behaviour - Shopping habits of rural consumers - Opinion leaders. Rural marketing initiatives by corporate sector - corporate sector in agri-business - cultivation, processing and retailing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Balram Dogra and Karminder Ghuman: Rural Marketing - Concepts and Practices, Tata McGraw Hill.
2. CNG Krishnama charyulu and Lalitha Ramakrishnan: Rural Marketing - Text and Casesd, Pearson Edn. 3. RV Badi and NV Badi : Rural Marketing : Himalaya
3. R Krishna Murthy: Introduction to Rural Marketing: Himalaya
4. CK Prahlad: The Future of the Bottom of the Pyramid: Pearson Edn.

RELATIONAL DATA BASE MANAGEMENT SYSTEMS (ELECTIVE II- SYSTEMS)

VII Semester
Course Code: 175SY7E02

L	C
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Course Objectives:

- COB 1: To make the students aware of Relational Data base management systems.
- COB 2: To equip with the tools and techniques used for implementing relational database management systems.
- COB 3: To acquaint about problems faced in implementation of relational database management systems.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of data base management systems.
- CO 2 : Explain the database management designs used in business organizations.
- CO 3 : Distinguish between data manipulation and programming.
- CO 4 : Compare and contrast physical database systems.
- CO 5 : Research on distributed data base systems.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT – I:

Database Systems: Evolution- File Oriented Systems- Database Models- database System Components- Database Systems in the Organization- Data sharing - Strategic Database - Planning database and Management Control- Risks and Costs in Databases- Database development.

UNIT – II:

Database Design: Principles of Conceptual Database- Design Conceptual Data Models- Aggregation- Modeling conceptual Objects vs. Physical Objects- Relational Data Model- Fundamental Concepts-Normalization-Transforming a conceptual model - Relational Model- Relational Database Implementation- Relational Algebra and Calculus.

UNIT – III:

SQL-Schema and Table Definition: Data Manipulation- View Definition Graphical Query Language- Client-Server Databases - Defining Database Tables and Server - Data Manipulation and Programming- Developing Client Applications

UNIT – IV:

Physical Database Systems: Storage Media- Disk Performance – Factors File Organization- Implementing Logical Relationships- Mapping logical Data Structures to Physical Structures- Secondary Keys – Access Database Administration and Control - DBA Functions- DBA Goals Database Integrity- Database Security- Database Recovery

UNIT – V:

Distributed Database Systems: Design- Query Processing- Data Integrity Recovery- Client/Server Systems- DBMS Selection and Implementation- Information Needs- DBMS Functions and Capabilities-Classifying DBMS feature requirement Evaluation Models- Implementation Issues- Case studies of RDBMS package such as ORACLE/MS-SQL Server. (Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Mc Fadden-Benjamin: “Modern Database Management” Cummings Publishing Company.
2. Bipin C.Desai: “An Introduction to Database System” West Publishing Company.
3. Gary Hansen & James. Hansesn: “Database Management & Design” Prentice Hall.
4. Alexis Leon & C.K. Thomas DB2 (IBM Database 2), “The Complete Book for Application Programmers”, Comdex Computer Publication a division of Pustak Mahal.
5. Prof. S. Nandagopalan, “Database Management Systems” A Practical Approach”, Sapna Book House, Bangalore.

COMPENSATION AND REWARD MANAGEMENT (ELECTIVE III-HR)

VII Semester

Course Code: 175SY7E03

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4 4

Course Objectives:

- COB 1: To make the students aware of the various compensation systems.
COB 2: To equip them with the tools and techniques used for analyzing compensation structures.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of compensation management.
CO 2 : Explain the concepts of job evaluation.
CO 3 : Distinguish the concepts of wage and salary.
CO 4 : Compare and contrast the practical applications of control systems for labor costs.
CO 5 : Research pay structures and tax planning in Indian context.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation – Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy -

influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

UNIT-II:

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure-History and past practices, elements of, management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

UNIT-III:

Wage and Salary administration: Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

UNIT-IV:

Control Systems for labour costs: Introduction-Direct and Indirect labour, Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

UNIT-V:

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai.
3. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012.
4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.
5. Mousumi S Bhattacharya Nilanjan Sengupta, “Compensation Management” – Excel Books, New Delhi – 2009.
6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009.

ADVANCED MANAGEMENT ACCOUNTING (ELECTIVE III- FINANCE)

VII Semester
Course Code: 175FI7E03

L	C
4	4

Course Objectives:

COB 1: To make the students aware of accounting principles followed in business.

COB 2: To equip with the tools and techniques required for analyzing accounting practices.

Course Outcomes:

At the end of this course students will be able to:

CO 1 : Describe the meaning and concept of Management accounting.

CO 2 : Explain the concepts of comparative analysis and depreciation models.

CO 3 : Distinguish different budgetary controls.

CO 4 : Compare and contrast marginal costs.

CO 5 : Research on standard costing models.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT –1:

Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

UNIT -II:

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

UNIT-III:

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets-Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget-Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

UNIT-IV:

Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions

– Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer.

UNIT –V:

Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.

SUPPLY CHAIN MANAGEMENT (ELECTIVE III- MARKETING)

VII Semester
Course Code: 175MA7E03

L	C
4	4

Course Objectives:

- COB 1: To acquaint the students with the concepts, principles and postulates of retail management.
- COB 2: To familiarize the student with the different scenarios of retail formats existing in the market world.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe basic concepts in retail management.
- CO 2 : Describe the strategies existing in the retail management.
- CO 3 : Discuss about the different opportunities available in selecting a location.
- CO 4 : Discuss about the different store layouts & designs existing in the retail management.
- CO 5 : Explain the various pricing approaches available in the retail marketing

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO 2 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO 3 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO 4 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO5 (K4)	3	-	-	-	-	-	-	-	3	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	3	-	1
CO 2 (K2)	2	-	1
CO 3 (K2)	2	-	1
CO 4 (K2)	3	-	1
CO5 (K4)	2	-	3

UNIT-I:

Introduction to Supply Chain Management: Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

UNIT-II:

Supply Chain Management: An Overview: Purchasing Issues in Supply Chain Management-Operations and Distribution issues in Supply Chain Management- Facility Location Decisions-Domestic and International Transportation Management- Process Management.

UNIT-III:

Customer Relationship Management: Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

UNIT-IV:

Sustaining Competitive Advantage: Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners-Performance Measurement

UNIT 5:

International Supply Chain Management: Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts-Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, Cengage learning, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi, 2000.

WEB DESINING (ELECTIVE III- SYSTEMS)

VII Semester
Course Code: 175SY7E03

L	C
4	4

Course Objectives:

- COB 1: To make the students aware of fundamental concepts in web designing
- COB 2: To equip with the tools and techniques used in web designing.
- COB 3: To help in understanding problems faced by Indian organizations in web designing.
- COB 4: To create awareness in latest techniques used for web designing.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe fundamental concepts of web designing.
- CO 2 : Explain HTTP and other models.
- CO 3 : Distinguish between HTML and HTTP.
- CO 4 : Compare cascading style sheets and its practical applications.
- CO 5 : Research on Java scripts and HTML forms.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5(K2)	2	-	1

UNIT-I:

Web Fundamentals – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II:

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

UNIT-III:

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT-IV:

Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT-V:

JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Uttam K Roy: “Web Technologies” — Oxford University Press, 2010.
2. Jon Duckett: “HTML & CSS: Design and Build Websites” – John Wiley & Sons, 2014.

