

THIRUVALUVAR UNIVERSITY
CHOICE BASED CREDIT SYSTEM (CBCS)
Master of Business Administration (M.B.A-HRM)
 (Effective from the Academic year 2020-2021)
For Full - Time Course - (2 Years)

The Course of Study and the Scheme of Examinations

S No	Study components		ins. hrs/ week	credit	Title of the paper	Maximum marks		
	Course title					CIA	Uni. Exam	Total
SEMESTER I								
1.	Core	Paper 1	6	4	Management Principles	25	75	100
2.	Core	Paper 2	6	4	Accounting for Managers	25	75	100
3.	Core	Paper 3	6	4	Managerial Economics	25	75	100
4.	Core	Paper 4	6	4	Research Methodology	25	75	100
Internal elective for same major students (choose any one)								
5.	Core Elective	Paper - 1	3	3	A. Business Communication	25	75	100
					B. Organizational Behavior			
					C. Knowledge Management			
External elective for other major students (inter/multi disciplinary papers)								
6.	Open Elective	Paper - 1	3	3	A. Communication Skills for Managers	25	75	100
					B. Compensation management.			
					C. Operation Research			
			30	22		150	450	600
SEMESTER II						CIA	Uni. Exam	Total
7.	Core	Paper 5	6	4	Human Resource management	25	75	100
8.	Core	Paper 6	6	4	Financial Management	25	75	100
9.	Core	Paper 7	6	4	Marketing Management	25	75	100
Internal elective for same major students (choose any one)								
10.	Core Elective	Paper- 2	5	3	A. Operations Management	25	75	100
					B. Customer Relationship Management			
					C. Social Psychology			
External elective for other major students (inter/multi disciplinary papers)								
11.	Open Elective	Paper - 2	5	3	A. Company Law.	25	75	100
					B. Consumer Behaviour			
					C. Managerial Behavior And Effectiveness			
12.	Field Study			2		100	-	100
13.	Compulsory Paper		2	2	Human Rights & Duties	25	75	100
			30	22		250	450	700

S No	Study components		ins. hrs/ week	credit	Title of the paper	Maximum marks		
	Course title					CIA	Uni. Exam	Total
SEMESTER III								
14.	Core	Paper 8	5	4	Management Information System	25	75	100
15.	Core	Paper 9	5	4	Human Resource Development	25	75	100
16.	Core	Paper 10	5	4	Industrial and Labour Relations	25	75	100
17.	Core	Paper 11	5	4	Modern Banking	25	75	100
Internal elective for same major students (choose any one)								
18.	Core Elective	Paper - 3	5	3	A. Training and Development	25	75	100
					B. Performance Management			
					C. Negotiations and Conflict Management			
External elective for other major students (inter/multi disciplinary papers)								
19.	Open Elective	Paper - 3	5	3	A. Retail Management	25	75	100
					B. Personal Effectiveness.			
					C. International Business			
20.	MOOC Courses		-	2		-	-	100
			30	24		150	450	700
SEMESTER IV								
						CIA	Uni. Exam	Total
21.	Core	Paper 12	5	5	Entrepreneurial Development	25	75	100
22.	Core	Paper 13	5	4	Business Environment	25	75	100
23.	Core	Paper 14	5	4	Strategic Human Resource Management	25	75	100
24.	Core	Project	5	5	Project with Viva Voce (Compulsory)	100 (75 Project + 25 Viva)		100
Internal elective for same major students (choose any one)								
25.	Core Elective	Paper- 4	5	3	A. Organizational Development	25	75	100
					B. HR Analytics			
					C. International Human Resource Management			
External elective for other major students (inter/multi disciplinary papers)								
26.	Open Elective	Paper - 4	5	3	A. Logistics and Supply Chain Management	25	75	100
					B. Services Marketing			
					C. Quality Management			
			30	24		125	375	600
			120	92				2600

THIRUVALLUVAR UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)-HRM
SYLLABUS
UNDER CBCS
(With effect from 2022-2023)
SEMESTER I - (CORE 1)
PAPER – 1
MANAGEMENT PRINCIPLES

Objective:

- 1.To develop an understanding of the basic concept of management.
- 2.To enable the student manager to gain valuable insight into the working of business.
- 3.To familiarize them with different components of organizational behavior.
- 4.To identify and explain the importance of the management process.
5. To identify some of the key skills required for the contemporary management practice.

Course Outcomes:

The successful completion of this course shall enable the student:

- CO1:** To understand the basics of management theory, its functions and practice.
- CO2:** To understand the functions of management.
- CO3:** To understand individual, group and organizational components of organizational behavior.
- CO4:** To learn and develop skills related to staffing and directing.
- CO5:** To learn the importance of co-ordination.

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

Total: 60 Hours

References

1. Koontz, Weihrich, Aryasri. Principles of Management, TATA McGraw Hill, New Delhi, 2004.
2. Samuel C. Certo, S. Trevis Certo, Modern management 10 Ed, PHI Learning, New Delhi, 2008.
3. James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007.
4. Williams/ Kulshrestha, Principles of Management, Cengage Learning, New Delhi, 2011.
5. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.

TextBooks

1. P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Subba Rao P, Management & Organizational Behavior, Himalaya Publishing House, Mumbai, 2011.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER I - (CORE 2)
PAPER – 2 ACCOUNTING FOR MANAGERS

Objective:

1. To give an insight into the basics of Accounting Concepts and Principles
2. To make the students know about the different financial accounting concepts and help them to analyze the financial statements of the business.
3. To understand the basic accounts for management.
4. To understand the importance's of cost accounting.
5. To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions

Course Outcomes:

The successful completion of this course shall enable the student:

CO1: To understand the fundamental concepts and principles of financial accounting and apply in business activities.

CO2: To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.

CO3: To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.

CO4: To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.

CO5: To make various types of budgets at organizational level for cost control and efficiency.

UNIT-I

Introduction to Financial, Cost and Management Accounting - Basic Accounting Concepts and Conventions - Accounting Records and Systems - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet

UNIT-II

Financial Statement Analysis: Tools of Financial Statement Analysis - Ratio Analysis – Classification of Ratios – Profitability Ratios - Turnover Ratios – Financial Ratios.

UNIT-III

Fund Flow and Cash Flow Statement Analysis: Uses of Funds flow statement – Preparation of Funds flow statement – Difference between funds flow analysis and cash flow analysis – Preparation of cash flow statement (As Per AS -3)

UNIT-IV

Cost Concepts - Elements of Costs – Function of Cost Accounting - Cost Sheet - Marginal Costing – Feature of Marginal Costing - Cost Volume Profit Analysis – Important terms and concepts in CVP analysis – Application of Marginal costing.

UNIT-V

Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets – Capital Budgeting – Methods of capital budgeting.

Note: Problems 60% and Theory 40%

Total: 60 Hours

References

1. N.P.Srinivasan, M. Sakthivel Murugan, Accounting for Management, S.Chand& Company Ltd., New Delhi.
2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand& Company Ltd., New Delhi.
3. Man Mohan & S.N.Goyal, Principles of Management Accounting, Sahityabhavan, Agra, India.
4. Nitin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.

Text Books

1. R.Narayanasamy, Financial Accounting-A Managerial Perspective, Prentice Hall India, Pvt., Ltd., New Delhi.
2. S.P.Jain&K.L.Narang, Cost Accounting, Kalyani Publishers, New Delhi.
3. S.N.Pillai, Bagavathi&S.Uma, Fundamentals of Advanced Accounting, S.Chand& Ltd., New Delhi. Company.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	Yes	No	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	No
4	Yes	Yes	Yes	No	Yes	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M		M		S				M
CO2	S	S	M		M		M		M	S
CO3	M	S	S	M						M
CO4	S	M				M		S		S
CO5	S		S	S				M		M

S – Strong, M – Medium, L – Low

SEMESTER I - (CORE 3)
PAPER – 3 MANAGERIAL ECONOMICS

Objective:

1. To acquaint the students with the economic concepts and principles.
2. To enable them to use them to address business problems in a globalized economic environment.
3. To understand the Production Concepts and Analysis.
4. To understand the importance's of monetary and fiscal policies.
5. To encourage the acquisition of knowledge and skills relating to application of the trade cycles in the open economy.

