



THIRUVALLUVAR UNIVERSITY
SERKKADU, VELLORE-632115

M.B.A. HUMAN RESOURCE MANAGEMENT

SYLLABUS

**FROM THE ACADEMIC YEAR
2023 - 2024**

MBA HUMAN RESOURCE MANAGEMENT (FULL TIME)

Choice Based Credit

System Program Educational Outcomes;

PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

PEO2-Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3–

Research and Development: To instill and grow a mindset that focuses effort towards inculcating and encouraging the students in the field research and development.

PEO4–

Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO5–

Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8:ContributiontoSociety:Strivetowardsbecomingaglobalinfluencerandmotivatingfuturegenera
tiontowardsbuildingalegacythatcontributesooverallgrowthofhumankind.

PEO-POMAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO1	Y	Y	Y	Y	Y	Y	Y	Y
PEO2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO4	Y	Y	Y	Y	Y	Y	Y	Y
PEO5	Y	Y	Y	Y	Y	Y	Y	Y

Y-Yes

**REVISED-
TEMPLATE FOR P.G., PROGRAM
MES**

Semester-I	Credit	Hours	Semester-II	Credit	Hours	Semester-III	Credit	Hours	Semester-IV	Credit	Hours
Core-I	5	7	Core-IV	5	6	Core-VII	5	6	Core-XI	5	6
Core-II	5	7	Core-V	5	6	Core-VIII	5	6	Core-XII	5	6
Core -III	4	6	Core-VI	4	6	Core-IX	5	6	ProjectwithViva-Voce	7	10
Elective-I Discipline Centric	3	5	Elective-III Discipline Centric	3	3	Core-X	4	6	Elective- VI(Industry /Entrepreneurship) 80%Theory 20%Practical	3	4
Elective- IIGeneric:	3	5	Elective- IVGeneric:	3	3	Elective-V DisciplineC entric	3	3	Skill Enhancementcourse /ProfessionalCompeten cySkill	2	4
			SkillEnhance mentI	2	4	3.6 Skill Enhancement II	2	3	ExtensionActivity	1	
			Human Rights	2	2	3.7 Internship/Ind ustrial Activity	2	-			
			MOOCCourse	2	-						
	20	30		26	30		26	30		23	30

Choice Based Credit System (CBCS), Learning Outcomes Based Curriculum Framework (LOCF) Guideline Based Credits and Hours Distribution System

For all Post-Graduate Courses including Lab Hours

First Year–Semester– I

Part	List of Courses	Credits	No. of Hours
	Core–I	5	7
	Core–II	5	7
	Core–III	4	6
	Elective–I	3	5
	Elective–II	3	5
		20	30

Semester-II

Part	List of Courses	Credits	No. of Hours
	Core–IV	5	6
	Core–V	5	6
	Core–VI	4	6
	Elective–III	3	3
	Elective–IV	3	3
	Skill Enhancement Course [SEC]-I	2	4
	Human Rights	2	2
	MooC Course	2	-
		26	30

Second Year–Semester–III

Part	List of Courses	Credits	No. of Hours
	Core–VII	5	6
	Core–VIII	5	6
	Core–IX	5	6
	Core (Industry Module)–X	4	6
	Elective–V	3	3
	Skill Enhancement Course-II	2	3
	Internship/Industrial Activity [Credits]	2	-
		26	30

Semester-IV

Part	List of Courses	Credits	No. of Hours
	Core–XI	5	6
	Core–XII	5	6
	Project with VIVA-VOCE	7	10
	Elective–VI (Industry Entrepreneurship)	3	4
	Skill Enhancement Course–III/Professional Competency Skill	2	4
	Extension Activity	1	-
		23	30

Total 95 Credits for PG Courses

METHODS OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments/Snap Test/Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
Total		100 Marks
METHODS OF ASSESSMENT		
Remembering (K1)	- The lowest level of questions require students to recall information from the course content - Knowledge questions usually require students to identify information in the textbook.	
Understanding (K2)	- Understanding of facts and ideas by comprehending, organizing, comparing, translating, interpolating and interpreting in their own words. - The questions go beyond simple recall and require students to combine data together	
Application (K3)	- Students have to solve problems by using/applying a concept learned in the classroom. - Students must use their knowledge to determine an exact response.	
Analyze (K4)	- Analyzing the question is one that asks the student to breakdown something into its component parts. - Analyzing requires students to identify reasons, causes or motives and reach conclusions or generalizations.	
Evaluate (K5)	- Evaluation requires an individual to make judgment on something. - Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem. - Students are engaged in decision-making and problem-solving. - Evaluation questions do not have single right answers.	
Create (K6)	- The questions of this category challenge students to get engaged in creative and original thinking. - Developing original ideas and problem-solving skills	

FIRST SEMESTER

S.NO	StudyComponent		Ins. Hrs/week	credit	Titleofthepaper	MaximumMarks		
	Coursetitle							
						CIA	Uni.E xam	Total
1	Core–I		7	5	ManagementPrinciplesand BusinessEthics	25	75	100
2	Core–II		7	5	Quantitative TechniquesandResearchM ethodsinBusiness	25	75	100
3	Core–III		6	4	Managing OrganisationalBehaviour	25	75	100
4.	Elective IDisciplin e-centric		5	3	Human ResourceDevelo pment	25	75	100
5	Elective–II Generic		5	3	PerformanceManagement	25	75	100
			30	20				

SYLLABUS

SEMESTER I

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Management Principles and Business Ethics	Core	4	-	-	-	5	7	25	75	100
CourseObjectives											
C1	Tofamiliarizethestudentstothebasicconceptsofmanagementinordertoaidinunderst andinghowanorganizationfunctions.										
C2	ToprovideinsightsonPlanning&DecisionMaking										
C3	TothrowlightonOrganizing,ManagingChangeandInnovation										
C4	ToelucidateonLeadership,CommunicationandControlling.										
C5	To create awareness and importance of Business Ethics and SocialResponsibility.										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	Introduction: Nature of Management –Concepts andFoundationsofManagement-ManagerialFunctions- ManagementSkills- TheEvolutionofManagementThought– TasksofaProfessionalManager–OrganizationalCulture- Environment–Systems Approach toManagement– Levels in Management– DisasterManagement							12	C1		
II	Planning&DecisionMaking:StepsinPlanningProcess– ScopeandLimitations– ShortTermandLongTermPlanning– FlexibilityinPlanning–CharacteristicsofaSoundPlan– ManagementByObjectives(MBO).StrategicManagement Process DecisionMakingProcessandTechniques.BusinessModels							12	C2		
III	NatureofOrganizing:OrganizationStructureandDesign- AuthorityRelationships– DelegationofAuthorityandDecentralization– InterdepartmentalCoordinator – emerging Trends in corporate Structure,StrategyandCulture– ImpactofTechnologyonOrganizationaldesign– Mechanisticvs.AdoptiveStructures – Formal and InformalOrganization. Span ofcontrol– ProsandConsofNarrowandWideSpansof							12	C3		

	Control–OptimumSpan-ManagingChangeand		
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	Innovation.		
IV	Leadership and Control: Leadership:ApproachestoLeadership andCommunication. Control:ConceptofControl– ApplicationoftheProcessofControlatDifferentLevelsofMa- nagement(top,middleand first line). Performance Standards – Measurements ofPerformance–RemedialAction- AnIntegratedControlsystemin anOrganization– ManagementbyException(MBE)–	12	C4
V	Business Ethics: ImportanceofBusinessEthics– EthicalIssuesandDilemmasinBusiness- EthicalDecisionMakingandEthicalLeadership– EthicsAudit -BusinessEthics and-CSRModels.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8	
CO2	Possess knowledge on planning & decision making.	PO1, PO2	
CO3	Have insight on organizing, managing change and Innovation	PO5, PO6, PO7	
CO4	Learn leadership, communication and controlling skills.	PO4, PO5	
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8	
Reading List			
1.	https://deb.ugc.ac.in		
2.	http://www.managementconcepts.com		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		
References Books			
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009		
2.	S.K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan. 2011.		
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.		
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020		
5.	Certo, S.C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.		
6.	Robbins, S. and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012		

7.	ShaikhUbaid,DisasterManagement,Technicalpublications,1 st edition,2020
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	5	7	25	75	100
Course Objectives											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Probability- Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications- Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making- Decision tree.							17	C1		
II	Research Methods: Research - Definition - Research Process- Research Design– Definition- Types Of Research Design- Role of Theory in Research- Variables in Research– Objectives- Hypothesis- Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire -							10	C2		