TOTAL QUALITY MANAGEMENT

VIII Semester
Course Code: 175IM8T32

L	C
4	4

Course Objectives:

- COB 1: To Create awareness of the basic concepts of Total Quality management.
- COB 2: To equip with the tools and techniques in Total Quality management for improving skills in decision making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe basic concepts in Total Quality management.
- CO 2 : Illustrate the tools in Total Quality management.
- CO 3 : Relate leadership and Total Quality Management.
- CO 4 : Articulate various approaches related to Quality circles and implementation of TQM.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 2 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 3 (K3)	3	-	-	2	1	-	-	-	-	3	1
CO 4 (K3)	3	-	-	2	1	-	-	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K3)	3	-	2
CO 4 (K3)	3	-	2

UNIT- I:

Introduction - Need for quality - Evolution of quality - Definition of quality - Dimensions of manufacturing and service quality - Basic concepts of TQM - Definition of TQM – TQM Framework - Contributions of Deming, Juran and Crosby – Barriers to TQM.

UNIT- II:

Leadership – Strategic quality planning, Quality statements - Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention - Employee involvement – Motivation, Empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal - Continuous process improvement.

UNIT-III:

Tools of quality – New management tools – Six-sigma: Concepts, methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.

UNIT-IV:

Quality circles – Quality Function Deployment (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Cost of Quality – Performance measures.

UNIT-V:

Need for ISO 9000- ISO 9000-2000 Quality System – Elements, Documentation, Quality auditing- QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – Case studies of TQM implementation in manufacturing and service sectors including IT.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. Dale H.Bester filed, et at., “Total Quality Management”, Pearson Education Asia,3rd Edition, Indian Reprint (2006).
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
3. Suganthi,L and Anand Samuel, “Total Quality Management”, Prentice Hall (India) Pvt. Ltd.,2006.
4. Janakiraman, B and Gopal, R.K, “Total Quality Management – Text and Cases”, Prentice Hall (India) Pvt. Ltd., 2006.

PROJECT MANAGEMENT

VIII Semester
Course Code: 175IM8T32

L	C
4	4

Course Objectives:

COB 1: To Create awareness of the basic concepts of Project management.

COB 2: To equip with the tools and techniques of project management.

Course Outcomes:

At the end of this course students will be able to:

CO 1 : Describe basic concepts in project management.

CO 2 : Illustrate tax incentives and tax planning.

CO 3 : Relate project appraisal with organizational environment.

CO 4 : Articulate various approaches related to Project Cost Estimate, Project Evaluation and Audit.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 2 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 3 (K3)	3	-	-	2	1	-	-	-	-	3	1
CO 4 (K3)	3	-	-	2	1	-	-	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K3)	3	-	2
CO 4 (K3)	3	-	2

UNIT- I:

Project Identification and Formulation: Project characteristics, Taxonomy of projects, Project Identification, Preparation, and Screening of Project Ideas.

UNIT- II:

Tax Incentives and Tax Planning: The Project Investment decisions - Zero based project formulation - UNIDO manuals - Detailed Feasibility Study Report

UNIT- III:

Project Appraisal: Technical appraisal - Commercial appraisal - Economic appraisal - Financial Appraisal - Management appraisal - Govt. Projects and Social Projects, Social Cost Benefit analysis- Environmental Appraisal.

UNIT- IV:

Project Cost Estimate and Risk Analysis: Cost of project - Components of capital cost of a project - Project Risk Analysis - Techniques of Risk Analysis - Project Organization. Infrastructure projects - characteristics and issues related to infrastructure projects - State of Infrastructure in India - New Approaches for infrastructure - PPP mix of govt. - Support and Regulation.

UNIT- V:

Project Evaluation and Audit: Sources of financing - Role of Financial Institutions in project financing - Covenants attached to lending - Data required for calculation of NPV, PI, IRR, BCR, and NBCR - Project cost over runs and cost control - Phases of post audit - Type of Post Audit - Project close out – and Termination.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References Books:

1. B Patel, “Project Management”, Vikas.
2. N Singh, “Project Management and Control”, HPH.
3. P. Chandra, “Projects”, TMH.
4. Project Management – Managerial Approach, Jack R Meridith & Samuel J Mantel Jr Jhon wily & Sons 2011.
5. Project Management – The Managerial Process: 6th Edition, Clifford F. Gray, Eric W. Larson, Gawtam V. Desai; McGraw Hill Education.

PERFORMANCE MANAGEMENT (ELECTIVE IV-HR)

VIII Semester
Course Code: 175HR8E04

L	C
4	4

Course Objectives:

- COB 1: To Create awareness of the basic concepts of performance management that they are expected to face as managers at the corporate level.
- COB 2: To equip with the tools and techniques of performance management for improving their skills in decision making.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe basic concepts in performance management.
- CO 2 : Illustrate the tools and techniques of performance management.
- CO 3 : Relate the various rating techniques existing in the performance appraisal.
- CO 4 : Articulate various approaches related to the decision-making abilities involved in the performance management approach.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 2 (K2)	1	-	-	1	-	-	-	-	-	1	-
CO 3 (K3)	3	-	-	2	1	-	-	-	-	3	1
CO 4 (K3)	3	-	-	2	1	-	-	-	-	3	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K3)	3	-	2
CO 4 (K3)	3	-	2

UNIT- I:

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT- II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.

Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges- Appraisal for recognition and reward-Purpose of Appraising –Methods of Appraising- Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

UNIT- III:

Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

UNIT- IV:

Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Leaarning, New Delhi, 2009
6. A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.

STRATEGIC FINANCIAL MANAGEMENT (ELECTIVE IV-FINANCE)

VIII Semester
Course Code: 175FI8E04

L	C
4	4

Course Objectives:

- COB 1: To help in understanding the basic concepts of strategic financial management.
 COB 2: To help in analyzing different investment opportunities.
 COB 3: To differentiate between financial strategies of different firms.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of strategic financial management and corporate policy.
 CO 2 : Explain the concepts of corporate financial strategies.
 CO 3 : Distinguish between net present value and rate of return.
 CO 4 : Compare and contrast corporate financial engineering concepts.
 CO 5 : Research on corporate restructuring.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT- I:

Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework.

1. Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

UNIT-II:

Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)

UNIT-III:

Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

UNIT-IV:

Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)

UNIT-V:

Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance. (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Coper and Weston: "Financial Theory and Corporate Policy"
2. Braley and Myers: "The Principles of Corporate Finance". Mc. Graw Hill, N.Y.1993.
3. Prasanna Chandra : "Financial Management" Theory and Practice.
4. I.M. Pandey – "Financial Management" Vikas Publishers, New Delhi.