Course Outcomes:

The successful completion of this course shall enable the student to:

- CO1:** Describe the nature and scope of managerial economics, demand analysis and firm & its organization.
- CO2:** Learn the techniques of production function, cost analysis and forms of market.
- CO3:** Apply the pricing techniques to determine the price of factors of production.
- CO4:** Apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.
- CO5:** Describe the trade cycles in the open economy and exchange rate determination.

UNIT-I

Nature and Scope of Managerial Economics - Business Decisions and Economic Analysis - Economic Theory and Managerial Economics - Managerial Economist's Role and Responsibility - Risk and Uncertainty - Basic Techniques.

UNIT-II

Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticity and Demand Estimates - Demand Forecasting – Supply Factor and Economies of Scale.

UNIT-III

Cost Concepts - Cost Function - Cost-Output Relationship - Managerial Uses of Cost Functions - Production Concepts and Analysis - Laws of Production.

UNIT-IV

Price Concepts and Determination - Pricing Policies and Methods - Break-even analysis - Pricing under Different Objectives - Profit Maximization and Free Pricing - Government Interventions and Pricing - Pricing in Practice - Economic Theory of the Firm.

UNIT-V

National Income – Concept – National Income Accounts – Computation of National Income – Foreign Investment – Types – FDI and FII.

Total: 60 Hours

References and Textbooks

1. R.L.Varshney& K.L Maheswari, Managerial Economics, Vikas publishing House Private Ltd., New Delhi.
2. Joel Dean, Managerial Economics, Prentice Hall of India Private Limited, New Delhi.
3. D.M. Mithani, Managerial Economics-Theory and applications, Himalaya Publishing House, New Delhi.
4. Atmanand, Managerial Economics, Excel Books, New Delhi.

5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd., New Delhi
6. Paul A Samuelson and William D Nordhans, Economics, Tata McGraw- Hill Publishing Company Ltd., New Delhi.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	Yes	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	Yes	No	No
4	Yes	Yes	No	No	Yes	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	S	M					S	M
CO2	S	M				M		S		S
CO3	M		S		S			S	M	S
CO4	M	S	S	M						M
CO5	S	M				M		S	M	S

S – Strong , M – Medium, L – Low

SEMESTER I - (CORE 4)
PAPER – 4 RESEARCH METHODOLOGY

Objective:

- 1.To comprehend the objectives of research and the steps involved in research process.
2. To use different data collection methods and sampling design techniques in their own research.
- 3.Apply the knowledge of parametric and non-parametric test.
- 4.To analyze the collected and processed data with the help of statistical tools.
5. To generalize and interpret the data and prepare a research report.

Course Outcomes:

The successful completion of this course shall enable the student:

- CO1:**To obtain knowledge on various kinds of research problems and various types of data collection.
- CO2:**To obtain the knowledge on various kinds of scaling techniques.
- CO3:**To exhibit good practices in conducting parametric and non-parametric test.
- CO4:**To obtain the knowledge on ANOVA and regression analysis.
- CO5:**To explain various steps involved in writing the Research report.

UNIT- I

INTRODUCTION: Definition of Research, Research Problems in Management, Types of Research – Exploratory Research, Conclusive Research, Modeling Research, Research Process, Types of Hypotheses, Types of error, Statistical experiment and its design.Types of data, Primary data collection – observation method, personal interview, telephonic interview, mail survey, questionnaire design, Sources of Secondary data, Frequency distribution, Cumulative frequency distribution, Charts.

UNIT-II

Types of Scale, Scales for Stimuli – Thurstone’s Case-V Scale model, Osgood’s Semantic differential scale, Scaling Respondents- Likert scale, Q-sort scale. Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. Basic statistical measures- mean, median, mode, standard deviation, co-efficient of variation.

UNIT-III

Point and Interval Estimates of Means and Proportions; Testing of Hypothesis – One sample and Two Samples Z & t tests for means and variances, Chi-Square Test- for testing independence of categorized data; goodness of fitness test, Time series analysis. Non-parametric tests – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test.

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA – Completely Randomized Design, Randomized Complete Block Design, Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

Types of report- technical report, survey-based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Note: Problems 40% and Theory 60%

Total: 60 Hours

TextBooks

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.
4. Krisnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson laldas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.

References

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.
4. Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., New Delhi, 2004.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	Yes	No	NO
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	No	Yes	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	S	M			S		S	M
CO2	S	M			S	M		S	M	S
CO3	M	S	S	M			M		S	M
CO4	S	M				M	S	M		S
CO5	M	M	S	S	M		M			S

S – Strong, M – Medium, L – Low

SEMESTER I - (CORE ELECTIVE PAPER 1 (A))
INTERNAL ELECTIVE
PAPER-1
BUSINESS COMMUNICATION

Objective:

1. To study the communication skills.
2. To understand the proper tone of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To communicate and develop presentation skills.
5. To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

Course Outcomes:

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

CO1: Recall the basics of communication and its process, elements and importance

CO2: Communicate in an effective manner and to shine as a better leader and guide the team with effective communication skills.

CO3: Evaluate the effectiveness of revising and checking the messages.

CO4: Use of appropriate technology for business presentations and digital communication and write E-mails in a structured pattern

CO5: Employ the art of report preparation and writing various types of letters.

UNIT-I

Communication: Meaning and Definitions - Objectives of Communication - Role of Communication - Process and Elements of Communication - Communication Networks - Types and Media of Communication - Barriers to Communication - Characteristics for Successful Communication - Information Technologies.

UNIT-II

Management and Communication: Need and Importance of Communication in Management - Corporate Communication - Communication Training for Managers - Communication Structure in an Organization.

UNIT-III

Business Letter: Need of a Business Letter - Function of Business Letter - Kinds of Business Letter - Essentials of effective Business Letter - Language and Layout - Planning the Letters - Enquiries and Replies - Sales Letter - Orders, Tender and Notice - Complaints - Letter of Appointment.

UNIT-IV

Correspondence: Bank Correspondence - Insurance Correspondence - Agency Correspondence - Import-Export Correspondence.

UNIT-V

Report Writing: Meaning and Importance of Reports - Purpose of a Report - Types of Business Reports - Characteristics of a Good Report - Preparing a Report - Report by Individual and Committees - Agenda and Minutes of Meeting.

Total: 60 Hours

References

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Namita Gopal, Business Communication, Galgotia Publications Pvt., Ltd., New Delhi.
3. Lesicar& Flatley, Basic Business Communication, Tata McGraw-Hill, publishing Company Limited, New Delhi.
4. P.D.Chaturvedi& Mukesh Chathurvedi, Pearson Education.
5. R.C.Sharma& Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Basic Business communication, Raymond V. Lesikar, Tata Mc Graw Hill, 2009.

TextBooks

1. R K Madhukar, Business Communication, Vikas Publishing, New Delhi.
2. C. S. Rayudu, Communication, Hima;aya publishing, Mumbai. 2007.
3. Sundar.K Business Communication. Vijay Nicole Imprints Private Limited, Chennai .

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	NO	No	No	Yes	NO
2	Yes	Yes	NO	No	No	Yes
3	Yes	NO	No	Yes	Yes	Yes
4	Yes	NO	No	No		
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M		M		M		M	S	S
CO2	M	S	M			S	S			M
CO3	S	M			S	M		M	S	S
CO4	S		S	M			S		M	S
CO5	M	S			M	S		S	S	S

S – Strong, M – Medium, L – Low

SEMESTER I - (CORE ELECTIVE PAPER 1 (B)) ORGANIZATIONAL BEHAVIOUR

Objective:

1. To understand the Organizational concept and models of OB.
2. To understand and learn the effective interpersonal, team building and leadership skills.
3. To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
4. To improve the organizational performance through the effective management of human resources.
5. To understand and learn the concepts related to Organization Development.