	QuestionnaireSchedule- ValidityandReliabilityofInstruments- TypesofScales;Nominal,Ordinal,Interval- TypesofAttitudeMeasurementScales– SamplingTechniques;ProbabilityAndNon probability Techniques-Optimal SampleSizedetermination.		
III	Data Preparation andAnalysis: DataPreparation- Editing –Coding- DataEntry- Data Analysis- TestingOfHypothesisUnivariateandBivariateAnalysis- ParametricAndNonparametricTestsandInterpretationofT estResults-Chi-SquareTest-Correlation; Karl Pearson’s Vs Correlation CoefficientandSpearman'sRankCorrelation- RegressionAnalysis -OneWayandTwoWayAnalysisofVariance.	15	C3
IV	MultivariateStatisticalAnalysis: ExploratoryandConfir matoryFactorAnalysis-DiscriminantAnalysis-Cluster Analysis -Conjoint Analysis - MultipleRegression-Multidimensional Scaling- TheirApplicationInMarketingProblems-Applicationof StatisticalSoftwareForData Analysis-SEMANalysis	09	C4
V	ReportWritingandEthicsinBusinessResearch: Researc hReports-DifferentTypes-ReportWritingFormat- ContentofReport-NeedForExecutiveSummary- Chapterization-FramingtheTitleofthe Report- Different Styles Of Referencing -Academic VsBusiness ResearchReports-EthicsInResearch.	09	C5
	Total	60	
CourseOutcomes			
Course Outcomes	On completionofthiscourse,studentswill;	ProgramOutcomes	
CO1	Beabletodevelopproblem- solvingtechniquesneededtoaccuratelycalculateprobabili ties.	PO1,PO2,PO6,PO7	
CO2	Beabletodeviseresearchmethods,techniquesand strategiesintheappropriatemannerformanagerialdecision makingandconductresearchfortheindustry.	PO4,PO6	
CO3	Beabletoapplyandinterpretthedifferenttypesofquantitati veandqualitativemethodsofdataanalysis.	PO4,PO6	
CO4	Beabletousemultivariate techniquesappropriately, undertakemultivariatehypothesistests,anddrawappropria te conclusions.	PO4,PO6	
CO5	Be able to present orally their research or a summary of another’s research in an organized,coherent, andcompellingfashion.	PO4,PO6	
ReadingList			

1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
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2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making
ReferencesBooks	
1.	Kumar,R.,ResearchMethodology:AStep-by-StepguideforBeginners,Sage,SouthAsia, 4thEdition, 2014.
2.	Srivastava,T.N.andRego, S.,StatisticsforManagement,2ndEdition,TataMcGrawHill, 3rdEdition,2016.
3.	Cooper,D.R.,Schindler,P.AndBusinessResearchMethods,Tata-McGrawHill,12thEdition,2012.
4.	Cooper,D.R.,Schindler,P.andSharma,J.K.,BusinessResearchMethods,11thEdition,Tata-McGrawHill,12thEdition,2018.
5.	Johnson,R.A.,andWichern,D.W.,AppliedMultivariateStatisticalAnalysis,PHILearningPvt.Ltd.,6thEdition,2012.
6.	Anderson,Sweeny,Williams,CamandCochran,StatisticsforbusinessandEconomics,CengageLearning,NewDelhi,13thEdition,2017

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	ManagingOrganizational Behaviour	Core	4	-	-	-	5	6	25	75	100
CourseObjectives											
C1	TofamiliarizethestudentstothebasicconceptsofmanagingOrganizationalBehaviourinordertoaidinunderstandinghowanmenbehaveinan organization.										
C2	ToprovideinsightsonIndividualDifferences,perception,learning,Attitudesvaluesandmotivation										
C3	TothrowlightonGroupDynamicsandInterpersonalCommunication										
C4	ToelucidateonLeadership,Politics,ConflictsandNegotiation.										
C5	TocreateawarenessandimportanceofworkstressandEmotionalIntelligenceanditsinfluenceonemployeesinanorganization.										

SYLLABUS			
UNIT	Details	No.of Hours	Course Objectives
I	Introduction to Organizational Behaviour: Historical background of OB-Concept Relevance of OB-Contributing disciplines- to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory-social theory- Organizational Citizenship Behaviour	12	C1
II	Individual Difference- Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psychoanalytic theory – social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self-Determination theory, Job Engagement, Goal Setting theory, Self-efficacy theory, Reinforcement theory, Equity theory, Expectancy theory.	12	C2
III	Group Dynamics – Foundations of Group Behaviour – Group and Team – Stages of Group Development – Factors affecting Group and Team Performance – Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication – Guidelines for Effective Communication	12	C3
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies – Negotiation Process.	12	C4

V	WorkStress:StressorsintheWorkplace– IndividualDifferencesonExperiencingStress-Managing WorkplaceStress.OrganizationalCultureandClimate:Co nceptandImportance–CreatingandSustaining	12	C5
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	Culture. Emotional Intelligence , WorkLifeIntegrationPractices. Knowledgebasedenterprise- systemsandProcesses; Networkedandvirtualorganizations.		
	Total	60	
CourseOutcomes			
Course Outcomes	On completionofthiscourse,studentswill;	ProgramOutcomes	
CO1	Possesstheknowledgeonthebasicconceptsof managingOrganizationalBehaviourinordertoaidinunder standinghowanmenbehaveinananorganization	PO4	
CO2	Possess knowledge on Individual Differences,perception,learning,Attitudes values andmotivation	PO3,PO6	
CO3	Haveinsightson GroupDynamicsandInterpersonalCommunication	PO2,PO4,PO5	
CO4	LearnLeadership,Politics,ConflictsandNegotiation.	PO5	
CO5	HavebetterunderstandingonworkstressandEmotional Intelligence and its influence on employeesinanorganization.	PO6,PO8	
ReadingList			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	JournalofOrganizationalBehaviour–wileyOnlineLibrary		
ReferencesBooks			
1.	Prasad.L.M.,OrganisationalBehaviour,SultanChandandSons,2019		
2.	C.B.Guptha,ATextbookOfOrganisationalBehaviours,S.Chand&Company,2019		
3.	K.Aswattappa,OrganisationalBehaviour,HimalayaPublishingHouse,12thEdition, 2016.		
4.	Luthans,F.Organizational Behaviour,12th Edition,Tata McGraw Hill Education,2017.		
5.	McShane,S.L.,VonGlinow,M.A.,andSharma,R.R.,OrganizationalBehaviour,5thEdition,TataMcGraw-HillEducation Pvt.Ltd.,2011.		
6.	StephenP.Robins,TimothyA.JudgeandNeharikaVohra,EssentialsofOrganisationalBehaviour, 18thEdition,PearsonEducation,2019.		

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Human Resources Development	Elective	3	-	-	1	3	5	25	75	100
CourseObjectives											
C1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
C2	To analyse and explore the models and factors influencing employee behavior and Learning.										
C3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
C4	To understand the training need & explore the technique for development.										
C5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		
III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR							9	C3		

	Audit and Benchmarking- Impact Assessment of HRD Initiatives on the bottom-line of an organization.		
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On - job Training & Job shadowing, SGTA-Outbound Training- Attitudinal training- Principles Involved in Selection of Training Method – Techniques of Training Different Levels- Training effectiveness.	9	C4
V	Career Planning and Development: Definition-objectives– importance–career development–Career path defining- principles of theories career planning–steps involved– succession planning. Recent Trends in HRD: Training for trainers and HRD professionals–Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the need of the HRD professionals.	PO1, PO8	
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5	
CO3	Understand the developing need of Human capacity.	PO3, PO5	
CO4	Understand Training need & its development.	PO1, PO2, PO4	
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8	
Reading List			
1.	Brian Becker, Mark Huselid, Dave Ulrich, ‘The HR Scorecard’ , Harvard Business School Press.		
2.	Kirsten & Martin Edwards, ‘Predictive HR Analytics: Mastering the HR Metric’ , Kogan Page.		
3.	Kirs Wayne Cascio, John Boudreau, ‘Investing in people. Financial Impact of Human Resource Initiatives’ .		
4.	Tomas Chamorro-Premuzic, ‘The Talent Delusion’ .		
References Books			
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011 .		
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.		
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.		
4.	Rishipal, Training and Development Methods, S. Chand, 2011.		