CUSTOMER RELATIONSHIP MANAGEMENT (ELECTIVE IV-MARKETING)

VIII Semester

Course Code: 175MA8E04

L	C
4	4

Course Objectives:

- COB 1: To make the students aware of the various concepts of CRM.
- COB 2: To help the student in understanding the increasing importance of CRM in business organizations.
- COB 3: To help the student in analyzing the various CRM strategies.
- COB 4: To help them in applying concepts of CRM for improving their decision-making skills.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify the basic concepts of CRM.
- CO 2 : Explain the importance of integrating CRM into the business strategy.
- CO 3 : Predict the various marketing aspects of CRM.
- CO 4 : Analyze the various analytical CRM strategies and their impact on customer retention.
- CO 5 : Analyze the various strategies and issues of implementing operational CRM
- Mapping of program outcome and course outcome.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	-	-	-	-	2	-
CO 2 (K2)	2	-	-	1	-	-	-	-	-	2	-
CO 3 (K3)	3	-	-	2	-	-	-	-	-	3	1
CO 4 (K4)	3	-	-	3	-	-	-	-	-	3	2
CO5 (K4)	3	-	-	3	-	-	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	3	-	-
CO 2 (K2)	2	-	-
CO 3 (K3)	2	-	-
CO 4 (K4)	3	-	-
CO5 (K4)	2	-	-

UNIT- I:

Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.

UNIT-II:

CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

UNIT-III:

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

UNIT –IV:

Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results.

UNIT-V:

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education.
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning.
3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.

SYSTEM ANALYSIS AND DESIGN (ELECTIVE IV-SYSTEMS)

VIII Semester

Course Code: 175SY8E04

L	C
4	4

Course Objectives:

- COB 1: To make the students aware of concepts and developments in System analysis Design.
- COB 2: To equip with the tools and techniques used for systems analysis and design.
- COB 3: To create awareness on problems in systems analysis and design.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of system analysis and design.
- CO 2 : Explain about physical and logical design models.
- CO 3 : Distinguish between code design and techniques.
- CO 4 : Compare and contrast different types and approaches in system testing.
- CO 5 : Research on problems faced by organizations in system implementation.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT- I:

Systems Analysis and Design: Meaning - System Analyst: Role and Responsibilities. Strategies of System Design and Development - Principles of System Development - Tools of System Development - Requirements Analysis: Strategies - Fact-finding – Feasibility Analysis - Documenting: DFD, DD, DT, Decision Trees.

UNIT-II:

System Design: Objectives - Physical Vs. Logical Design- Areas of System Design: Input Design: Data Capture - GUI controls - prototype design - Process Design - Modelling Applications - Information Technology Architecture - Output Design - Principles - Prototype – Interface – Display – Forms Design.

UNIT-III:

Procedure Design: Code Design – File Design – Methods – Storage Structures – Software Design – Techniques – Principles.

UNIT-IV:

System Testing: Types – Approaches – Quality Assurance – Assessing Reliability – Documentation – Training the users and operating personnel.

UNIT-V:

System Implementation: Strategies and Techniques Conversion Methods – System support and maintenance system crash – Recovery- System Evaluation Techniques.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Whitten. L. Jeffery: Bentley. D. Lonnie: “System Analysis and Design Methods” Tata Mc. Graw Hill, New Delhi.
2. Senn. A.James: “Analysis and Design of Information System” Mc. Graw Hill, New York.
3. Davis. B. Gordeon, Olson, H.Margrethe: “Management Information Systems” Conceptual Foundations, Structure and Development, Mc.Graw Hill, New York.
4. Garg. K.Vinod, Srinivasan, S: “Work book on Systems Analysis & Design” Prentice Hall of India Pvt. Ltd., New Delhi.
5. Rajaraman, V. “Analysis and Design of Information System” Prentice Hall of India Pvt. Ltd., New Delhi.
6. Vigya Charya R. Bansal, “Information System Analysis and Design” A Modern Approach to System Development, New Age International Publishers, New Delhi.

STRATEGIC HUMAN RESOURCE MANAGEMENT (ELECTIVE V-HR)

VIII Semester
Course Code: 175HR8E05

L	C
4	4

Course Objectives:

- COB 1: To inculcate strategic orientation in the students.
COB 2: To create awareness on strategic orientation of human resources.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of Strategic human resource management.
CO 2 : Explain the concepts of strategic human resource planning.
CO 3 : Distinguish the concepts of strategy implementation.
CO 4 : Compare and contrast Human resource development strategies at various levels.
CO 5 : Research different human resource evaluation systems.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	-	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-II:

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning-Activities related to strategic HR Planning-Basic overview of various strategic planning models- Strategic HR Planning model-Components of the strategic plan.

UNIT-III:

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-IV:

Strategic Human Resource Development: Concept of Strategic Planning for HRD-Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-V:

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia.
2. Fombrun Charles & Tichy: "Strategic Human Resource Management" - John Wiley Sons, 1984.
3. Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House, Pune 2009.
4. Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014.
5. Srinivas R Kandula "Strategic Human Resource Development" PHI Learning PVT Limited, New Delhi 2009.
6. Dreher, Dougherty "Human Resource Strategy" Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

PORTFOLIO MANAGEMENT (ELECTIVE V-FINANCE)

VIII Semester
Course Code: 175FI8E05

L	C
4	4

Course Objectives:

- COB 1: To make students aware of the various concepts of Portfolio Management
- COB 2: To understand various Investment alternatives and Investment process and stock exchange operations.
- COB 3: To help the student in analyzing the investment decisions by using Fundamental Analysis and Technical Analysis.
- COB 4: To understand the Portfolio Analysis and Selection by using various models.
- COB 5: To understand the Portfolio Evaluation and Mutual Funds.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Identify various concepts of Portfolio Analysis.
- CO 2 : Explain the process of Portfolio Evaluation and Revision.
- CO 3 : Determine the Forecasting of Portfolio Performance.
- CO 4 : Analyze the importance of Financial Derivative Markets.
- CO 5 : Analyze the Commodity Markets.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K3)	3	-	-	-	-	2	-	-	-	3	1
CO 2 (K3)	3	-	-	-	-	2	-	-	-	3	1
CO 3 (K3)	2	-	-	-	-	2	-	-	-	3	1
CO 4 (K4)	3	-	-	-	-	3	-	-	-	3	2
CO5 (K4)	3	-	-	-	-	3	-	-	-	3	2

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K3)	3	-	-
CO 2 (K3)	2	-	-
CO 3 (K3)	2	-	-
CO 4 (K4)	3	-	-
CO5 (K4)	2	-	-

UNIT-I:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems).

UNIT-II:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems).

UNIT-III:

Forecasting of Portfolio Performance: Neural Networks – Artificial Neural Networks – Fuzzylogic – Behavioral Models -. Portfolio Management – Phases of Portfolio Management – Phases of Portfolio Management – Investment Risk Pyramid – Risk Reward Concept – Asset Allocation- Asset Mix – Portfolio Strategies.

UNIT-IV:

Financial Derivative Markets: Characteristics of Derivatives – Derivatives Trading – Hedging Portfolio Rebalancing – Introduction of Futures – Frequently used terms in index Futures Market – Hedging, Options, Futures, Forward and Swaps.