Course Outcomes:

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

CO1: Explain the OB Model and its contributing discipline.

CO2: Apply motivational theories to resolve problems related to organizational Performa

CO3: Evaluate the behavior of individual and groups in terms of the key factors that influence organizational behavior.

CO4: Identify organizational factors affecting teams and culture in which the group function.

CO5: Assess the potential factors like power, politics. Culture, climate and change on organizational behavior.

UNIT-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experiments and its implications - Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality.

UNIT-II

Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes, Values and Job satisfaction - Stress – Causes of stress – Stress reduction strategies.

UNIT-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management – Counselling.

UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership - Power –sources of power

UNIT-V

Organizational Culture - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

Total: 60 Hours

References

1. Stephen P. Robbins, Timothy Judge, Seema Sanghvi, Organizational Behaviour, Pearson Education, New Delhi, 2010.
2. Debra L. Nelson, James Campbell Quick Khandelwal Preetam – Organizational Behaviour, Cengage Publishers (LTR Series), New Delhi, 2011.

3. John. W Newstorm and Keith Davis, Organizational Behaviour - Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2010.
4. Ricky W. Griffin, Gregory Moorhead, Organizational Behaviour, Biztantra, Delhi, 2009.

TextBooks

1. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi, 2011
2. Kalliath, Brough, O'driscoll, Manimala, Organizational Behaviour Tata McGraw-Hill New Delhi 2010

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M		S	S		M	S
CO2	M	S	S	M	S		M		S	S
CO3	S	M	M	S	M	S	M	S		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S			S

S – Strong, M – Medium, L – Low

SEMESTER I - (CORE ELECTIVE PAPER 1 (C)) KNOWLEDGE MANAGEMENT

Objective:

1. To understand the need and objectives of knowledge management.
2. To Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders the effective knowledge management process.
3. To learn the knowledge leadership capabilities; Recruiting and selecting knowledge leaders.
4. To understand and learn the concepts related to knowledge management systems and tools.
5. To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge.

Course Outcomes:

The successful completion of this course shall enable the student:

CO1: To explain the evolution of knowledge management and its relevance in competitive environment.

CO2: To manage the entire process of KM & knowledge creation.

CO3: To develop knowledge leadership capabilities.

CO4: To apply knowledge management systems and tools.

CO5: To leverage knowledge as strategic resource using enabling technologies.

UNIT I- INTRODUCTION

Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

UNIT II- KM PROCESS & KNOWLEDGE CREATION

Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

UNIT III- KNOWLEDGE MANAGEMENT SOFT SUPPORT SYSTEM

Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community.

UNIT IV- KM SYSTEMS AND TOOLS

Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

UNIT V- KNOWLEDGE STRATEGIES

Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

Learning experiences from real life case studies.

Readings (Unitwise)

Total: 60 Hours

References

1. Davenport, T. H. & Prusak, L. (1998). Working knowledge: How organizations manage what they know. Harvard Business Press.
2. Debowski, S. (2006). Knowledge Management. John Wiley & Sons Australia Ltd.
3. Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). Managing knowledge work and innovation. Palgrave Macmillan.
4. Awad, Elias M. & Ghaziri, Hassan M. (2004). Knowledge Management. Pearson Education Inc., Prentice Hall.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	Yes	Yes	No
4	Yes	Yes	Yes	Yes	No	Yes
5	Yes	Yes	Yes	Yes	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	M	S		S	M		M
CO2	S	M	S		S	S				S
CO3	S	S		M			S	S	M	S
CO4	M		S		M	S	M			S
CO5	S	M				M		M	S	S

S – Strong, M – Medium, L – Low

SEMESTER I - (OPEN ELECTIVE PAPER 1 (A)) COMMUNICATION SKILLS FOR MANAGERS

Objective:

1. To train on public speaking skills.
2. To understand importance of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To develop presentation skills
5. Exercises to face the audience without any anxiety

Course outcomes:

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

CO1:Becomes good at public speaking skills and presentation skills.

CO2:Become good at oral and written communication.

CO3:Become good at pronunciation.

CO4:Ability to communicate and develop presentation skills with confidence.

CO5:Discover the impact of changing communication methods on society

UNIT-I

Definition, Nature and Scope of Communication Importance and Purpose of Communication- Process of Communication-Types of Communication

UNIT II

Non verbal Communication-Personal Appearance- Gestures- Postures- Facial Expression-Eye Contacts-Body Language(Kinesics)- Time language-Silence- Tips for Improving Non-Verbal Communication-Communication Networks-Verbal Communication (Oral-Aural)

UNIT III

Verbal Communication (Written)

UNIT IV

Communication as a skill for Career Building- Preparing for a Career- Presentation Skills-Business Communication-Telephone Skills

UNIT V

Soft Skills for Leadership and Team Management- Qualities of a Good Leader -Leadership Styles-Decision Making- Intrapersonal skills- Interpersonal skills- Problem solving- Critical thinking- Negotiation skills

Total: 60 Hours

Text Books

1. Business Communication for managers – Payal Mehra, Pearson publisher, second edition 2016.
2. Effective Business English and Correspondence. - Patten Chetty and Ramesh, M.S.,
3. Business Communication – N.S.Raghunathan & B.Santhanam, Margham
4. Business Communication – Dr. K. Sundar, Vijay Nicole Publication.

Reference

1. Commercial Correspondence – R.S.N.Pillai and Bagavathi.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	NO	NO	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	NO	Yes	Yes	NO
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	NO	Yes	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M		M		M		M	S	S
CO2	M	S	M			S	S			M
CO3	S	M			S	M		M	S	S
CO4	S		S	M			S		M	S
CO5	M	S			M	S		S	S	S

S – Strong, M – Medium, L – Low

SEMESTER I - (OPEN ELECTIVE PAPER 1 (B)) COMPENSATION MANAGEMENT

Objective:

1. To understand the need and objectives of Compensation management process.
2. To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
3. To understand the various dimensions of Wage fixation.
4. To impart skills in designing minimum wage fixation.
5. To know about the employment benefits for women workers.

Course Outcomes:

The successful completion of this course shall enable the student:

CO1: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO2: To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

CO3: To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

CO4: To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

CO5: To have insights about the employment benefits for women envisaged under compensation laws of India.

UNIT I- COMPENSATION MANAGEMENT

Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies, assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Expatriate pay; Concept and rationale of employee welfare.

UNIT II- THE PAYMENT OF BONUS ACT, 1965

Objects, scope and application; Definitions; Calculation of amount payable as bonus; Eligibility and disqualifications for bonus; Minimum & maximum bonus; Set on & Set off of allocable surplus; Application of Act in establishment in public sector; Bonus linked with production or productivity.

UNIT III- THE PAYMENT OF WAGES ACT, 1936

Objects; Application; Responsibility for payment of wages; Fixation of wage periods; Time-limits; Deduction from wages; Remedies available to worker; Powers of authorities, penalty for offences.

UNIT IV- THE MINIMUM WAGES ACT, 1948

Objects; Application; Minimum fair and living wages; Determination of minimum wage; Taxation of minimum wage; Advisory board; Remedy to worker for non-payment of minimum wages.