5.	Saks,A.,PerformanceManagementthroughTrainingandDevelopment,Cengage Learning, 2010.	
6.	Werner,J.M.andDeSimone,R.L.,HumanResourceDevelopment,5 th Edition,Cenga ge Learning, 2012.	
MethodsofEvaluation		
Internal Evaluation	ContinuousInternalAssessmentTest	40Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	AttendanceandClassParticipation	
External Evaluation	EndSemesterExamination	60Marks
	Total	100Marks
MethodsofAssessment		
Recall(K1)	Simpledefinitions,MCQ,Recallsteps,Conceptdefinitions	
Understand/ Comprehend (K2)	MCQ,True/False,Shortessays,Conceptexplanations,Shortsummaryoroverview	
Application (K3)	Suggestidea/conceptwithexamples,Suggestformulae,Solveproblems,Observe,Ex plain	
Analyze(K4)	Problem- solvingquestions,Finishaprocedureinmanysteps,Differentiatebetweenvariousidea s,Mapknowledge	
Evaluate (K5)	Longeressay/Evaluationessay,Critiqueor justifywith prosandcons	
Create(K6)	Checkknowledgeinspecificoroffbeatsituations,Discussion,DebatingorPresentatio ns	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

S-Strong M-Medium L-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	PerformanceManagement	Elective	3	-	-	1	3	5	25	75	100
CourseObjectives											
C1	To summarize basic concepts of performance management.										
C2	To employ, and design performance management process.										
C3	To interpret optimal use of performance analysis techniques.										
C4	To elucidate role of Performance Management system and standards in place.										
C5	To constitute and appraise high performance teams.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.							9	C1		
II	Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.							9	C2		
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning – Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001 – Crisis Management – Performance Analysis Process.							9	C3		
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.							9	C4		
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications							9	C5		

	tionsfor		
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	PerformanceManagement– PurposeandChallengeofTeamPerformanceManagement– RewardingTeamPerformance Implementing Performance Management System:FactorsaffectingImplementatio n–PitfallsofImplementation–TraditionalPracticesin theIndustry.		
	Total	45	
CourseOutcomes			
Course Outcomes	On completionof thiscourse,studentswill;	ProgramOutcomes	
CO1	Recognize and apply performance managementtechniques.	PO2,PO6	
CO2	Designperformancemanagementprocessacrossvarious businessunits.	PO2,PO8	
CO3	Formulate, comply and implement performanceanalysis toolsandstandards.	PO2,PO4,PO7	
CO4	Construct performance review and employPerformanceManagementsystem.	PO1,PO5	
CO5	Critiqueteam managementstrategies.	PO1,PO5	
ReadingList			
1.	SirJohnWhitmore,‘CoachingforPerformance’		
2.	AndrewSGrove,‘HighoutputManagement’		
3.	CamilleFournier,‘TheManager’sPath’		
4.	ChristopherDlee,‘PerformanceConversations’		
ReferencesBooks			
1.	Aguinis,H.,PerformanceManagement,4 th Edition,ChicagoBusinessPress,2019.		
2.	Jason Lauritsen,UnlockingHighPerformance:How touseperformancemanagementtoengageandempoweremployeeestoreach theirfullpotential,1 st Edition, KoganPage,2018.		
3.	TVRao,PerformanceManagement:TowardOrganizationalExcellence,2 nd Edition,SA GEresponse,2015.		
4.	Armstrong,M.,Armstrong’sHandbookofPerformanceManagement,4 th Edition, KoganPage,2012.		
5.	MadhuArora, PoonamKhurana,SonamChoiden,PerformanceManagement- HappinessandKeepingPacewith Technology,1stEdition,CRC Press,2020.		
6.	HeddaBird,ThePerformanceManagementPlaybook,1 st Edition,Pearson,2022.		
MethodsofEvaluation			
Internal Evaluation	ContinuousInternalAssessmentTest	40Marks	
	Assignments/mini project/practical demonstrations		
	Seminars		
	AttendanceandClassParticipation		
External	EndSemesterExamination	60Marks	

Evaluation		
	Total	100Marks
MethodsofAssessment		
Recall(K1)	Simpledefinitions,MCQ,Recallsteps,Conceptdefinitions	
Understand/ Comprehend (K2)	MCQ,True/False,Shortessays,Conceptexplanations,Shortsummaryoroverview	
Application (K3)	Suggestidea/conceptwithexamples,Suggestformulae,Solveproblems,Observe,Explain	
Analyze(K4)	Problem-solvingquestions,Finishaprocedureinmanysteps,Differentiatebetweenvariousideas,Mapknowledge	
Evaluate (K5)	Longeressay/Evaluationessay,Critiqueor justifywith prosandcons	
Create(K6)	Checkknowledgeinspecificoroffbeatsituations,Discussions,DebatingorPresentations	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		M				M		
CO 2		M						M
CO 3		M		M			M	
CO 4	M				S			
CO 5	M				S			

S-Strong M-Medium L-Low

SEMESTER II

S.NO	STUDYCOMPONENT		Ins .Hr s/w eek	CREDIT	TITLEOFTHEPAPER	Maximummarks		
	COURSETITLE					CIA	Uni. Exa m	Total
1	Core- IV		6	5	AccountingforManager	25	75	100
2	Core-V		6	5	ManagerialEconomics	25	75	100
3	Core-VI		6	4	LegalSysteminBusiness	25	75	100
4	ElectiveIIIDI sciplineCent ric		3	3	OrganizationalDevelopment	25	75	100
5.	Elective – IVGeneric		3	3	StressManagement	25	75	100
6.	SkillEnhancement -1(SEC)		4	2	Softskill- ExecutiveCommuni cation	25	75	100
7.	CompulsoryPaper		2	2	HumanRights	25	75	100
8.	**MOOC COURSE		-	2				100
	Total		30	26				

**Inclusion of the Massive Open Online Courses (MOOCs) with 2 credits available on SWAYAM, NPTEL and others such portals approved by the University Authorities.

List of NPTEL Courses under MOOC's recommended:

1. Global Marketing Management
2. Sales and Distribution Management
3. Behavioral and Personal Finance
4. Business Analytics for Management Decisions
5. Consumer Behaviour
6. Entrepreneurship
7. Business Ethics
8. Total Quality Management
9. Corporate Social Responsibility
10. Financial Institution and Markets

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	AccountingForManagers	Core	3	1	-	-	5	6	25	75	100
CourseObjectives											
C1	Toacquaintthestudentstwiththefundamentalsofprinciplesoffinancial, costandmanage ment accounting										
C2	Toenablethestudentstopprepare, analysesandinterpretfinancialstatements										
C3	Toacquaintthestudentstwith thetoolsandtechniquesoffinancialanalysis										
C4	Toenablethestudentstotakedecisionsusingmanagementaccountingtools.										
C5	Toenablethestudentstoppreparethereportstwiththeaccountingtoolsandfacilitatemanag erialdecisionmaking.										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	FinancialAccounting–Meaning-Objectives- functions.BranchesofAccounting:Financial, Costand Management Accounting - Accounting Conceptsand conventions. Journal – Ledger – Trial Balance – PreparationofFinalAccounts:Trading, Profitand LossAccountandBalanceSheet(problems);International AccountingStandards-IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis:							12	C2		

	Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement- Statement of Changes in Working Capital- Preparation of Fund Flow Statement- Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.		
III	Marginal Costing-Definition- distinction between marginal costing and absorption costing - Break even point Analysis- Contribution, p/v Ratio, margin of safety- Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control- Types of Budgets- Preparation of Flexible and fixed Budgets, master budget and Cash Budget- Problems- Zero Base Budgeting.	12	C4
V	Cost Accounting : meaning – Objectives- Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing, Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting- Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	

ReadingList	
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf

4.	https://www.researchgate.net/publication/313477460 concept of working capital management
References Books	
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
2.	Khan, M. Y. and Jain, P. K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S.N. Corporate Management Consultants Private Limited
4.	Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
6.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2
3-Strong 2-Medium 1-Low								

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	ManagerialEconomics	Core	4	-	-	-	5	6	25	75	100
CourseObjectives											
C1	Tofamiliarizethestudentsaboutmanagerialeconomicsandtoknowthefundamentalc onceptsaffectingbusinessdecisions.										
C2	Tounderstandtheconceptofutilityanddemandanalysisanddemandforecasting										
C3	Toknowaboutproductionfunctionandmarketstructure										
C4	TohaveanideaandunderstandingaboutMacroeconomicslikeNationalIncome,savin gsandinvestment,Indianeconomic policyandPlanning.										
C5	ToProvideinsightsonMoneyMarket,InflationandDeflation,MonetaryandFiscalpolicies ,FDIandcashlesseconomy.										