UNIT-V:

Commodity Markets: The Indian Connection with Commodity Market – Commodity and Currency Derivatives – Legal Frame Work – Policy Liberization – Wholesale Price Index – Foreign Portfolio Investments – Foreign Portfolio investment as Alternative Source.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Sudhindra Bhat. “Security Analysis and Portfolio Management”, Excel Books, New Delhi 2015.
2. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009.
3. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009.
4. Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
5. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi, 2010.
6. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.
7. Ranganatham: “Investment Analysis and Portfolio Management” Pearson Education.

STRATEGIC MARKETING MANAGEMENT (ELECTIVE V-MARKETING)

VIII Semester**Course Code: 175MA8E05****L C****4 4****Course Objectives:**

- COB 1: To make the students aware of strategic marketing management concepts.
 COB 2: To equip with the tools and techniques for analyzing marketing strategies of different companies.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept of strategic marketing management.
 CO 2 : Explain the strategic marketing management models.
 CO 3 : Distinguish between different strategic marketing techniques.
 CO 4 : Compare and contrast strategic marketing environment.
 CO 5 : Research on new product developments in Indian context.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT- I:

Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis- marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organizational structure and corporate responsibility and ethics - dynamic strategy.

UNIT –II:

Strategic Marketing Strategy: Models - Organization, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics-Direct response marketing strategies - Defensive strategies - Customer retention strategies-Personalized marketing; Payne and Ballantyne's Six markets model

UNIT –III:

Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

UNIT –IV:

Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalization; importance of customer service; commoditization; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

UNIT – V:

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders-Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Devid A Aaker and Damien Mc Loughlior: "Strategic Marketing Management"- Global Perspective" Wiley Publications.
2. Jean –Jacques Lambin : "Strategic Marketing Management", McGraw –Hill, Nag A: "Strategic Marketing". Mac Millons.
3. Srinivas R, Lohith C.P.: "Strategic Marketing and Innovation" for Indian MSMEs", Springer Publication.
4. Graeme Drummond, John Ensor, Ruth Ash for: "Strategic Marketing Planning and Control", Elsevier Publication.
5. Kotler P and Keller K L: "A Framework for Marketing Management", Pearson Education, 2008.

BUSINESS INTELLIGENCE (ELECTIVE V-SYSTEMS)

VIII Semester

Course Code: 175SY8E05

L C
4 4

Course Objectives:

- COB 1: To help in understanding basic concepts in Business Intelligence.
- COB 2: To help in understanding the importance of Business Intelligence.
- COB 3: To help in analyzing the effects of Business Intelligence.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning of Business Intelligence.
- CO 2 : Explain the importance of Data Ware Housing.
- CO 3 : Distinguish Data Mining required for Business Intelligence.
- CO 4 : Compare Business Rules with current practices.
- CO 5 : Research on Business Intelligence Implementation.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	-	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	-	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	-	-	2	-	-	-	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	-
CO 2 (K2)	2	-	-
CO 3 (K4)	3	-	-
CO 4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT- I:

Introduction to Business Intelligence: The Business pressure-Responses and support model- Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use- Performance metrics and key performance indicators-horizontal use cases for BI.

UNIT-II:

Data Ware Housing: Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards

UNIT-II:

Data Mining for Business Intelligence: Data mining concepts and definitions-Data mining applications - Artificial neural Networks for data mining - Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

UNIT-III:

Business Rules: The Value Proposition of Business Rules - Business rules approach-Business rule system - Sources of business rules and management approach.

UNIT –IV:

Business Intelligence Implementation: Business Intelligence and integration - Implementation 5 connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Amit Johri “Business Intelligence” Himalaya, 2012.
2. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012.
3. Carlo Vercellis “Business Intelligence” Wiley Publications, 2012.
4. Nina Godbole & Sunit Belapure “Cyber Security” Wiley India 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012.
6. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012.

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT (ELECTIVE VI-HR)

VIII Semester

Course Code: 175HR8E06

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4 4

Course Objectives:

- COB 1: To make aware of the various concepts of organizational change and development.
- COB 2: To help in understanding the importance change and development activities in organizations.
- COB 3: To help in analyzing the role of change in organizational development.
- COB 4: To help in understanding problems in change management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concepts of change and development.
- CO 2 : Explain the importance of mapping change.
- CO 3 : Distinguish between organizational development and change.
- CO 4 : Compare change management strategies in organizations.
- CO 5 : Research on team building.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO 3 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO 4 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	1	-
CO 2 (K2)	2	1	-
CO 3 (K4)	3	3	-
CO 4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT- I:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT- II:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

UNIT- III:

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

UNIT- IV:

Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT- V:

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team. High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009.
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
Radha R Sharma: Change Management, TMH, New Delhi, 2012.

FINANCIAL MARKETS & SERVICES (ELECTIVE VI-FINANCE)

VIII Semester
Course Code: 175FI8E06

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Course Objectives:

COB 1: To make the students aware of accounting principles followed in business.

COB 2: To equip with the tools and techniques required for analyzing accounting practices.

Course Outcomes:

At the end of this course students will be able to:

CO 1 : Describe the meaning and concept of Management accounting.

CO 2 : Explain the concepts of comparative analysis and depreciation models.

CO 3 : Distinguish different budgets.

CO 4 : Compare and contrast marginal costs.

CO 5 : Research on standard costing models.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 2 (K2)	2	-	3	-	-	1	-	-	2	-	-
CO 3 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO 4 (K4)	3	-	3	-	2	3	-	-	3	-	2
CO5 (K2)	2	-	3	-	-	1	-	-	2	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	1
CO 2 (K2)	2	-	1
CO 3 (K4)	3	-	3
CO 4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT- I:

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II:

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – III:

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option vs. Borrowing.

UNIT – IV:

Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT- V:

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi.
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House.
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND.
4. Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi.
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.

SERVICES MARKETING (ELECTIVE VI-MARKETING)

VIII Semester

Course Code: 175MA8E06

L	C
4	4

Course Objectives:

- COB 1: To help in understanding on Services Marketing.
 COB 2: To help in understanding the importance of Services Marketing.
 COB 3: To help in analyzing the effects of Services Marketing.

Course Outcomes:

At the end of this course students will be able to:

- CO 1 : Describe the meaning and concept Services Marketing.
 CO 2 : Explain the importance of Services Marketing.
 CO 3 : Distinguish between factors affecting Management of Services Marketing.
 CO 4 : Compare Service Marketing Practices.
 CO 5 : Research on Service Marketing Practices.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	-	-	-	-	-	-	2	-
CO 2 (K2)	2	-	-	-	-	-	-	-	-	2	-
CO 3 (K4)	3	-	-	-	2	-	-	-	-	3	2
CO 4 (K4)	3	-	-	-	2	-	-	-	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	-	-
CO 2 (K2)	2	-	-
CO 3 (K4)	3	-	-
CO 4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT- I:

Introduction to Services Marketing: Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

UNIT-II:

Key Dimensions of Services Marketing: Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

UNIT-III:

Management of Services Marketing: Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship-Market Leadership Strategies.