UNIT V- THE MATERNITY BENEFIT ACT, 1961

Definitions, employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, leaves, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

Total: 60 Hours

References

1. Armstrong, M. & Murlis, H. (1988). Reward Management: A Handbook of Salary administration.
2. Belchor, David W. (1988). Compensation Administration. Prentice Hall, Englewood Cliffs. NT Malik, P.L. (2017). Handbook of Labourer and Industrial Law. Eastern Book Company.
3. Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). Compensation. Tata Mc Graw Hill, Special Indian Edition.
4. Sharma, J.P. (2018). An Easy Approach To Company And Compensation Laws. New Delhi: Ane Books Pvt Ltd.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	Yes
2	Yes	Yes	No	Yes	Yes	No
3	Yes	Yes	Yes	Yes	No	Yes
4	Yes	Yes	Yes	No	Yes	Yes
5	Yes	Yes	No	Yes	Yes	No

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S		S	S				S
CO2	S	S		M			S	S	M	S
CO3	M		S		M	S	M			S
CO4	S	M				M		M	S	S
CO5	S	S		M			S	S	M	M

S – Strong, M – Medium, L – Low

SEMESTER I - (OPEN ELECTIVE PAPER 1 (C))

OPERATION RESEARCH

Objective:

1. To impart the knowledge of various concepts of Operations Research.
2. Build and solve Transportation and Assignment problems using appropriate method
3. To impart the knowledge of various concepts related to Sequencing.
4. Take best course of action out of several alternative courses for the purpose of achieving objectives by applying game theory and sequencing models.
5. Design and solve simple models of CPM and PERT to improve decision making and develop critical thinking and objective analysis of decision problems

Course Outcomes:

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

CO1: Define and formulate linear programming problems and appreciate their limitations and to understand concepts and terminology of Linear Programming from formulation of mathematical models to their optimization using Simplex Method.

CO2: To comprehend the concept of a Transportation Model and develop the initial solution for the same and the concept of an Assignment model and develop the optimum schedule and optimum cost.

CO3: Identify and select procedures for various sequencing problems.

CO4: Elucidate the potential or proven relevance of game theory and its impact in many fields of human endeavour which involve conflict of interest between two or more participants.

CO5: Identify various inventory models Investigate network analysis on elements of scheduling by CPM and PERT techniques.

UNIT I - INTRODUCTION TO OPERATION RESEARCH

Introduction: Definition- Scope of OR in Business - Linear Programming Problems Formulation – Graphical method of solution- Simplex Method.

UNIT II - TRANSPORTATION AND ASSIGNMENT PROBLEMS

Transportation: Initial basic feasible solution methods -Optimality test– MODI method - Assignment Problems – Hungarian method.

UNIT III - SEQUENCING PROBLEMS

Job Sequence: Introduction- Johnsons rule for n jobs through two machines- n jobs through three machines- n jobs through m machines- 2 jobs with K machines.

UNIT IV - GAME THEORY

Game Theory: Introduction- Two-person Zero sum game- pure and mixed strategy- Dominance Property- Graphical Method of 2 n and m 2 solving game.

UNIT V- NETWORK ANALYSIS

Network Analysis: Introduction – Basic Terminologies – Critical Path Method-PERT- Float analysis.

Total: 60 Hours

Text Books:

1. N. D. Vohra, "Quantitative Management", Tata McGraw Hill, 2006.
2. P. K. Gupta, Man Mohan, KantiSwarup: "Operations Research", Sultan Chand, 2008.
3. V. K. Kapoor: "Operations Research", Sultan Chand & Sons, 2006
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited, fifth edition.2013.

References:

1. Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Kalavathy S, Operations Research, 2nd Edition, Vikas Publications, 2009.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	Yes	No	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	No
4	Yes	Yes	Yes	No	Yes	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	M	S	S	M			S		S	M
CO2	S	M			S	M		S	M	S
CO3	M	S	S	M			M		S	M
CO4	S	M				M	S	M		S
CO5	M	M	S	S	M		M			S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE/PAPER 5)
HUMAN RESOURCE MANAGEMENT

Objective:

1. To develop the employment relations and knowledge to resolve the issues.
2. To Designing the appreciate role of HR specialist for implementing HRM policies.
3. To Managing the manpower to motivate and attract them to retain in the organization.
4. To develop the responsibility of employer and legal system to manage the employment relations.
- 5.To learn the various Factors influencing industrial relations.

Course Outcomes:

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

CO1: Explain the importance of HRM in the organization through their roles, responsibilities, challenges etc.

CO2: Assess the major HRM functions and processes of HRM planning.

CO3: Explain how training helps to improve the employee performance.

CO4:Analyze the emerging trends, opportunities and challenges in performance appraisal.

CO5:Apply the Concept of job application and how it is practically applied in the organization and application of concept of employer and legal system to manage the employment relations.

UNIT-I

Human Resource Management – Objectives and Importance – Functions and Scope of HRM – Qualities of HR Managers –Changing role of HR managers - HR functions and Global Environment.

UNIT-II

HR Planning and Recruitment: HR Planning Process - Job Analysis - Recruitment and selection – Sources of Recruitment – Meaning and Process of Selection – Selection tests and interviews.

UNIT-III

Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development – Performance Appraisal – Uses and Process – Traditional and Contemporary methods of Performance Appraisal System.

UNIT-IV

Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-V

Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - Role of Trade unions - Collective Bargaining - Workers' participation in management.

Total: 60 Hours

References

1. Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.
2. Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
3. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.
4. Rudrabasavaraj, Dynamics of Personnel Admn. Himalaya Publishing House, Mumbai
5. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel/Human Resource Management, Tata McGraw Hill, New Delhi
6. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
7. Gary Dessler, Human Resource Management - (8th ed.,) Pearson Education, Delhi
8. P. Subba Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishers, Mumbai.
9. Ian Beardwell, Len Holden, Human Resource Management - A Contemporary perspective, Macmillan India Ltd.

Text Books

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao .P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subbarao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M		S	S		M	S
CO2	M	S	S	M	S		M		S	S
CO3	S	M	M	S	M	S	M	S		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S			S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE/PAPER 6)

FINANCIAL MANAGEMENT

Objective:

1. To familiarized with the various sources of finance which a business house can mobilize.
2. To Develop the ability to measure the risk and return of the various portfolios
3. To Implement investment decisions, the process and methods of evaluation of various investment proposals.
4. To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
5. To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

Course Outcomes:

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

CO 1: Identify the theoretical and practical role of financial management in business corporations.

CO 2: Evaluate different capital budgeting techniques & its application on investment decisions.

CO3: Assess the importance of risk within the context of financial decision making.

CO 4: Analyze the different pattern of capital structure of the firm & its impact on the shareholders wealth.

CO 5: Estimate cost of capital for long term source of finance.

UNIT-I

Financial Management: Objectives and Functions – Scope of Financial Management - Role of Finance Manager – Risk-return trade off – Time value of money.

UNIT-II

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting - Capital budgeting process – Methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting.

UNIT-III

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

Capital Structure Planning – Optimum capital Structure – Factors determining capital structure – Theories of Capital Structure – NI Approach – NOI Approach - MM Approach – Dividend policy – Types of dividends – Factors determining Dividing Policy – Walter's Model – Gordon's Model – MM Hypothesis.

UNIT-V

Working Capital Management – Definition– Types of Working Capital – Significance of Working Capital – Sources of Working Capital – Factors affecting working capital requirements – Forecasting working capital requirements.

Note: Problems 60% and Theory 40%

Total: 60 Hours

Text Books

1. I. M. Pandey, Financial Management, Vikas Publishing, New Delhi, 2009
2. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, New Delhi, Tata McGraw Hill Publishing Co., 6thedi, 2012
3. Chandra Prasanna: Financial Management - Theory and Practice, New Delhi, Tata McGraw Hill Publishing Co., 4th ed., 1997
4. Sheebakapil, Financial Management, Pearson Education, New delhi, 2009
5. Eugene F. Brigham, Joel F. Houston, Fundamentals of Finance Management, Cengage learning, New Delhi, 2011
6. Kuchhal S C: Financial Management, Allahabad, Chaitanya Publishing House, 1994.