SYLLABUS			
UNIT	Details	No.of Hours	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior- Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions – Return to Scale – Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income – Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment – Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation – Role of Fiscal Policies – Indian Fiscal Policies – Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST- Industrial Policy in India and its effects on growth.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	

CO1	Be able to understand the basic concepts of managerial economics that help the firm in decision making process.	PO2, PO4
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7
Reading List		
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530	
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerialeconomics/?courseid=4207	
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857	
4.	The Indian Economic Journal-SAGE Journals	
References Books		
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.	
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.	
3.	R.L. Varshney, K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.	
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)	
5.	H.L. Ahuja., Managerial Economics., Atlantic Publishers and distributors (P) Ltd., 2017.	
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9 th Edition, 2020.	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Legal Systems in Business	Core	4	-	-	-	5	6	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts: By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.							12	C1		
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract of Sale (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics							12	C2		
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity –							12	C3		

	Comparison of Company with Partnership and Joint Hindu Family Business–Kinds of Companies– Comparison of Private and Public Companies– Formation of Companies– General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus– Management of Companies– General Idea of Management of Companies– Officers, Meetings–Resolutions–Account and Audit– Winding up of Companies– General Idea of the Different Modes of Winding Up.		
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child Labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.	12	C4
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008– Intellectual Property Rights: Types of Intellectual Property– Trademarks Act 1999–The Copyright Act 1957– International Copyright Order, 1999–Design Act, 2000; UNICITRAL– United Nations Commission on International Trade Law.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
CO2	Know the sale of Goods & Negotiable instrument act.	PO6	
CO3	Have understandings on partnership and company law	PO6, PO7	
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7	
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8	
Reading List			
1.	http://www.legalserviceindia.com/article/		
2.	http://www.freebookcentre.net/Law/Law-Books.html		
3.	https://www.mooc-list.com/course/business-law-wma		

4.	https://ilj.law.indiana.edu/
ReferencesBooks	

1.	KapoorND.,LegalSystemsinBusiness,Edition2(2021),Sultan Chand&Sons.
2.	Rao, P.M.,MercantileLaw,PHILearning,2011.
3.	Majumdar,A.K.andKapoor,G.K.,CompanyLaw,15 th Edition,TaxmannPublicationsPvt. Ltd.,2012.
4.	Majumdar,A.K.andKapoor,G.K.,CompanyLawandPractice,17 th Edition,TaxmannP ublications Pvt.Ltd., 2012.
5.	Intellectual PropertyLaws,UniversalLawPublishing,2012.
6.	DanielAlbuquerque,LegalsystemsinBusiness,OxfordUniversityPressIndia,2 nd Edition, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	OrganizationalDevelopment	Elective	3	-	-	1	3	3	25	75	100
CourseObjectives											
C1	To generalize a fair comprehension of basic concept on OD.										
C2	To assimilate design elements of OD.										
C3	To summarize the effects of Organizational culture and reinforcing the techniques.										
C4	To illustrate the effectiveness of working in teams.										
C5	To interpret constructs of well-being and approaches to achieving a balance.										
UNIT	Details							No.of Hours	Course Objectives		
I	Introduction: Introduction-evolution-basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD-Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force-collecting, analyzing- feedback of diagnostic information.							9	C1		

II	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - BasicDesign– DimensionsDeterminationofStructure- ForcesReshapingOrganization–LifeCyclesin Organization.	9	C2
III	Organizationalculture: KeyRoleofOrganizationalCultu re - Functions &Effects of Organizational Culture-Leaders roleinshaping andreinforcingculture,DevelopingaGlobalOrganizationa lCulture.	9	C3
IV	Groups & teams: Work Groups & Teams - PreparingfortheworldofworkGroupBehavior- EmergingissuesofWorkOrganizationandQualityofWork Life –Careerstagemodel–Movingupthecareerladder.	9	C4
V	Wellbeing: StressandWellBeingatWork:Fourapproaches tostress-Sourcesofstressatwork,consequencesofstress- PrevalentStressManagement -Managerialimplications.	9	C5
	Total	45	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Comprehend and justify basic concepts on OD.	PO2, PO6
CO2	Assimilate and design OD process.	PO4, PO8
CO3	Summarize Organizational culture and use reinforcing techniques.	PO3
CO4	Illustrate effectiveness of working in teams.	PO1, PO5
CO5	Interpret constructs of well-being and approaches to achieve a balance.	PO1, PO3, PO5
Reading List		
1.	Laslo Bock, 'Work Rules- Insights from inside Google'	
2.	Edgar H Schein, 'Organisational Culture and Leadership'	
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'	
4.	Peter S Cohan, 'Value Leadership'	
References Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 nd Edition, 2015.	
6.	Ramanarayan, S. and Rao, T. V., Organization Development: Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas	

	s,Mapknowledge
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Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		M				M		
CO 2				M				M
CO 3			M					
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Stress Management	Elective	2	-	1	-	3	3	25	75	100
Course Objectives											
C1	To understand the concept of stress management										
C2	To understand the impact of stress										
C3	To analyse the stress reduction techniques										
C4	To study the strategies to cope up with stress										
C5	To develop resilience to stress										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Stress Management: Introduction to stress: Meaning, Definition, Eustress, Distress, Stressors- emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							9	C1		
II	Impact of Stress: Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome- Fight or flight response, Stress warning signal							9	C2		

III	StressReductionTechniques: ChallengingStressfulThinki ng, Problem SolvingandTimeManagement, Psychological and Spiritual Relaxation Methods,PhysicalMethodsofStressRedu ction,Preparingforthe	9	C3
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	Future:CollegeandOccupationalStress		
IV	CopingStrategies: CopingMechanisms:Appraisalfocused, EmotionalfocusedandProblemfocused- StressproblemsolvingSequence- ABCDEproblemsolvingModel	9	C4
V	Developing Resilience to Stress: Understanding stresslevel, Role of Personality Pattern, Self Esteem, Locus ofControl,RoleofThoughtsBeliefsandEmotions,Life Situation Intrapersonal:Assertiveness, TimeManagement	9	C5
	Total	45	
CourseOutcomes			
Course Outcomes	On completionof thiscourse,studentswill;	ProgramOutcomes	
CO1	Haveaclearunderstandingontheconceptofstressmanag ement	PO3	
CO2	IllustratetheimpactofstressandpredictStresswarnings ignals	PO2	
CO3	Developabilitytoanalysethestressreductiontechniques	PO1,PO4	
CO4	Acquiretheabilitytoidentifythestrategiestocopeup withstress	PO5,PO6	
CO5	Developresiliencestrategiestostress	PO7,PO8	
ReadingList			
1.	Familiystressmanagement:Acontextualapproach,PBoss,CMBryant,JAMancini		
2.	PreventiveStressManagementinOrganizations,ThomasA.Wright,PhD,Joyce A.Adkins,PhD,DebraL.Nelson		
3.	StressManagement,RichardPettinger		
4.	Stressandstressmanagement, Crampton,SuzanneM;Hodge,JohnW;Mishra,JitendraM;Price,Steve.		
ReferencesBooks			
1.	KajalA.Sharma,CaryL.Cooper,D.M.Pestonjee,OrganizationalStressAroundtheWorld ResearchandPractice,Routledge,1 st Edition,2022.		
2.	RachelLewis,JoannaYarker,EmmaDonaldson-Feilder,PreventingStressin Organizations:HowtoDevelopPositiveManagers,WileyBlackwell,1 st Edition,2011.		
3.	JoeMartin-ManagingStressintheWorkplaceHowtoGetRidofStressatWorkand LiveaLongerLife,1 st Edition,2014.		
4.	EmilyNagoski,AmeliaNagoski,Burnout:TheSecrettoUnlockingtheStressCycle, BallantineBooks,1 st Edition,2019.		
5.	KellyMcGonigal,TheUpsideofStress:WhyStressIsGoodforYou,andHowtoGetGoodat It,AveryPublishers,1 st Edition2016.		
6.	AshleyWeinberg,ValerieSutherland,OrganizationalStressManagement:AStrategicAp proach,PalgraveMacmillan, 5 th Edition2010.		