UNIT-IV:

Service Marketing Practices I: Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

UNIT-V:

Service Marketing Practices II: Marketing of Health Care, Cellular and Entertainment Services-Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberalization of Services- Off shoring – ITES- Industry Structure- Business Models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: "Services Marketing", Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011.
4. C.Bhattacharjee :Services Marketing, Excel Books, New Delhi, 2010.

ENTERPRISE RESOURCE PLANNING (ELECTIVE VI-SYSTEMS)

VIII Semester**Course Code: 175SY8E06**

L	C
4	4

Course Objectives:

- COB 1: To help in understanding basic concepts in ERP.
 COB 2: To help in understanding the importance of ERP.
 COB 3: To help in analyzing the effects of ERP on business.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning of ERP.
 CO 2: Explain the importance of ERP Implementation.
 CO 3: Distinguish Pre ERP implementation and post ERP implementation.
 CO 4: Compare ERP System Options and Selection Methods.
 CO 5: Research on ERP present and future.

Mapping of program outcome and course outcome

	PO 1 (K3)	PO 2 (K5)	PO3 (K1)	PO4 (K4)	PO5 (K5)	PO6 (K4)	PO7 (K3)	PO8 (K3)	PO9 (K3)	PO10 (K3)	PO11 (K5)
CO 1 (K2)	2	-	-	1	-	1	-	2	2	2	-
CO 2 (K2)	2	-	-	1	-	1	-	2	2	2	-
CO 3 (K4)	3	-	-	3	2	3	-	3	3	3	2
CO 4 (K4)	3	-	-	3	2	3	-	3	3	3	2
CO5 (K2)	2	-	-	1	-	1	-	2	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO 1 (K2)	2	1	-
CO 2 (K2)	2	1	-
CO 3 (K4)	3	3	-
CO 4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT- I:

Introduction to ERP: Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies – ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

UNIT-II:

ERP Implementation: reasons for ERP failure. pre – implementation Tasks – Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

UNIT-II:

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

UNIT-III:

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT-IV:

ERP present and future: Turbo charge the ERP system- EAI – ERP. Internet and WWW- Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013.
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013.
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, New Delhi, 2009.
5. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012.

INTELLECTUAL PROPERT RIGHTS

IX Semester

Course Code: 175IM9T34

L	C
4	4

Course Objectives:

- COB 1: To acquaint the students with basics of intellectual property rights with special reference to Indian Laws and its practices.
- COB 2: To provide an overview of the statutory, procedural, and case law underlining patents, copy rights and trademarks and their interplay with litigation.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Knowledge on patents, protection and regulation of rights and registration aspects.
- CO 2: Knowledge on copyrights and its related rights and registration aspects.
- CO 3: Awareness of patents in India –registration, ownership, infringement, current trends in IPR and Govt. steps in fostering IPR.
- CO 4: Knowledge on trademarks and registration aspects.
- CO 5: Awareness on protection of E-documents and cyber-crimes-prevention and punishments.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	3	-	-	-	-	-	2	2	-
CO3 (K4)	3	-	3	-	2	-	-	-	3	3	2
CO4 (K4)	3	-	3	-	2	-	-	-	3	3	2
CO5 (K2)	2	-	3	-	-	-	-	-	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction to Intellectual Property Rights (IPR): Concept of Property - Introduction to IPR – International Instruments and IPR - WIPO - TRIPS – WTO -Laws Relating to IPR - IPR Tool Kit - Protection and Regulation - Copyrights and Neighboring Rights – Industrial Property-Patents - Agencies for IPR Registration – Emerging Areas of IPR - Use and Misuse of Intellectual Property Rights.

UNIT-II:

Copyrights and Neighboring Rights: Introduction to Copyrights – Principles of Copyright Protection – Law Relating to Copyrights - Subject Matters of Copyright – Copyright Ownership-Transfer and Duration – Right to Prepare Derivative Works –Rights of Distribution – Rights of Performers – Copyright Registration – Limitations.

UNIT-III:

Patents: Introduction to Patents - Laws Relating to Patents in India – Patent Requirements – Product Patent and Process Patent - Patent Search - Patent Registration and Granting of Patent - Exclusive Rights – Limitations - Ownership and Transfer — Revocation of Patent – Patent Appellate Board - Infringement of Patent – Compulsory Licensing — Patent Cooperation Treaty – New developments in Patents.

UNIT-IV:

Trademarks: Introduction to Trademarks – Laws Relating to Trademarks – Functions of Trademark – Distinction between Trademark and Property Mark – Marks Covered under Trademark Law - Trade Mark Registration – Trade Mark Maintenance – Transfer of rights - Deceptive Similarities - Likelihood of Confusion - Dilution of Ownership – Trademarks Claims and Infringement – Remedies.

UNIT-V:

Cyber Law and Cyber Crime: Introduction to Cyber Law – Information Technology Act 2000- Protection of Online and Computer Transactions - E-commerce - Data Security – Authentication and Confidentiality - Privacy - Digital Signatures – Certifying Authorities - Cyber Crimes - Prevention and Punishment – Liability of Network Providers.

Reference Books:

1. Intellectual Property Rights (Patents & Cyber Law), Dr. A. Srinivas. Oxford University Press, New Delhi.
2. Deborah E. Bouchoux: Intellectual Property, Cengage Learning, New Delhi.
3. Prabhuddha Ganguli: Intellectual Property Rights, Tata Mc-Graw –Hill, New Delhi
4. Richard Stim: Intellectual Property, Cengage Learning, New Delhi.
5. Kompal Bansal & Parishit Bansal Fundamentals of IPR for Engineers-B.S Publications.

CORPORATE GOVERNANCE

IX Semester

Course Code: 175IM9T35

L	C
4	4

Course Objectives:

- COB 1: To inculcate about Corporate Governance in all walks of life.
 COB 2: To help in understanding the importance of Corporate Governance.
 COB 3: To understand the land marks in emergence of Corporate Governance.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning of Corporate Governance.
 CO 2: Explain the importance of Corporate Governance in Indian Scenario.
 CO 3: Identify various models of Corporate Governance.
 CO 4: Compare and contrast the practical applications of corporate governance and employees.
 CO 5: Evaluate corporate social responsibilities and sustainability.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	3	-	-	-	-	-	2	-
CO2 (K2)	2	-	-	-	2	-	-	-	-	2	-
CO3 (K4)	3	-	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	-	-	2	2	-	-	-	-	2	2
CO5 (K2)	2	-	-	-	-	-	-	-	3	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	3	-	-
CO2 (K2)	2	2	-
CO3 (K4)	2	-	2
CO4 (K4)	3	-	-
CO5 (K2)	-	-	3

UNIT-I:

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance
 OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT-II:

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance - Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

UNIT-III:

Land marks in emergence of Corporate Governance: CG Committees – OECD Principles- McKinsey Survey on CG –Indian Committees and guidelines – Models of Governance – Managerial Obligations- Obligations towards employees, Customers, and Investors.