References

1. John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
2. Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
3. Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
4. Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	Yes
4	Yes	No	Yes	No	No	Yes
5	Yes	No	No	No	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	S	M	S	M	S		S
CO2	S	S	M	M	S				M	S
CO3	S	S	S	S	M	M	S	M		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S	M		S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE/PAPER 7)

MARKETING MANAGEMENT

Objective:

1. To develop understanding of marketing concepts, philosophies and historical background.
- 2.To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
- 3.To study various tools and techniques of promoting the products in ethical manner.
- 4.To understand emerging concepts of marketing in the emerging global markets.
5. To understand the core concepts right from deciding the segment till customer satisfaction.

Course Outcomes:

The successful completion of this course shall enable the student to:

CO1: Understand importance and nature of marketing, evolution of major marketing philosophies, marketing management tasks and process, meaning and impact of marketing environment on marketing decision making, and nature buying process of household and institutional customers.

CO2:Describe target market selection and positioning process.

CO3:Know issues and process involved with product planning and price determination.

CO4:Describe issues and process involved with promotion planning and distribution strategy.

CO5:Identify and describe developments and contemporary issues in marketing.

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

Total: 60 Hours

References

1. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
2. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, 2002.
3. Iacobucci Dawn, Kapoor Avinash, Marketing Management, LTR series, Cengage Learning, New Delhi, 2011.
4. Biplab S. Bose, Marketing Management, 3rd edition, Himalaya Publishing House, Mumbai, 2010.

Text books

1. Kotler Philip, Keller, Koshy, Jha. Marketing Management, Pearson Education, New Delhi, 2007.
2. Joel R Evans, Berman. Marketing Management, Cengage Learning, New Delhi, 2009.
3. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, Macmillan, New Delhi, 2009.
4. Varshney, Marketing Management, Sultan Chand, New Delhi, 2010.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE ELECTIVE 2 (A)) OPERATIONS MANAGEMENT

Objective:

1. To gain clear understanding of Operations Management.
2. To understand the concepts of layout, planning, quality and inventory.
3. To gain clear understanding on Implementation of Inventory Systems.
4. To gain a perspective on quality improvement and cost reduction.
5. To understand the concepts of maintenance and Reliability.

Course Outcomes:

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

- CO1:**Reveal the ability to apply some mathematical forecasting techniques
- CO2:**Summarize the Facility Location concepts and to classify the Layouts.
- CO3:**Describe the inventory implementation system.
- CO4:** Study the work study features.
- CO5:**To understand basic Maintenance Planning and Control concepts.

UNIT-I

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments. Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method. Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model.

UNIT-III

Implementation of Inventory Systems, Introduction to P & Q system of Inventory Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

Total: 60 Hours

TextBooks

1.Panneerselvam. R, production and operations management, 3rd Edition, PHI Learning, New Delhi, 2013.

2.S.N. Chary, production and operations management, (Tata McGraw Hill).

References

1.Joseph G. Monks: operations management - theory and problems, (McGraw Hill).

2.Everett E. Adam & Ronald J. Ebert: production and operations management, (Prentice Hall, 1994).

3.William J. Stevenson: production/operations management, Richard Irwin.

4.Norman Gaither: production and operations management, (The Dryden Press).

5.Jack R. Meredith, the management of operation, (John Wiley & Sons).

6.Jay Heizer & Barry Render: operations management, Prentice Hall International, Inc. 2001, International Edition.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE ELECTIVE 2 (B))

CUSTOMER RELATIONSHIP MANAGEMENT

Objective:

1. To make students understand about the importance of customer information database.
2. To teach on the elements and process of CRM.
3. To impart knowledge on the strategic and operational CRM.
4. To acquire information about the concept and types of service quality.
5. To make students understand the current trends in CRM.

Course Outcomes:

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

CO1: Candidates will be enriched with the knowledge on customer behaviour, customer perception and customer profile analysis.

CO2: Students would be knowing about the structure and models of CRM for business Applications.

CO3: Able to understand the tools of CRM, role of CRM managers in implementation and customer retention plans.

CO4: Candidates could be equipped with knowledge on service quality gaps, dimensions and methods of measurement.

CO5: Gain information about data mining, data warehousing and changing corporate Culture.

UNIT I - INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II - UNDERSTANDING CUSTOMERS

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III - CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV - CRM PLANNING AND IMPLEMENTATION

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V - TRENDS IN CRM

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Total: 60 Hours

TextBooks

1. Alok Kumar et al, (2015), Customer Relationship Management: Concepts and Applications, Biztantra.
2. Jim Catheart, (2016), The Eight Competencies of Relationship selling, Macmillan India
3. Peeru H Mohamed and A Sahadevan, (2017), Customer Relationship Management, Vikas Publishing.

References

1. Shainesh, Jagdish, N.Sheth, (2015), Customer Relationships Management Strategic Perspective, Macmillan.
2. Zikmund, (2001), Customer Relationship Management, Wiley.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER II - (CORE ELECTIVE 2 (C))

SOCIAL PSYCHOLOGY

OBJECTIVE:

1. The student will demonstrate familiarity with the major concepts, theoretical perspectives, empirical findings, and historical trends in psychology.
2. The student will understand and apply basic research methods in psychology, including research design, data analysis, and interpretation.
3. The student will respect and use critical and creative thinking, skeptical inquiry, and, when possible, the scientific approach to solve problems related to behavior and mental processes.
4. The student will understand and apply psychological principles to personal, social, and organizational issues.
5. To study how people view themselves and others, how people interact, influence and act when they are a part of a group..

COURSE OUTCOMES:

The student gets to learn about

1. the fundamentals of social psychology
2. Social perception and impression management
3. Social cognition and comparison
4. Social Identity and interpersonal attraction and relations
5. Social influence and the application of social psychology

UNIT I:INTRODUCTION TO SOCIAL PSYCHOLOGY

Social Psychology – Origin and development – Social behavior and social thought – Applications in society and business.

UNIT II:PERCEIVING AND UNDERSTANDING OTHERS

Social perception – Nonverbal communication – Attribution – Impression formation and impression management.

UNIT III:COGNITION IN THE SOCIAL WORLD

Self, Self Esteem & Social Comparison , self-efficacy, narcissism ,Social cognition – Schemas – Heuristics – Errors – Attitudes &Behaviour – Persuasion – Cognitive dissonance

UNIT IV:INTERPERSONAL RELATIONS

Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction and Relationships.

UNIT V:APPLIED SOCIAL PSYCHOLOGY

Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues, Stress, personal beliefs and health

TOTAL: 45 PERIODS

REFERENCES :

1. Baron, Byrne and Brascombe, Social Psychology, 13th Edition, Pearson, 2014.
2. David G. Myers, Social Psychology, Tata McGraw Hill, 11th Edition,.

3. Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
4. Howitt. Social Psychology. Tata McGraw Hill
5. Rohall et al. Social Psychology. PHI Learning. 2nd edition
6. Attitudes, Personality and Behaviour. Ajzer. Tata McGraw Hill
7. Hollway. Social Psychology Matters. Tata McGraw Hill.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong , M – Medium, L – Low

SEMESTER II - (OPEN ELECTIVE-2A)

COMPANY LAW

Objective:

1. To acquire knowledge about the regulatory framework of companies
2. To know about the different kinds of shares and debentures
3. To identify the various managerial personnel of the company
4. To gain knowledge about arranging meetings and resolution passing procedures
5. To make the students understand about recent amendments of winding-up a company

Course Outcomes:

The successful completion of this course shall enable the student:

CO1: Students would be able to understand the meaning and basic characteristics of company and how it differs from other forms of businesses,

CO2: Students will be equipped on the issue of shares, bonus and rights shares

CO3: Able to identify the independent directors and key managerial personnel of the company

CO4: Students could get sound knowledge on various kinds of meetings and resolutions

CO5: Can acquire knowledge about various methods of winding-up of a company.