MethodsofEvaluation		
Internal Evaluation	ContinuousInternalAssessmentTest	40Marks
	Assignments/miniproject/demonstrationssessions	
	Seminars	
	AttendanceandClassParticipation	
External Evaluation	EndSemesterExamination	60Marks
	Total	100Marks
MethodsofAssessment		
Recall(K1)	Simpledefinitions,MCQ,Recallsteps,Conceptdefinitions	
Understand/Comprehend (K2)	MCQ,True/False,Shortessays,Conceptexplanations,Shortsummaryoroverview	
Application (K3)	Suggestidea/conceptwithexamples,Suggestformulae,Solveproblems,Observe,Explain	
Analyze(K4)	Problem-solvingquestions,Finishaprocedureinmanysteps,Differentiatebetweenvariousideas,Mapknowledge	
Evaluate (K5)	Longeressay/Evaluationessay,Critiqueor justifywith prosandcons	
Create(K6)	Checkknowledgeinspecificoroffbeatsituations,Discussion,DebatingorPresentations	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1			M					
CO 2		M						
CO 3	M			S				
CO 4					M	M		
CO 5							M	M

S-Strong M-Medium L-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	SoftSkillsI– ExecutiveCommunication	Soft Skills	-	-	2	-	2	4	25	75	100
CourseObjectives											
C1	Toacquirecommunicationawarenesstheyaregoingtogetfortheindustry.										
C2	Tomakethecustomerrealizethatyoucanprovidethemwithinformationandother essentialthings										
C3	Toexplore theskillofwritingbusinessproposals										
C4	Todevelopaplanfor themeetingsandinterviews										
C5	Toanalyzetheskillsrequiredfornon-verbalcommunication										

SYLLABUS			
UNIT	Details	No.of Hours	Course Objectives
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barrier to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proofreading and Evaluating- Letters of application and resume.	6	C2
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts, Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	Total	30	
Course Outcomes			

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding of theories and concepts, types and	PO4, PO6

	various modes of communication in organizations	
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6
Reading List		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	
References Books		
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovee L. Courtland and John V. Thill, Business Communication Today, 10ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong 2-Medium 1-Low

SEMESTER III

S.NO	STUDY COMPONENT		INS.HRS/ WEEK	CREDIT	TITLE OF THE PAPER	MAXIMUM MARKS		
	Course title							
						CIA	Uni. Exam	Total
1	Core-VII		6	5	Applied Operations Research	25	75	100
2	Core-VIII		6	5	Human Resource Management	25	75	100
3	Core-IX		6	5	Financial Management	25	75	100
4	Core X		6	4	Marketing Management	25	75	100
5.	Elective V Discipline Centric		3	3	Strategic Human Resource Management	25	75	100
3.6	Skill Enhancement II		3	2	Business Etiquette	25	75	100
3.7	Internship activity		-	2	Industrial activity	25	75	100
TOTAL			30	26				

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	AppliedOperationsResearch	Core	3	1	-	-	5	6	25	75	100
CourseObjectives											
C1	To providethestudentswithintroductiononORanditsmodelstoaidinunderstandingitsappl icabilityinthevariousfunctionalareasofmanagement.										
C2	Tounderstandtheconceptoflinearprogrammingmodelsindeterminingprofit maximizationandcostminimization										
C3	TolearnaboutvariousmethodsadoptedintransportationandAssignmentsmodels.										
C4	Todetermineaboutinventorymodels,replacementmodels,jobsequencing, networkingmodelandQueuingmodel										
C5	Tothrowlightondynamicmodelandgamemodelsandtheapplicationofpureand mixedstrategiesincompetitiveenvironment.										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	Introduction: Overview of operations research – Origin–Nature,scope&characteristicsofOR– ModelsinOR– Applicationofoperationsresearchinfunctionalareasofma nagement							08	C1		
II	LinearProgrammingProblem:Linearprogrammingproble mmodel–Formulation–Maximization&Minimization problem – Graphical method – Simplexmethod– Artificialvariable–Primal&Dual.							12	C2		
III	Transportation problem: Basic Solution – North / WestcornerSolution,LCM,VAM,Matricesmethod– Optimal Solution – Stepping stone method – Vogel’sapproximationmethod–Modimethod– Degeneracy– Imbalance matrix. Assignment model: Hungarianmethod –Travelingsalesmenproblem.							12	C3		
IV	ProjectSchedulingandResourceManagement:Determinis ticInventorymodels– Purchasing&Manufacturingmodels– Probabilisticinventorymodels–Replacementmodel– Sequencing – BriefIntroductiontoQueuingmodels.Networking– ProgrammeEvaluationandReviewTechnique(PERT)and CriticalPathMethod(CPM)forProject Scheduling-Crashing– ResourceallocationandResourceScheduling.							18	C4		

V	Game Theory and Strategies: Game theory– two player zero sum game theory–Saddle Point–Mixed	10	C5
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	Strategies for games without saddle points– Dominance method– Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
CO3	Be well versed with the concept of transportation and Assignment models	PO1, PO2, PO6, PO7	
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7	
Reading List			
1.	www.cbom.atozmath.com		
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf		
3.	http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf		
4.	https://www.journals.elsevier.com/operations-research-perspectives		
References Books			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 th Edition Paperback–1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014		
3.	Hiller, F., Lieberman, Nag and Basu, Introduction to Operations Research, 11 th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 rd Edition– Paperback, New Age International Publishers, 2018		
5.	Taha, H.A., Operations Research: An Introduction, 10 th Edition, Pearson, 2019		
6.	Vohra, N.D., Quantitative Techniques in Management, 5 th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.		

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	HumanResourceManagement	Core	4	-	-	-	5	6	25	75	100
CourseObjectives											
C1	ToembarkimportanceofHRMrole,functionsandneed										
C2	Toassimilatetheoreticalandpracticalimplicationsof HRP										
C3	Tocriticallyuseappropriatetrainingtools										
C4	Toanalyzeandimplementaneffectiveperformancemanagement										
C5	Toextrapolateanddesigncompensationmanagementtechniques										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	Introduction: Introduction of Human ResourceManagement: Importance of Human Resources,Definition and Objectives of Human ResourcesManagement,QualitiesofagoodH Rmanager–Evolution and growth of Human ResourceManagementinIndia.Functionsof HumanResourceManagement.StrategicHumanResource Management(SHRM).Human Resource Policies: Need,typeandscope,HumanResourceAccountingandAudit-Gig Economy.							12	C1		
II	Human Resource Planning (HRP): Human ResourcesPlanning: Long and Short term planning, Job Analysis,Skills inventory, Job Description, Job Specification andSuccessionPlanning,StrategicHumanResourcePlannin g. Recruitment and selection: Purposes, types and methodsofrecruitmentandselection,Relativemeritsandde meritsofthedifferentmethods,RecruitmentandSocialMedi a. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, ExitInterviews, Reduction ofattritionrate-Attritionandretentionmanagement							12	C2		
III	Training,Development&CareerManagement:Import ance and benefits of Training andDevelopment,TypesofTrainingMetho ds,ExecutiveDevelopmentPrograms,Conceptandprocess ofCareerManagement; Competency mapping,							12	C3		

	KnowledgeManagement&TalentManagement.		

IV	PerformanceManagement: Importance,processandMethods:Ranking,ratingscales, critical incident method, Removing subjectivityfromevaluation,MBOasamethodofappraisal, Performance Feedback, Online PMS. Human ResourceInformationSystem;InternationalHumanResour ceManagement;Crossculturaldiversitymanagement;Hyb ridworkculture;work-lifebalance;Qualityof work-life;HRAnalytics.	12	C4
V	CompensationManagement: WageandSalaryAdministr ation: Job Evaluation, Calculation of Wage,Salary, Prerequisites, Compensation Packages, Cost ofLiving Index and Calculation of Dearness Allowance,RewardsandIncentives;ESOP- Financialandnon- financialincentives,Productivity– linkedBonus,CompensationCriteria,RewardsandRecogn ition.	12	C5
	Total	60	
CourseOutcomes			
Course Outcomes	On completionof thiscourse,studentswill;	ProgramOutcomes	
CO1	Gain an of HRM policies and understandingimpo rtance.	PO4,PO6	
CO2	ImplementappropriateHRPinworkplace.	PO6	
CO3	ApplyfeasibleTrainingmethodandmanagecareer progressions.	PO5,PO6,PO7	
CO4	Demonstrate performance of human managing resources.	PO6,PO7	
CO5	Designandjustifycompensationframework.	PO4,PO6,PO7	
ReadingList			
1.	https://businessjargons.com/performance-management.html		
2.	https://www.hr-guide.com/data/G400.htm		
3.	https://www.managementstudyguide.com/training-development-hr-function.htm		
4.	https://www.tandfonline.com/toc/rijh20/current		
ReferencesBooks			
1.	Ashwathappa,K.,HumanResourceManagement,9 th Edition,TataMcGraw- HillEducationPvt.Ltd.,2021.		
2.	Ivanecevich,J.M.,HumanResourceManagement,12 th Edition,TataMcGraw- HillEducationPvt.Ltd.,2020.		
3.	GaryDessler&BijuVarrkey,HumanResourceManagement,16 th Edition,PearsonIn diaPvt.Ltd.,2020.		
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human ResourceManagement,11 th Edition,WileyIndiaPvt.Ltd.,2015.		
5.	LeighThompson,Makingtheteam,AguideforManagers,Pearson,6 th Edition2019.		