UNIT-IV:

Corporate Governance and other Stakeholders: Corporate Governance and employees, Customers, Institutional Investors Creditors, Community and Government – Grievance Redressal Process – Poor Track Record of Shareholder Protection

UNIT-V:

The Reality of the Board Room: Directors’ Capabilities and Responsibilities – Board effectiveness – Assessment of Directors, Boards, and Companies – Corporate Risk Management - Corporate Social Responsibilities and Sustainability.

Reference Books:

1. S.K. Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. S. Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
3. N. Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH., New Delhi, 2011.
4. A.C. Fernando: “**Business Ethics and Corporate Governance**”, Pearson Publishers, New Delhi, 2013.
5. Bob Tricker: “**Corporate Governance**”, Oxford University Press, New Delhi, 2010.

GLOBAL HUMAN RESOURCE MANAGEMENT (ELECTIVE VII-HR)

IX Semester**Course Code: 175HR9E07****L C****4 4****Course Objectives:**

- COB 1: To make aware of the various concepts of global human resource management.
- COB 2: To help in understanding the importance of global human resource management. Practices.
- COB 3: To help in analysing the role of culture in GHRM.
- COB 4: To help in understanding problems faced by multinational corporations.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of Global Human Resource management practices.
- CO 2: Explain about issues in managing international assignments.
- CO 3: Distinguish between various factors affecting cross cultural management.
- CO 4: Compare and contrast global compensation management practices and domestic practices.
- CO 5: Research Global HRD climate.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	-	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	-	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	-	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

UNIT-II:

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

UNIT-III:

Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT-IV:

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

UNIT-V

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011.
2. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards: “International Human Resource Management”, Pearson Education, New Delhi, 2012.
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi.
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

GLOBAL FINANCIAL MANAGEMENT (ELECTIVE VII-FINANCE)

IX Semester**Course Code: 175FI9E07****L C****4 4****Course Objectives:**

- COB 1: To create awareness on global financial management.
 COB 2: To help in understanding concepts of interest rates and exports.
 COB 3: To help in analysing global business practices and operations.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of global financial management.
 CO 2: Explain about Management of Exchange and Interest Rates Exposure.
 CO 3: Distinguish management of Global Business Operations and Practices with that of domestic operations.
 CO 4: Compare international investment decisions.
 CO 5: Research on global indebtedness.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO3 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO4 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	2	-	-

UNIT-I:

Introduction to Global Financial Management: Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System-Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

UNIT-II:

Management of Exchange and Interest Rates Exposure: Determination of Exchange Rates-Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow-Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk-Management of International Transactions Exposure.

UNIT-III:

Management of Global Business Operations and Practices: Operational Strategies of MNCs-Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

UNIT-IV:

International Investment Decision: Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi-Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

UNIT-V:

Global Indebtedness: External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Jeff Madura, "International Financial Management" Cengage Learning Limited, 2008.
2. PG Apte, "International Financial Management" Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, "International Financial Management" PHI, 2012.
4. V.A. Avadhani, "International Financial Management" Himalaya Publishing House, 2009.

PROMOTION AND DISTRIBUTION MANAGEMENT (ELECTIVE VII-MARKETING)

IX Semester**Course Code: 175MA9E07****L C****4 4****Course Objectives:**

- COB 1: To help in understanding of basic concepts of Promotional and Distribution Management.
- COB 2: To help in understanding the importance of Promotional and Distribution Management in business.
- COB 3: To help in analysing the effects of Promotional and Distribution Management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning of Promotional Management.
- CO 2: Explain the importance of Distribution Management.
- CO 3: Demonstrate Marketing Channels used for promotion and distribution management.
- CO 4: Compare Channel Institutions and Designing Channel System.
- CO 5: Examine on Ethical and Social Issues in Distribution Management.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO3 (K4)	3	-	-	-	2	-	3	3	-	3	-
CO4 (K4)	3	-	-	-	2	-	3	3	-	3	-
CO5 (K2)	2	-	-	-	-	-	2	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	2
CO2 (K2)	2	-	2
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	2

UNIT-I:

Introduction to Promotional Management: Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

UNIT-II:

Introduction to Distribution Management: Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

UNIT-III:

Marketing Channels: Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

UNIT-IV:

Channel Institutions and Designing Channel System: Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure-Types of Channels- Implementation and Integration of Channel Design.

UNIT-V:

Ethical and Social Issues in Distribution Management: Business Ethics and Sales Management - Ethical Issues facing Sales Managers - Managing Sales Ethics - Modeling Ethical Behavior - Making Decisions on Ethical Problems - Building a Sales Ethics Programme- International Distribution - Challenges in Managing an International Distribution Strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. K. Shridhara Bhat: "Sales and Distribution Management", Himalaya Publishing House, 2011.
2. Dr. Matin Khan: "Sales and Distribution Management", Excel Books, New Delhi, 2005.
3. Pingali Venugopal: "Sales and Distribution Management", Sage Publications, New Delhi, 2008.
4. Dr. S. L. Gupta: "Sales and Distribution Management", Excel Books, 2010.

CYBER LAWS & SECURITY (ELECTIVE VII-SYSTEMS)

IX Semester**Course Code: 175SY9E07**

L	C
4	4

Course Objectives:

- COB 1: To help in understanding basic concepts in cyber security.
- COB 2: To help in understanding the importance of Secure System Planning and administration
- COB 3: To help in analysing the effects of Secure System Planning and administration.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of cyber security.
- CO 2: Explain the importance of Secure System Planning and administration.
- CO 3: Distinguish Information security policies and procedures in organizations.
- CO 4: Compare and contrast the practical applications of Information security systems.
- CO 5: Research on Organizational and Human Security.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	1	-	2	2	2	-
CO2 (K2)	2	-	-	-	-	1	-	2	2	2	-
CO3 (K4)	3	-	-	-	2	3	-	3	3	3	2
CO4 (K4)	3	-	-	-	2	3	-	3	3	3	2
CO5 (K2)	2	-	-	-	-	1	-	2	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT-I:

Introduction to Computer Security: Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

UNIT-II:

Secure System Planning and administration: Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

UNIT-III:

Information security policies and procedures: Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

UNIT-IV:

Information security: fundamentals-Employee responsibilities- information classification Information handling- Tools of information security- Information processing-secure program administration.

UNIT-V:

Organizational and Human Security: Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2nd Edition, O' Reilly Media, 2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, "Information Security Fundamentals", 2nd Edition, Prentice Hall, 1996.
5. Jonathan Rosenoer, "Cyber law: the Law of the Internet", Springer-verlag, 1997.