UNIT I - JOINT STOCK COMPANY

Meaning - Kinds of Companies (Special Provisions with respect to Private Company, Public Company, One Person Company, Small Company, Dormant Company) - Formation - Memorandum of Association - Contents - Restriction on "Other Objects" - Doctrine of Ultra Vires - Articles of Association - Contents - Prospectus - Contents - Types (Statement in Lieu of Prospectus, shelf Prospectus, Red Herring Prospectus) - Underwriting - Book Building Process - Green Shoe Option - E-Filing - Dematerialization.

UNIT II - SHARE CAPITAL AND DEBENTURES

Meaning of Shares - Kinds of Shares - Voting rights - Issue of shares at a Premium and Discount - Partly paid shares - Bonus Shares - Rights shares - Sweat Equity Shares. Debentures - Meaning - Types.

UNIT III - MANAGERIAL PERSONNEL

Directors - Women Directors - Independent Directors - Director Identification Number - Other Key Managerial Personnel - Related Party Transactions.

UNIT IV - MEETINGS AND RESOLUTIONS

Meeting - Statutory Meeting - Annual General Meeting - Extraordinary General Meeting - Notice of Meeting - Quorum - Proxy - Board of Directors Meeting - Committee - Types of Committee - Audit Committee - Stakeholders Relationship Committee - Corporate Social Responsibility Committee. Resolutions - Ordinary Resolution - Special Resolution - Resolution requiring special notice.

UNIT V - WINDING UP OF COMPANY

Modes of Winding up - Winding up by the Court - Voluntary Winding up - Types - Members Voluntary Winding up - Creditors Voluntary Winding up - National Company Law Appellate

Tribunal.

Total: 60 Hours

Text Books:

- 1.Kapoor,N.D.,BusinessLaws,SulthanChandandSons,NewDelhi.
- 2.Sreenivasan,M.R.BusinessLaws,MargamPublications,Chennai.
- 3.Dhandapani,M.V.BusinessLaws,SultanChandandSons,NewDelhi.
- 4.AvatarSingh, CompanyLaw, Eastern Book Company.
- 5.Shukla,M.C.&Gulshan,S.S.,PrinciplesofCompanyLaw.
- 6.BadriAlam,S&Saravanel,CompanyLaw,HimalayaPublications.
- 7.Gogna,P.P.S.,TextBookofCompanyLaw,S.Chand&Co.
- 8.Gaffor&Thothadri,CompanyLaw,VijayNicoleImprintsPvt.Ltd.Chennai

References:

1. P. Saravanel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh&V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai&Bagavathi, Business Law, S.Chand& Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	Yes
2	Yes	No	Yes	No	No	Yes
3	Yes	No	No	No	Yes	Yes
4	Yes	Yes	Yes	No	No	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	M	M	S	M		S
CO2	S	S	M	M	S		M		M	S
CO3	S	S	M	M	S				M	S
CO4	S	S	S	S	M	M	S	M		S
CO5	S	S	M	M	S	M	S	M		S

S – Strong, M – Medium, L – Low

SEMESTER II - (OPEN ELECTIVE-2B)

CONSUMER BEHAVIOUR

Objective:

- 1 To highlight the importance of understanding consumer behavior in Marketing.
- 2 To study the environmental and individual influences on consumers
- 3 To understand consumer behavior in Indian context.
- 4 To understand the concepts of Consumer perception.
- 5 To study the Purchasing Process and Post purchase behavior on consumers.

Course Outcomes:

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

- CO1:** To learn and understand the importance of consumer behavior in marketing and differential consumer behavior in Indian context.
- CO2:** To understand role of marketing in influencing consumer behavior.
- CO3:** To analyze the role of marketer & the consumer in advertising.
- CO4:** To sensitize the students to the changing trends in consumer behavior.
- CO5:** To understand Post purchase behaviour.

UNIT I - CONSUMER BEHAVIOUR INTRODUCTION

Consumer behaviour – Definition – scope – customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics

UNIT II - CONSUMER MOTIVATION, PERSONALITY

Needs – Goals – Discovering purchase motives – motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self-image – Forms of self-image – How general personality influence consumer behaviour.

UNIT III - CONSUMER LEARNING AND REFERENCE GROUP APPEAL

Classical Conditioning – Instrumental Conditioning – Information Processing – Perceptual mapping – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

UNIT IV - CONSUMER PERCEPTION

Perception – Weber's Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process.

UNIT V - PURCHASING PROCESS AND POST PURCHASE BEHAVIOUR

Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, situation segmentation – Positive / negative Post purchase Behaviour – Complaint Behaviour.

Total: 60 Hours

References and Text Books:

1. Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mookerjee, Consumer Behavior Building Marketing Strategy, 9/e, Tata McGraw-Hill, New Delhi, 2007.
3. Leon G. Schiffman, Kanuk Leslie Lazar, Consumer behavior, PHI Learning, New Delhi, 2008.
4. David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
5. Satish K Batra, S H H Kazmi, Consumer Behavior, Excel Books, New Delhi, 2008.
6. Michael R. Solomon, Consumer Behavior, PHI learning, New Delhi, 2009.
7. Wayne D. Hoyer, Deborah MacInnis, Dasgupta, Consumer behavior, biztantra, New Delhi, 2008.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER II - (OPEN ELECTIVE 2 (C))

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

OBJECTIVES:

- 1.To examine managerial styles in terms of concern for production and concern for people.
- 2.To assess different systems of management and relate these systems to organisational characteristics.
- 3.To examine managerial styles in terms of concern for production and concern for people
- 4.To assess different systems of management and relate these systems to organizational characteristics
5. To examine managerial styles in terms of Creativity and innovation .

COURSE OUTCOMES :

- CO1. The learners will gain knowledge about appropriate style of managerial behavior.
- CO2. The learners will acquaint with different streams of managerial effectiveness.
- CO3. The learners shall be competent in the current practices of managerial effectiveness.
- CO4. The learners can solve environmental issues in managerial effectiveness
- CO5. The learners are effective in developing a winning edge in creativity and innovation.

UNIT I DEFINING THE MANAGERIAL JOB

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behavior – Functional and level differences in Managerial Job behavior.

UNIT II DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

UNIT V DEVELOPING THE WINNING EDGE

Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

TOTAL: 45 PERIODS

Text Books

1. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2002.
2. R.M.Omkar, Personality Development and Career Management, S.Chand, 1st edition, 2008.
3. Richard L.Daft, Leadership, Cengage, 1st Indian Reprint 2008.

References Books

4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition, 2006.
6. Peter Drucker, Management, Harper Row, 2005.
7. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
8. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	Yes	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	Yes	No	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		S	S	S		M		S
CO2	S	M	M	M		S	S	S	M	S
CO3	M	S	S	S	M			M	S	M
CO4	S	M	M			S	M	S		S
CO5	S	M	S	M	S		S		M	S

S – Strong, M – Medium, L – Low

SEMESTER II – (COMPULSORY PAPER)

HUMAN RIGHTS AND DUTIES

Objective:

- 1.It seeks to do so in a synergistic way by coalescing values, concepts, contending debates, theories, and paradigms germane to the course.
- 2.It provides an insight into the normative, institutional and legal foundations of human rights in the post-Second World War era.
- 3.It provides an insight into theInter-Relationship amongSociety, Economy, Polity, Religion And Culture
- 4.It aims to provide a theoretical and practical understanding of the structure and implications of Human development, Public Policy and New Economic Policy.
- 5.It aims to provide basic aspects of the law of armed conflicts with specific reference to its implications for UN human rights.

Course Outcomes:

After successful completion of this course the student should be able to:

CO1: The course is geared towards equipping the students with conceptual and theoretical understanding of the subject in a very broad sense.

CO2:This is an essential introductory course to understand the beginnings of norm setting efforts at the international and regional level.

CO3: The course seeks to sharpen the epistemological skills of students in relation to the various theoretical aspects of human rights

CO4.The course deals with the constitutional provisions and institutional arrangements for Human Rights and Human Rights violations in India.