6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	
3-Strong 2-Medium 1-Low								

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	FinancialManagement	Core	3	1	-	-	5	6	25	75	100
CourseObjectives											
C1	Tocreateanunderstandingandfamiliarizethestudentstothefundamentalsoffinancial managementandcreateawarenesson thevariousources offinance.										
C2	Tocreateawarenessonthevariousinvestmenttechniquesontheinvestmentdecisionma king.										
C3	To throw lighton theconcept of cost of capital andfamiliarizeon the techniqueofidentifyingtherightsourceofcapital.										
C4	Toeducateontheconceptofcapitalstructureandthecreateunderstandingonthe concept ofdividend.										
C5	Tocreateanunderstandingontheconceptofworkingcapital,itsneed,importance,factor sandforecastingtechnique										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	Introduction:Financialmanagement:Definitionandscope –objectivesofFinancialManagement– ProfitMaximization-wealthmaximization- functionsandroleoffinancemanager.Sourcesoffinance– shortterm–BankSources–Longterm–Shares– Debentures–Preferredstock–Debt:Hire purchase,Leasing, Venture Capital – Private equity-International Financial Management- FinancialPlanning- BehaviouralFinance-CapitalMarket-MoneyMarket- MicroFinance-FinancialInformation System.							12	C1		

II	Investing Decision-Capital Budgeting Process– Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques– Net Present Value, Profitability Index and Internal Rate of Return- Problems- Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency- Cryptocurrency– Financial Modeling; Hurdle Rate.	12	C2
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital– Cost of debt– Cost of preference– Cost of retained earnings-weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage-Financial Leverage-problems.	12	C3
IV	Capital structure-Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach– Modigliani-Miller (MM) Approach– Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management-Definition and Objectives- Working Capital Policies-Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems)- Cash Management-Receivables Management and- Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports-Financial Analytics.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1, PO2, PO4, PO7	

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ReadingList	
1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	JournalofInternationalFinancialManagement&Accounting
4.	TheManagementAccountantJournal-icmai-rnj.in
ReferencesBooks	
1.	S.N.Maheswari,Finanacial Management,SulthanChand& Sons,15th Edition,2019
2.	I.M.PandeyFinancialManagement,VikasPublishingHousePvt.Ltd.,11thedition,2018.
3.	VanHorne,J.C.,FinancialManagementandPolicy,13thEdition,Pearson,2015.
4.	PrasannaChandra,FinancialManagement,10thedition,TataMcGrawHill,2019
5.	Periasamy,P.,FinancialManagement,4thEdition,TataMcGraw-HillEducationPvt.Ltd., 2017.
6.	Brigham,E.F.andEhrhardt,M.C.,FinancialManagement:TheoryandPractice,14thEdition, 2015.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	.Hours	Marks		
									CIA	External	Total
	MarketingManagement	Core	4	-	-	-	4	6	25	75	100
CourseObjectives											
C1	Todevelopanunderstandingandenhancetheknowledgeaboutmarketingtheories, principles,strategiesandconceptsandhowtheyareapplied.										
C2	Toprovidewithopportunitiestoanalyzemarketingactivitieswithinthefirm.										
C3	Toanalyzeandexplorethebuyerbehaviorpatterninmarketingsituations.										
C4	Tounderstandthebranding,pricingandstrategiesinmarketingaproduct.										
C5	Tougrade theknowledgeandawarenessofConsumerRightsintheMarket.										

SYLLABUS			
UNIT	Details	No.of Hours	Course Objectives
I	Introduction:MarketingManagementPhilosophies– Whatismarketing-Theconceptsofmarketing-Marketing and Services – Digital Marketing – SocialMediaMarketing– Currentmarketingchallenges;RuralMarketing–E- RuralMarketing–International Marketing–IndustrialMarketing.	12	C1
II	StrategicMarketing–MarketingManagementProcess –AnalysisofMarketingopportunities,SelectingTarget Consumers, developing Marketing MixAnalysis ofMacro and MicroenvironmentMarketingResearchasanAidtoMarket ing,MarketingResearchProcess – Sales Forecasting – Techniques.Marketing Tactics, The Mix Service and Retail Marketing.	12	C2
III	MIS: Marketing Information Systems- CustomerRelationship Management (CRM) Customer EngagementMarketing–SalesforceAutomation- MarketingAnalytics	12	C3
IV	BuyerBehaviour:FactorsInfluencingConsumerBehaviour– Buying situation–BuyingDecisionProcess– IndustrialBuyerBehaviour.MarketSegmentation:Targeti ngandPositioning– CompetitiveMarketingStrategies.CustomerLife Cycle – Customer Life time Value, Product PortfolioManagement.	12	C4
V	ProductPolicies:ConsumerandIndustrialProductDecisio ns,Branding,PackagingandLabelling–NewProduct Development and Product Life CycleStrategies, Pricing – Pricing Strategies andapproaches,PromotionDecisions:PromotionMi x–IntegratedMarketingCommunication–Advertisingand Sales Promotion - Sales Force Decisions,Selection,Training,CompensationandC ontrol–Publicity and Personal Selling – DistributionManagement– ChannelManagement:Selection,Co-operation and Conflict Management – Vertical,HorizontalandMulti- channelSystemsConsumerProtection– AwarenessofConsumerRightsintheMarketPlace.	12	C5

	Total	60	

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8
Reading List		
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/	
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html	
3.	https://www.ama.org/ama-academic-journals/	
4.	https://www.emerald.com/insight/publication/issn/0736-3761	
References Books		
1.	Pillai & Baghawathy, Marketing Management, S. Chand, 2010.	
2.	Gupta Prachi, Aggarwal Ashita, et al., Marketing Management: Indian Cases, 1 st Edition, 2017	
3.	G. Shainesh Philip Kotler, et al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022	
4.	Warren J. Keegan, Global Marketing Management, 8 th Edition, Pearson, 2017.	
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.	
6.	Philip Kotler and Kevin Lane Keller, Marketing Management, 15 th Edition, Pearson, 2015	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	StrategicHRM	Elective	3	-	-	1	3	3	25	75	100
CourseObjectives											
C1	TofamiliarizethestudentswiththebasicconceptsofStrategicManagement										
C2	ToprovideinsightsintoEnvironmental Forecasting										
C3	TothrowlightonHumanResourceStrategy										
C4	ToelucidateonStrategicHumanResourceProcesses										
C5	TocreateawarenessandimportanceofNewEconomicPolicyandHRMStrategy										
UNIT	Details							No.of Hours	Course Objectives		
I	StrategicManagement: NatureandSignificance;DimensionsofStrategicDecisions;StrategicManagementModelandcomponents;StrategyFormulation:FormulatingaCompanyMission;ForcesInfluencingtheStrategyFormulation;Porter's Model;							9	C1		
II	Environment Forecasting: Analyzing the CompanyProfiles;FormulatingLong-TermObjectivesandGrandStrategies;StrategyImplementation;InstitutionalizingtheStrategy;Structure,Leadership andCulture,EvaluatingtheStrategy;CorporateStrategyandGlobalStrategy.							9	C2		
III	HumanResourceStrategy(HRS): Concept,Approaches,HRSandBusinessStrategy;ChangeManagementStrategies,TrainingandDevelopment Strategies; Organizational Performance and HRS:HRMStrategyandDifficultiesinitsimplantation							9	C3		