LABOR WELFARE & LEGISLATION (ELECTIVE VIII-HR)

IX Semester**Course Code: 175HR9E08**

L	C
4	4

Course Objectives:

- COB 1: To help in understanding different legislations in labour welfare.
 COB 2: To establish practical understanding about the applications of legislations.
 COB 3: To help in analyzing the impact of legislations on Human Resource Welfare practices.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concept of welfare legislations.
 CO 2: Explain legislations relating to industrial relations.
 CO 3: Distinguish wage and social security legislations
 CO 4: Compare labour welfare in Indian organizations.
 CO 5: Research on labour welfare programs in India and contribution of CBWE.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO3 (K4)	3	-	-	-	-	-	-	-	2	2	-
CO4 (K4)	2	-	-	-	-	-	-	-	3	3	-
CO5 (K2)	2	-	-	-	-	-	-	-	2	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	-
CO2 (K2)	2	-	-
CO3 (K4)	2	-	-
CO4 (K4)	2	-	-
CO5 (K2)	2	-	-

UNIT-I:

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

UNIT-II:

Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

UNIT-III:

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's

Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

UNIT-IV:

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT-V:

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977.
4. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
5. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

RISK MANAGEMENT (ELECTIVE VIII-FINANCE)

IX Semester

Course Code: 175FI9E08

L	C
4	4

Course Objectives:

- COB 1: To make aware of the various concepts of risk management.
- COB 2: To help in understanding the importance of risk management.
- COB 3: To help in analyzing the role risk management in Business.
- COB 4: To help in understanding problems faced in risk management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of risk management.
- CO 2: Explain about issues in measurement of risk.
- CO 3: Distinguish between various factors affecting management and measurement of risk.
- CO 4: Compare Regulatory and Other Issues in Risk Management.
- CO 5: Research on Important Concepts of Risk Management.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	2	2	-	-	-	-	2	-
CO2 (K2)	2	-	-	3	-	-	-	-	-	2	-
CO3 (K4)	3	-	-	3	2	-	3	-	-	3	-
CO4 (K4)	3	-	-	3	2	-	-	-	-	3	2
CO5 (K2)	2	-	-	2	-	-1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	2	-
CO2 (K2)	2	-	3
CO3 (K4)	3	3	-
CO4 (K4)	3	-	2
CO5 (K2)	2	2	-

UNIT-I:

Introduction to Risk Management: Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

UNIT-II:

Measurement of Risks: Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk-

Measurement of Off-Balance Sheet Risks.

UNIT-III:

Management of Risks: Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

UNIT-IV:

Regulatory and Other Issues in Risk Management: Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I, II & III- Calculation of Minimum Capital Requirements.

UNIT-V:

Important Concepts of Risk Management: Time Value of Money- Advance Bond Concepts- Calculation of VaR- Black-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012.
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005.
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012.
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012.
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

GLOBAL MARKETING MANAGEMENT (ELECTIVE VIII-MARKETING)

IX Semester**Course Code: 175MA9E08**

L	C
4	4

Course Objectives:

- COB 1: To help in understand basic concepts in Global Marketing Management.
 COB 2: To help in understanding the importance of Global Marketing Management.
 COB 3: To help in analyzing the effects of Global Marketing Management.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning of Global Marketing Management.
 CO 2: Explain the importance of International marketing strategy.
 CO 3: Distinguish Global Product & Price management from that of domestic management.
 CO 4: Compare Global Marketing Channels and Promotion for global markets with domestic markets.
 CO 5: Research on Export procedures and documents.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO2 (K2)	2	-	-	-	-	-	2	2	-	2	-
CO3 (K4)	3	2	-	-	2	-	3	3	-	3	2
CO4 (K4)	3	2	-	-	2	-	3	3	-	3	2
CO5 (K2)	2	-	-	-	-	-	2	2	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT-1:

Introduction to Global Marketing: Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

UNIT-2:

International marketing strategy: Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in

global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

UNIT-3:

Global Product & Price management: International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

UNIT-4:

Global Marketing Channels and Promotion for global markets: channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

UNIT-5:

Export procedures and documents: Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R. Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010.
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi, 2008.
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020.

INFORMATION SYSTEMS & AUDIT (ELECTIVE VIII-SYSTEMS)

IX Semester**Course Code: 175SY9E08**

L	C
4	4

Course Objectives:

- COB 1: To help in understanding basic concepts in Information Systems Audit.
 COB 2: To help in understanding the importance of Information and systems audit.
 COB 3: To help in analyzing the effects of Information Systems and Audit.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of Information System Auditing.
 CO 2: Explain the importance of Management Control Framework.
 CO 3: Distinguish Management Control Framework required for establishing effective controls.
 CO 4: Compare and contrast Evidence Evaluation systems.
 CO 5: Research corporate governance issues in Indian context.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-		2	-	-	2	-
CO2 (K2)	2	-	3	-	-		2	-	-	2	-
CO3 (K4)	3	2	3	-	2		3	-	-	3	2
CO4 (K4)	3	2	3	-	2		3	-	-	3	2
CO5 (K2)	2	-	3	-	-		2	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Overview of Information System Auditing: Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

UNIT-II:

The Management Control Framework-I: Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

UNIT-III:

The Management Control Framework-II: Security Management Controls, Operations Management Controls Quality Assurance Management Controls- Case Studies.

UNIT-IV:

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

UNIT-V:

Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Ron Weber: "Information Systems Control and Audit", Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.

MANAGEMENT OF INDUSTRIAL RELATIONS (ELECTIVE IX-HR)

IX Semester**Course Code: 175HR9E09**

L	C
4	4

Course Objectives:

- COB 1: To make aware of the various concepts of Industrial Relations.
- COB 2: To help in understanding the importance of congenial Industrial relations.
- COB 3: To help in analyzing the role of industrial relations in organizational development.
- COB 4: To help in understanding problems faced by organizations in maintaining industrial relations.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of industrial relations.
- CO 2: Explain about contribution of Trade unions in managing industrial relations.
- CO 3: Distinguish between various factors affecting quality of work life
- CO 4: Compare social security in India and other countries.
- CO 5: Discuss research on employee grievances and its causes.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO2 (K2)	2	-	3	-	-	1	-	-	-	2	-
CO3 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO4 (K4)	3	-	3	-	2	3	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	1	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	1	-
CO2 (K2)	2	1	-
CO3 (K4)	3	3	-
CO4 (K4)	3	3	-
CO5 (K2)	2	1	-

UNIT-I:

Industrial Relations Management: Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT-II:

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees

Association-introduction, Objective Membership, Financial Status.

UNIT-III:

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT-IV:

Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding.

UNIT-V:

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. C.S Venkataratnam: "Industrial Relations", Oxford University Press, New Delhi, 2011.
2. Sinha: "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi, 2013.
3. Mamoria: "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2010.
4. B.D.Singh: "Industrial Relations" Excel Books, New Delhi, 2010.
5. Arun Monappa: "Industrial Relations", TMH, New Delhi, 2012.
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.
7. Ratna Sen: "Industrial Relations", MacMillon Publishers, New Delhi, 2011.

**TAX MANAGEMENT
(ELECTIVE IX-FINANCE)**

IX Semester**Course Code: 175FI9E09**

L	C
4	4

Course Objectives:

- COB 1: To create awareness on various concepts of Direct and Indirect Taxes.
 COB 2: To help in understanding the importance of Tax planning in India.
 COB 3: To help in analyzing the role of Tax in economic development.
 COB 4: To help in understanding problems faced in Tax planning.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of Direct and Indirect Taxes.
 CO 2: Explain about issues in Tax management.
 CO 3: Distinguish between various factors affecting CENVAT and other Tax management Issues.
 CO 4: Compare Tax Planning in Indian context with other countries.
 CO 5: Research on Multinational Taxation.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO2 (K2)	2	-	3	-	-	-	-	-	-	2	-
CO3 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO4 (K4)	3	-	3	-	2	-	-	-	-	3	2
CO5 (K2)	2	-	3	-	-	-	-	-	-	2	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	2	-	1
CO2 (K2)	2	-	1
CO3 (K4)	3	-	3
CO4 (K4)	3	-	3
CO5 (K2)	2	-	1

UNIT-I:

Direct and Indirect Taxes: Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

UNIT-II:

CENVAT : Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for

Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.