CO5:Society, Economy, Polity, Religion And Cultureanalyzing how the IHL strengthens / enhances the enjoyment of human rights as also to encourage the students to devise ways of accommodating human rights concerns in a situation of armed conflict at the national level.

UNIT-I

Human Rights and Duties: Concept and Nature.

UNIT-II

Origin and Evolution of Human Rights and International Standards.

UNIT-III

Society, Economy, Polity, Religion and Culture - Their Inter-Relationship.

UNIT-IV

State And Individual Liberty,Constitutional Governance.

UNIT-V

UN And Various agencies, Intergovernmental (Ingos) And Non-Governmental Organizations (Ingos),International Enforcement of Human Rights.

Total: 60 Hours

TextBooks:

1. Human Rights and International Relations by R.J.Vincent.
2. Encyclopedia for Human rights and Duties by R.K.Dubany.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	No	No	No	No	No
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M		S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S		S		S	M	S	M	
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER III - (CORE 8)
MANAGEMENT INFORMATION SYSTEM

Objective:

1. To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business.
2. To learn to use Information Technology to gain competitive advantage in business.
3. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.
4. To learn to use Information Technology for Managing Information Resources and technologies.
5. To learn the concepts on Security and Ethical Challenges.

Course Outcomes:

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

- CO1:** Understand the System concepts and the use of Information Technology.
- CO2:** Understand the Information Reporting System.
- CO3:** Understand the decision-making process.
- CO4:** Understand the use of Information Technology with its impact in managing a business and gaining the competitive advantage in business.
- CO5:** Understand Societal challenges of Information technology

UNIT-I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organization as a system - Components of Information Systems - IS Activities - Types of IS.

UNIT-II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems-Information Reporting System - Information for Strategic Advantage – Introduction to data Management system – components of DBMS – Types of models.

UNIT-III

DSS and AI: DSS models and software: The decision-making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

UNIT-IV

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

UNIT-V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.

Total: 60 Hours

TextBooks

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991.
2. James A O'Brein Management Information System Tata Mcgraw Hill New Delhi, 1991.
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.

References

1. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
2. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
3. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.
4. Panneerselvam, R , database management system Second Edition PHI Learning Pvt. Ltd., New Delhi, 2012.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M		S	S		M	S
CO2	M	S	S	M	S		M		S	S
CO3	S	M	M	S	M	S	M	S		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S			S

S – Strong, M – Medium, L – Low

SEMESTER III - (CORE 9)

HUMAN RESOURCE DEVELOPMENT

Objective:

- 1.To familiarize the basic concepts of Human Resource Development (HRD).
- 2.To Assess the need for HRD.
- 3.The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories of HRD.
- 4.To Assess the need for workforce development.
- 5.The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of practices of HRD.

Course Outcomes:

The successful completion of this course shall enable the student:

CO1: To build an understanding and perspective of Human Resource Development as discipline appreciating learning.

CO2: To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.

CO3: To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.

CO4: To develop a perspective of HRD beyond organizational realities including national HRD.

CO5: To understand contemporary realities of HRD and its interface with technology.

UNIT I- INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

UNIT II- HUMAN RESOURCE DEVELOPMENT PROCESS

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

UNIT III- HUMAN RESOURCE DEVELOPMENT ACTIVITIES

Action learning, assessment and development centers; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

UNIT IV- POLICY PERSPECTIVE OF HUMAN RESOURCE DEVELOPMENT

National HRD, workforce development, strategic HRD, talent management and leadership development.

UNIT V- HRD TRENDS

Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.

Total: 60 Hours

TextBooks:

1. Mankin, David (2009). Human Resource Development. Delhi: Oxford University Press.
2. Rao, T.V. (2005). Future of HRD. Macmillan Publishers India.
3. David McGuire, Human Resource Development: Theory and Practice- SAGE Publications- 2011.

References:

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao.P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subbarao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M		S	S		M	S
CO2	M	S	S	M	S		M		S	S
CO3	S	M	M	S	M	S	M	S		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S			S

S – Strong, M – Medium, L – Low

SEMESTER III - (CORE10)
INDUSTRIAL AND LABOUR RELATIONS

Objective:

1. To know the development and the judicial setup of Labour Laws.
2. To learn the salient features of welfare and wage Legislations.
3. To learn the laws relating to Industrial Relations, Social Security and Working condition
4. To learn the laws relating to Collective Bargaining and Settlements.
5. To learn the laws relating to Labour Welfare in India.

Course Outcomes:

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

CO1: know the development and the judicial setup of Labour Laws.

CO2: Be aware of the present state of Industrial relations in India.

CO3: Be acquainted with the concepts, principles and issues connected with trade unions

CO4: Collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution. Understand the various processes and procedures of handling Employee Relations.

CO5: Understanding basic worker welfare legislations.

UNIT-I

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio-Economic Scenario.

UNIT-II

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management.

UNIT-III

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

UNIT-IV

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace.

UNIT-V

Objective of workers Education - Recommendations of National Commission on Labour - Workmen Compensation Act, 1923 - Maternity Benefit Act - ESI Act - Legislation regarding gratuity - Provident Fund - Pension - Concept and Growth of Labour Welfare in India - Role, Responsibilities and Duties of Welfare officer.

Total: 60 Hours

Text Books

1. Dheodhar, Puneekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994.
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. P.R.N. Sinha, InduBala Sinha, Seema priyadarshini, Industrial Relations, Trade Unions and Labor Legislation, Pearson, New Delhi, 2010
4. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
5. A.M. Sarma Aspects of Labor welfare and Social Security, Mumbai, Himalaya Publication, 2010.

References

1. Gopal R. C.: An Introduction to Industrial Employment, Discipline & Disputes, New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc.: The Future of Industrial Relations, Sage Publications, New Delhi, Sage Pub., 1994.
3. Saxena R.C.: Labour Problems & Social Welfare, Meerut, K. Nath & Co., 1994.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	Yes
2	Yes	No	Yes	No	No	Yes
3	Yes	No	No	No	Yes	Yes
4	Yes	Yes	Yes	No	No	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	S	S	M	M	S	M		S
CO2	S	S	M	M	S		M		M	S
CO3	S	S	M	M	S				M	S
CO4	S	S	S	S	M	M	S	M		S
CO5	S	S	M	M	S	M	S	M		S

S – Strong, M – Medium, L – Low

SEMESTER III - (CORE11)

MODERN BANKING

Objective:

1. To provide the students with the latest development in the field of Banking and Financial System.
2. To evaluate the theories relating to the role of banks as financial intermediaries.
3. Understand the role of transactions costs and informational asymmetries in the operation of the banking system.
4. To understand how bank-based systems differ from market-based systems.
5. To enhance and analyses the various bank performance measures.

Course Outcomes:

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

CO1: To enhance the functions of Commercial Banks and Central Bank.

CO2: To learn the various types of deposits.

CO3: To understand the E-Banking and Internet Banking & Mobile Banking

CO4: To enhance Electronic fund transfers system.

CO5: To learn about Electronic payment systems

UNIT – I

Banking – Meaning – Definition – History of Banking – Banking System - Unit Banking Branch Banking - Mixed Banking –Commercial Banking – Functions - Credit Creation – Money Market – Characteristics – Constituents of Indian money market.

UNIT – II

Central Banking – Functions – Credit Control Devices – RBI – Functions – Different Departments of RBI.

UNIT – III

Nationalizations of Commercial Banks – Causes – Achievements – Pitfalls – SBI – SBI Groups – Functions – SBI and Industrial finance – SBI Rural Finance – RRBs - Functions – Co-operative Banks – Co-operative Credit Structure – Achievements of Co-operative Banking – Challenges.

UNIT – IV

E-Banking – Meaning - Benefits – Internet Banking Services – Drawbacks – Mobile Banking – Features – Drawbacks – Call Centre Banking – Features – Challenges – ATM – Types - Features – Benefits – Challenges – Credit Cards – Benefits – Constraints – Debit Card – Benefits – Smart Card – Features – Biometric Cards – Features – MICR Cheques – Benefits.