IV	Strategic Human Resource Processes: Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.	9	C4
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V	New Economic Policy and HRM Strategy: Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Comprehend the application of Strategic Management	PO1, PO2, PO6, PO7	
CO2	Evaluate Corporate Strategy & aid in Environment Forecasting	PO1, PO6, PO7	
CO3	Develop strategies, approaches for higher Organisational Performance	PO1, PO2, PO6	
CO4	Elucidate on Strategic Human Resource Processes and resource utilization	PO1, PO6, PO7	
CO5	Analyse and formulate New Economic Policy and HRM Strategy	PO2, PO6, PO7	
Reading List			
1.	J.C. Spender, 'Business Strategy: Managing Uncertainty, Opportunity, and Enterprise'.		
2.	Mark Schaefer, 'Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing'.		
3.	Niraj Dawar, 'Tilt: Shifting Your Strategy from Products to Customers'.		
4.	W. Chan Kim, 'Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant'.		
References Books			
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Routledge, 1 st Edition 2020.		
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 st Edition 2007.		
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 rd Edition, 2021.		
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 st Edition 2000.		
5.	Rajib Lochan Dhar: Strategic Human Resource Management, Excel Books New Delhi, 1 st Edition 2010.		
6.	David Ulrich, Jon Younger, Wayne Brocbank, 'HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)', McGraw Hill. 1st Edition, 2012.		
Methods of Evaluation			
Internal Evaluation	Continuous Internal Assessment Test		40 Marks
	Assignments/mini project/demonstration sessions		
	Seminars		

	AttendanceandClassParticipation	
External Evaluation	EndSemesterExamination	60Marks
	Total	100Marks
MethodsofAssessment		
Recall(K1)	Simpledefinitions,MCQ,Recallsteps,Conceptdefinitions	
Understand/Comprehend (K2)	MCQ,True/False,Shortessays,Conceptexplanations,Shortsummaryoroverview	
Application (K3)	Suggestidea/conceptwithexamples,Suggestformulae,Solveproblems,Observe,Explain	
Analyze(K4)	Problem-solvingquestions,Finishaprocedureinmanysteps,Differentiatebetweenvariousideas,Mapknowledge	
Evaluate (K5)	Longeressay/Evaluationessay,Critiqueor justifywith prosandcons	
Create(K6)	Checkknowledgeinspecificoroffbeatsituations,Discussion,DebatingorPresentations	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	M	M				S	M	
CO 2	M					S	M	
CO 3	M	M				S		
CO 4	M					M	M	
CO 5		M				M	M	

S-Strong M-Medium L-Low

subjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	SoftSkillsII-BusinessEtiquette	Soft Skills	-	-	2	-	2	3	25	75	100
CourseObjectives											
C1	ToanalyzetheBusinessetiquetteatworkplace										

C2	To determine the Principles of exceptional work behavior		
C3	To explore Tech etiquette in using various telecommunication devices and channels		
C4	To successfully handle Multi-cultural challenges		
C5	To ascertain sensitivity to new and emerging issues in etiquette		
SYLLABUS			
UNIT	Details	No.of Hours	Course Objectives
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists- Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	6	C1
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting- Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a powerpoint presentation- Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations- Business meals basics- Basics of table etiquette- Holding and resting utensils- Business dining etiquette- Multi-cultural Highlight: Japanese Dining- Specific food Etiquette guidelines.	6	C2
III	Telephone Etiquette: Cell phone etiquette- Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls- Taking a message- Voice Mail- Closing the call - When Making calls - Closing the call- Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette -Online chat- Online chat etiquette- Online chat etiquette guidelines	6	C3

IV	Business Attire & Professionalism: Business style and professional image-Dresscode-Guidelines for appropriate business attire-Grooming for success-Guidelines for appropriate business attire-Grooming for success-Multicultural dressing Diversity Management-Gender Sensitivity-Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices-Courtesies for wheelchair users Courtesies for blind or visually impaired-Courtesies for the deaf-People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace-The challenge of business ethics-Creating an ethical compass-Business ethics and advantages-Ethical Issues-Conflict Management-Conflict resolution strategies-Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette-Example of cultural sensitivity-Cultural differences and their effect on business etiquette- on site projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal-icmai-rnj.in		
References Books			
1.	Gonda, C.M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S.K. (2012) Business Etiquette A Guide For The Indian Professional. Noida: HarperCollins		

3.	Pachter,B.(2013).TheEssentialsofBusinessEtiquette:HowtoGreet,Eat,andTweetYourWaytoSuccess(1) editionNew York:McGraw-HillEducation.
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4.	Past,K.(2008).IndianBusinessEtiquette: 1(Firstedition).AhmedabadJaicoPublishingHouse.
5.	Travis,R.(2013).TechEtiquette:OMG,2 Edition,RLTPublishing.
6.	Gonda,C.M.(2016)MasterofBusinessEtiquette:TheUltimateGuidetoCorporateEtiquetteandSoftSkillsEmbassyBooks,FirstEdition.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

SEMESTER IV

S.NO	StudyComponent		Ins. Hrs/week	credit	Titleofthepaper	MaximumMarks		
	Coursetitle					CI A	Uni. Exa m	Total
1	Core–XI		6	5	InformationSystemsfor Business	25	75	100
2	Core–XII		6	5	InternationalBusinessM anagement	25	75	100
3	#PROJECTWITH VIVA-VOCE		10	7	Project(INDIVIDUALPR OJECT)	75	225	300
4	ElevtiveVI (Industry/Entrepre neurship)		4	3	Industrial andLabourRelations	25	75	100
5	Professionalcompet encyskill		4	2	ComputingSkills	25	75	100
6.	***Extensionactivit y		-	1	Extensionactivity	25	75	100
Total			30	23				

#The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks

EXTENTIONACTIVITY

*** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the University and the same will be included in the Third Semester Marks Statement.

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Information Systems forBusiness	Core	4	-	-	-	5	6	25	75	100
CourseObjectives											
C1	Toenablestudentstounderstandthefundamentals of informationsystemand itsroleofinformationinmanagerialdecisionmaking										
C2	Tothrowlightonfundamentals of informationsystemslikeTPS,DSS,andEIS.										
C3	Tomanagesystemapplicationsanddatatobestsupportfunctionalareasofbusiness										
C4	Toprovideinsightsinsecurelymanagingdatabaseandinformationusingtheprocessof										
C5	ToelucidatetheneedandimportanceofERP,itsselectionandimplementationinworkpla ce										
SYLLABUS											
UNIT	Details							No.of Hours	CourseO bjectives		
I	Introduction to information system-The management,structureandactivities- Informationneedsandsources- Typesofmanagementdecisionsand informationneed. SystemclassificationElements ofsystem,input,output,processandfeedback.							12	C1		
II	TransactionProcessinginformationsystem,OfficeAutom ationSystem(OAS)- KnowledgeworkersSystem(KWS);MIS;Informationsyst emformanagers,Intelligenceinformationsystem– Decision supportsystem-Executiveinformationsystems.							12	C2		
III	FunctionalManagementInformationSystem:Production/ OperationsInformationsystem,MarketingInformationSy stems,Accounting Information system, Financial Information system,HumanresourceInformationsystem.							12	C3		
IV	System Analysis and Design: The work of a systemanalyst-SDLC-Systemdesign–AGILEModel– WaterfallModel–SpiralModel– IterativeandIncrementalModel-RADModel- Requirementanalysis- Dataflowdiagram,relationshipdiagram,design- Implementation- EvaluationandmaintenanceofMIS,DatabaseSystem:Ove rviewofDatabase-Components-advantages and							12	C4		

	disadvantages of database; Data Warehousing and Data Mining;		
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	BusinessIntelligence;ArtificialIntelligence;ExpertSystem;BigData;CyberSafetyandSecurity-Cryptography;RSAModel of Encryption;DataScience-BlockChainTechnology;E-commerceand E-Businessmodels;IOT-RFID.		
V	Enterprise Resource Planning (ERP) System, Benefits oftheERP,ERPHowdifferentfromconventionalpackages,Need for ERP , ERP components , SelectionofERPPackage,ERPimplementation, CustomerRelationshipmanagement.Organisation&Types,DecisionMaking,Data & information,Characteristics&Classificationofinformation, Cost&valueofinformation,variouschannelsofinformationandMIS; Information systemauditandcontrol–E-Governance.	12	C5
	Total	60	
CourseOutcomes			
Course Outcomes	On completionofthiscourse,studentswill;	ProgramOutcomes	
CO1	Learntheimportanceofdataandinformationinmanagerialdecisionmaking.	PO1,PO2,PO6	
CO2	PossessionthevariousISandthe itsrelevancetoOrganizationalenvironment	PO3,PO5,PO8,	
CO3	Understandtheapplicationof IS on thevariousfunctions like Accounting, Finance, Marketing,OperationsandHR	PO1,PO3,PO5,PO8	
CO4	Tostudythevariousmodelsandnewtechnologies	PO1,PO2,PO6,PO7	
CO5	BeexposedontheimportanceofselectingtheappropriateERPandits implementation	PO1,PO2,PO5,PO8	
ReadingList			
1.	InformationSystemsforBusinessandBeyond–opentextbooks.site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	InformationsystemsJournal–WileyOnlineLibrary.		
4.	InformationSystemsmanagementinBusinessanddevelopmentorganisations–HarekrishnaMisra –PHILearning.		
ReferencesBooks			
1.	Azam,M.,ManagementInformationSystem,McGrawHill Education,2012		
2.	Laudon,K.,Laudon,J.andDass,R.,ManagementInformationSystems–ManagingtheDigitalFirm,11 th Edition,Pearson, 2010.		
3.	Murdick,R.G.,Ross,J.E.andClaggett,J.R.,InformationSystemsforModernManagement 3 rd Edition,PHI,2011.		
4.	O’Brien,J.A.,Morakas,G.M.andBehl,R.,ManagementInformationSystems,9 th Edition,TataMcGraw-HillEducation,2009.		
5.	Saunders,C.S.andPearson,K.E.,Managing andUsing InformationSystems,3 rd Edition,WileyIndiaPvt.Ltd.,2009.		