UNIT-III:

Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

UNIT-IV:

Tax Management Decisions: Tax considerations - Management Decisions, such as make / buy-own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

UNIT-V:

Multi National Taxation: Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxman Publications.
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, "International Financial Management" Himalaya Publishing House, 2009.
5. PG Apte, "International Financial Management" Tata Mc Graw Hill, 2009.

RETAIL MARKETING (ELECTIVE IX-MARKETING)

IX Semester**Course Code: 175MA9E09**

L	C
4	4

Course Objectives:

- COB 1: To acquaint the students with the concepts, principles and strategies of retail management.
- COB 2: To familiarize the student with the different scenarios of retail formats existing in the market world.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Describe basic concepts in retail management.
- CO 2: Describe the strategies existing in the retail management.
- CO 3: Discuss various pricing approaches available in the retail marketing about the different opportunities available in selecting a location.
- CO 4: Discuss about the different merchandise techniques, store layouts & designs existing in the retail management.
- CO 5: Explain retail marketing with respect to Indian Scenario.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO2 (K2)	2	-	-	-	-	-	-	-	2	2	-
CO3 (K4)	2	-	-	-	-	-	2	-	2	2	-
CO4 (K4)	2	-	-	-	-	-	-	-	2	2	-
CO5 (K2)	3	-	-	-	-	-	-	-	2	2	1

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	-	-	2
CO2 (K2)	1	2	-
CO3 (K4)	-	2	-
CO4 (K4)	3	-	1
CO5 (K2)	2	-	2

UNIT- I:

Introduction to the world of Retailing: Advent of retailing – Significance - Functions of retailing - Types of retailing -Customer buying behavior.

UNIT- II:

Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning, Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.

UNIT- III:

Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures Pricing and Communication Strategies in Retailing: Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.

UNIT- IV:

Merchandize Management: Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize. Store Management: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics

UNIT- V:

Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management, prompt delivery, Customer satisfaction after sales service etc.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Levy & Weitz, Retailing Management, 5th Ed, TMH, 2006
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies 2007.
3. A.J.Lamba, The art of Retailing, TMH, 2006.
4. Andrew J Newmann & Petes cullen, 1st Ed, Retailing Management, Thomson Learning, 2007.
5. George H Lucas, Robert P Bugh & Larry G. Gresham, Retailing Management, 1997 1st, AIPD.

SAP
(SYSTEM APPLICATIONS AND PRODUCTS IN DATA PROCESSING)
(ELECTIVE IX-SYSTEMS)

IX Semester**Course Code: 175SY9E09**

L	C
4	4

Course Objectives:

- COB 1: Be familiar with basic Concepts of SAP and Object-Oriented Programming.
 COB 2: To acquire general knowledge on SAP Objective Settings process, Appraisals template Creation and its integrations with other components.
 COB 3: To understand the mechanism of SAP and its Functional Modules.

Course Outcomes:

At the end of this course students will be able to:

- CO 1: Understand the Date Warehouse and apply the architecture of Data Warehouses.
 CO 2: Understand and Apply the Object-Oriented programming and BPM implementation of plans and strategies to the organization.
 CO 3: Apply the concepts of Organizational Management and Commodity Management.
 CO 4: Understand and Apply the SAP Master Data.
 CO 5: Understand and Apply the SAP functional Modules-FI/CO, HRM, SD.

Mapping of program outcome and course outcome

CO/PO	PO 1 (K3)	PO 2 (K5)	PO 3 (K1)	PO 4 (K4)	PO 5 (K5)	PO 6 (K4)	PO 7 (K3)	PO 8 (K3)	PO 9 (K3)	PO 10 (K3)	PO11 (K5)
CO1 (K2)	2	-	-	-	-	-	-	-	-	-	-
CO2 (K2)	3	-	-	-	-	-	-	-	-	-	-
CO3 (K4)	3	-	-	-	-	-	-	-	-	-	-
CO4 (K4)	3	2	-	-	-	-	-	-	-	-	-
CO5 (K2)	3	-	-	2	-	-	-	-	-	-	-

Mapping of Course Outcomes with Program Specific Outcomes

CO / PSO	PSO 1 (K3)	PSO 2 (K4)	PSO 3 (K4)
CO1 (K2)	3	-	-
CO2 (K2)	3	-	-
CO3 (K4)	3	-	-
CO4 (K4)	3	-	-
CO5 (K2)	3	-	-

UNIT-I:

Introduction to data warehouses: Introduction to Data Warehouse, OLTP Systems; Differences between OLTP Systems and Data Warehouse: Characteristics, Functions, Applications and types of Data Warehouse.

SAP Portfolio Overview: Identify the parts of the SAP Portfolio, Listing the key capabilities of SAP Net weaver, considering the Release strategy of SAP

UNIT-II:

Introduction to Object –Oriented Programming: Object-Oriented Programming Model, Analyzing and Design Unified Modeling Language (UML), Class, Objects, Constructors.

Business Processes Management: Definition, Process of BPM, Process Models, BPM Life Cycle, Process Identification, Core Processes, Support Processes.

UNIT-III:

Organizational Management Concepts: **Organizational Management Concepts, Objects Relationships, planning objects, confirm the active plan version, object characteristics.**

Commodity Management: SAP Commodity Procurement, SAP Commodity Sales, SAP Commodity Risk Management.

UNIT-IV:

SAP Master Data: Master Data Introduction-Explore SAP ERP Basics Master Data, MDG Overview, Roadmap and Product Portfolio-Explore MDG Introduction Central Governance and Mass Processing-Describe the general concepts and capabilities of SAP MDG, central governance-Illustrate the scope of SAP MDG, central governance in the current version-Understand EIM Product Portfolio.

UNIT-V:

SAP Modules: FI/CO-Automatic Payments- Dunning Program- Correspondence- Basics of Parallel Accounting- Document Control- Posting Control- Clearing, **HRM-**Organization management –time management –payroll-ESS& MSS, **SD-**Enterprise Structures in sales and Distribution –Overview of sales Process-master data in sales and distribution.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Reference Books:

1. Alex Berson and Stephen J.Smith, “Data Warehousing, Data Mining and OLAP”, Tata McGraw – Hill Edition, Thirteenth Reprint 2008.
2. SAP S/4 HANA. An Introduction written by Devraj Bardhan, Axel Baumartl, Nga-Sze Choi, Mark Dudgeon, Asidhara Lahiri, Bert Meijerink, Andrew Worsley-Tonks.
3. Commodity Derivatives and Risk Management by Prabina.