6.	Stair,R.andReynolds,G.,InformationSystems,10 th Edition,Cengage
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	Learning,2012.
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

3-Strong 2-Medium 1-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	International BusinessManagement	Core	4	-	-	-	5	6	25	75	100
CourseObjectives											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context .										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	Details							No.of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments ; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export							9	C1		

	Process and Documentation.		
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction—Social Structure—Religion—Language—Education—Culture and the Workplace—Cultural Change—Cross-cultural Literacy—Culture and Competitive Advantage.	9	C2
III	International Trade Theory: Introduction—Mercantilism, Neo-Mercantilism—Theory of Absolute Advantage—Theory of Comparative Advantage—Heckscher-Ohlin Theory—The New Trade Theory—National Competitive Advantage—Porter's Diamond—General Agreement on Tariffs and Trade (GATT)-World Trade Organization (WTO)-GATS-UNCTAD-Trade Blocks; Customs Union-EU-PTA-European Free Trade Area (EFTA)-Central American Common Market (CACM)-Latin American Free Trade Association (LAFTA)-North American Free Trade Agreement (NAFTA)-Association of South East Asian Nations (ASEAN)-CARICOM-GSTP-GSP-SAPTA-Indian Ocean Rim Initiative-BIMSTEC-Bretton Woods Twins-World Bank & IMF, International Finance Corporation-Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs)- Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI—Horizontal and Vertical Foreign Direct Investment—Advantages of FDI to Host and Home Countries.	9	C4

V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract-	9	C5
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	MajorLaws-INCOTerms- StandardClausesofInternational Sales Contract- Role of Indian Council ofArbitration /International Chamberof Commerce insolving Trade disputes. Export Regulations: Procedureforexportofgoods- QualityControlandPre-shipmentInspection- CustomsClearance-Port formalities- Exchange regulations for Export- Role ofClearingandForwardingAgents.		
	Total	45	
CourseOutcomes			
Course Outcomes	On completionofthiscourse,studentswill;	ProgramOutcomes	
CO1	Beawareoftheinternationalsituationsandevaluateinternat ionalcollaborativearrangementsandstrategic alliances.	PO2,PO4,PO7	
CO2	Possessedknowledgeofpolitical,legal,economicand culturalcountrydifferencestodevelopcompetitivestrat egiesinforeign,regionalandglobal markets.	PO4,PO7	
CO3	Knowthevariousinternationaltradetheoriesandthe managementofbusinessfunctionaloperationsinaninternati onalcontext.	PO4,PO6,PO7	
CO4	Beabletoevaluatebarriers,opportunities,marketentrymod esandtheprocessofinternationalization.	PO2,PO4,PO7	
CO5	Havebetterunderstanding on regional economic integrationandcontemporaryissuesininternationalbus iness.	PO6,PO7,PO8	
ReadingList			
1.	www.internationalbusinesscorporation.com		
2.	www.business-ethics.org		
3.	https://www.jstor.org/journal/jintebusistud		
4.	JournalofInternationalBusinessandManagement(JIBM)		
ReferencesBooks			
1.	InternationalBusiness:CompetingintheGlobalMarketplace(SIE) 11th Edition– 14August2018byCharlesW.L.Hill(Author),G.TomasM.Hult(Author),Rohit Mehtani(Author)		
2.	International Business Fourth Edition By Pearson– 30 November2017by S.TamerCavusgil(Author),GaryKnight(Author),JohnRiesenberger(Author)		
3.	Cherunilam,F.,InternationalBusiness:TextandCases,5thEdition,PHILearning,2010.		
4.	Paul,J.,International Business,5thEdition,PHILearning,2010.		
5.	Deresky,H.,International Management: Managing Across Borders and Cultures,6thEdition,Pearson, 2011.		
6.	Griffin,R.,InternationalBusiness,7thEdition,PearsonEducation,2012.		

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

Subject Code	SubjectName	Category	L	T	P	O	Credits	HOURS	Marks		
									CIA	External	Total
	#ProjectWork&Viva-Voce	Core	-	-	-	Y	10	150	75	225	300

L-Lecture T-Tutorial P-Practical O-Project

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	Industrial and Labour Relations	Elective	3	-	-	1	3	4	25	75	100
Course Objectives											
C1	To familiarize the student to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.										
C2	To provide insight on Industrial Harmony and Conflicts										
C3	To throw light on Labour Relations, Joint consultation										
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.										
C5	To elucidate on Collective Bargaining, Tripartite Machinery										
UNIT	Details							No. of Hours	Course Objectives		
I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application of Psychology to Industrial							9	C1		

	Relations. Codes of Conduct.		
II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure- Labour management co-operation; Worker's participation in management.	9	C2
III	Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.	9	C3
IV	Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership- Finance and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.	9	C4
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administration of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6	
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8	
CO3	Have insights on Labor Relations, Joint Consultation	PO8	
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5	

CO5	Demonstrate policies for Collective Bargaining,	PO1,PO3,PO5
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	Tripartite Machinery.	
Reading List		
1.	Campbell Balfour, 'Industrial Relations in the common market'	
2.	Michael Poole, 'Theories of Trade Unionism'	
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'	
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'	
References Books		
1.	Tripathi PC, Gupta CB & Kapoor ND., Industrial Relations and Labour Laws., 6 th Edition 2020.	
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan Publishers India, 2009.	
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.	
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.	
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.	
6.	Venkata Ratnam, C.S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/miniproject/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1		M				M		
CO 2				M				M
CO 3								S

CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

SubjectCode	SubjectName	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	SoftSkillsIII–ComputingSkills	Soft Skills	-	-	2	-	2	4	25	75	100
CourseObjectives											
C1	To create awareness and understanding on the basic functions of MS Excel										
C2	To elucidate the students on the various advanced functions of MS Excel										
C3	To educate the students on MS Access and its application in database management										
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms ,Google Slides and Google Cloud Printing.										
SYLLABUS											
UNIT	Details							No.of Hours	Course Objectives		
I	MS Excel – Basic Functions - Workbook – Building – modifying-navigating; Worksheet–Autofill copying and moving cells, inserting and deleting rows, printing; Formulas and functions- Troubleshooting formulas, Functions and its forms like data base, reference, Databases – creating, sorting filtering and linking.							6	C1		
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts– Count-Countif–Sum - Sumif–Product– Sumproduct. Functions: Mathematical-Financial-logic–Text-Statistical							6	C2		
III	MS Access– Components, creating a database and project, import and exporting, customizing; Tables– creating and setting fields; Queries– types, creating, wizards–Reports–creating and layout.							6	C3		
IV	Cloud based apps–Google Drive, Google Sheets, Google Docs,							6	C4		
V	Cloud based apps-Google Forms, Google Slides–Google Cloud Print							6	C5		
	Total							30			

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Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7
CO3	Possess knowledge on MS Access and its application in data base management	PO2, PO4, PO6, PO7
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7
Reading List		
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017	
2.	Richard Rost, Learning MS Access Kindle Edition, 2013	
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021	
4.	Valarie Lestourgeon, A Beginner's Guide to GCP, Kindle Edition, 2021	
References Books		
1.	Gonda, C.M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S.K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: Harper Collins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLTPublishing.	

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				3		3	3	
CO 2				3		3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low