UNIT – V

Electronic Fund Transfer (EFT) - RBI Guidelines – Benefits of Electronic Clearing Systems – E-Cheques – E-Money – Real Time Gross Settlement (RTGS) – Benefits to Banker and Customer – Cheque Transaction – Core Banking Solutions (CBS) – Benefits – Single Window Concepts – Features.

Total: 60 Hours

Text Books

1. K.P.M.Sundaram and E.N.Sundaram, Modern Banking, Sultan Chand & Sons, new Delhi.
2. Dr.S.Gurusamy, Banking Theory Law and Practice – Vijai Nicole Publications.
3. Shekhar & Shekhar, Banking and Financial System, Margham Publications, Chennai – 17.
4. Radhaswami and Vasudevan, A Text book of Banking (Law, Practice and Theory of Banking).

References

1. B.Santhanam, Banking and Financial System, Margham Publications, Chennai -17.
2. Vijaya Iyengar, Introduction to Banking – Excel Book Publication, New Delhi.
3. S.K. Baral, Modern Bank Management, Skylark publications - Delhi.
4. Principles and Practice of Banking - Macmillan New Edition.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	Yes	No	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	No
4	Yes	Yes	Yes	No	Yes	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M		M		S				M
CO2	S	S	M		M		M		M	S
CO3	M	S	S	M						M
CO4	S	M				M		S		S
CO5	S		S	S				M		M

S – Strong, M – Medium, L – Low

SEMESTER III - (COREELECTIVE 3 (A)) TRAINING AND DEVELOPMENT

Objective:

- 1.To select appropriate training methods based on training objectives, trainee characteristics, and organizational constraints
- 2.To conduct needs assessment to determine whether and what kind of training is necessary.
3. To evaluate and create conditions to ensure employees' readiness for training.
- 4.To determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
- 5.To understand how assessment, relationships, courses, and job experiences can be used for development.

Course Outcomes:

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

CO1.Learn the practical applications of training and development theories in recent times.

CO2.Learn to design training programmes for diverse workforce.

CO3.Understand the role of development officers.

CO4.Evaluate training and development programmes.

CO5.Recognize the mechanism of career development programmes

UNIT I - INTRODUCTION

Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.

UNIT II - TRAINING TECHNIQUES

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off the job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

UNIT III - CAREER – PLANNING

Concept of Career – Career Stages - Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

UNIT IV - MDP

Concept of management development programme – Components of MD programme. Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

UNIT V - TRAINING INSTITUTIONS

Need for Training in India – Government – policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.

Total: 60 Hours

Text Books

1. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990.
2. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hill, International Ed., 1999.
3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990.

References

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd., 1998.
2. Reid, M.A.: Training Interventions: Managing Employee Development London, IPM, 3rd ed., 1992.
3. Aggarwala, D. V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	M		S	S		M	S
CO2	M	S	S	M	S		S		S	S
CO3	S	M	S	S	M	S	M	S		S
CO4	S	S	M	M	S				S	S
CO5	S	S	S	S	M	S	S		S	S

S – Strong, M – Medium, L – Low

CORE ELECTIVE
PAPER - 3
B. PERFORMANCE MANAGEMENT

Course Objective:

1. This paper aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
2. This paper also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.
3. To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.
4. This course examines the area of performance management, a strategic and integrated process that delivers sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of individual contributors and team.
5. The purpose of this course is to provide students with the knowledge and skills needed to work effectively in managing performance of employees at workplace to enhance the contributions of all employees to organizational effectiveness.

Course Outcome

- CO – 1: To study the role of performance management in an organization.
- CO – 2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- CO – 3: Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.
- CO – 4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- CO – 5: Arrange the appropriate current trend in performance management system.

UNIT I INTRODUCTION

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

UNIT II PERFORMANCE APPRAISAL SYSTEM IMPLEMENTATION Setting objectives - Organisational and individual performance plans - determinants of performance Components of Managing performance and development plan - setting mutual expectations and performance criteria. approaches to measuring performance, diagnosing the causes of poor performance.

UNIT III CONDUCTING STAFF APPRAISALS

Purpose of Appraising - Methods of appraisal, objectives, skill required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation.

UNIT IV PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems; performance linked remuneration system, performance linked career planning & promotion policy.

UNIT V.

CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams – team oriented organizations - developing and leading high performing teams.

Text Books:

T.V. Rao: ‘Performance Management and Appraisal Systems’; Response Books; 2011.

Chadha, Performance Management: It’s About Performing – Not Just Appraising, McMillan India Ltd, 2003.

References:

Herman Aguinis, Performance Management, Pearson Education, 2012.

Dixit Varsha, Performance Management, Vrinda Publications Ltd, 2009

Michael, Armstrong , Performance Management, Kogan Page, 2003

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER III - (CORE ELECTIVE 3 (C))

PAPER - 3

C. NEGOTIATION AND CONFLICT MANAGEMENT

OBJECTIVES:

- 1.To develop an understanding of the nature and strategies of negotiation.
- 2.To understand conflict and strategies to resolve the conflict.
- 3.This course is designed to facilitate practical, theoretical, and critical analyses of conflict and negotiation.
4. To understand three major areas of study: 1) conflict theories, styles, and frameworks; 2) managing conflict through negotiation; and 3) third-party intervention in conflict management.
5. To understand Conflict resolution models at workplace.

COURSE OUTCOMES:

1. The fundamentals of Negotiation, Types, process and techniques
2. Strategies and tactics in Negotiation
3. The basics of Conflict management, models, approaches and process
4. Managing interpersonal, group and organizational conflict
5. Conflict resolution models and cost of workplace conflict

UNIT I:FUNDAMENTALS OF NEGOTIATION

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values- Types of Negotiation- Negotiation process- Perception and Preparation- Communication and Influence-Techniques of Negotiation- Issues in negotiation.

UNIT II:NEGOTIATION STRATEGIES

strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation- Ethics in negotiation.

UNIT III:INTRODUCTION TO CONFLICT MANAGEMENT

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

UNIT IV: MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

UNIT V: CONFLICT RESOLUTION AND COST

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution-Environmental conflict resolution-gender and conflict resolution- Assessing the cost of workplace conflict.

REFERENCES:

1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007
3. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
4. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
5. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
6. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
7. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
8. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
9. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	Yes	No	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	No
4	Yes	Yes	Yes	No	Yes	Yes
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M		M		S				M
CO2	S	S	M		M		M		M	S
CO3	M	S	S	M						M
CO4	S	M				M		S		S
CO5	S		S	S				M		M

S – Strong, M – Medium, L – Low

SEMESTER III - (OPEN ELECTIVE 3 (A))

RETAIL MANAGEMENT

Objective:

1. To bring out the importance of traditional retailing.
2. To create awareness on various retailers' strategies.
3. To create awareness on various retailing location
4. To create awareness on various retailers' promotion strategies.
5. To bring out the importance of IT in retailing.

Course outcomes:

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

- CO1.** Illustrate the various types of retailing formats.
- CO2.** Educate them with the importance of retailers and manufacturers brands
- CO3.** Emphasize the importance of retail location.
- CO4.** Learn the strategy to improve on the retail promotion.
- CO5.** Update the latest technological intervention in retailing.

UNIT-I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non-Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

UNIT-II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

UNIT-III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

UNIT-IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

UNIT-V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Total: 60 Hours

References and Text Books

1. Berman and Evens, Retail Management, PHI.
2. David Gilbert, Retail Management, Financial Time/Prentice Hall.
3. Gibson Vedamani, Retail Management, Jaico Books.
4. Levy & Weitz, Retail Management, Tata McGraw Hill.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	Yes	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	No	Yes	Yes	Yes
4	Yes	Yes	No	No	No	No
5	Yes	Yes	Yes	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		M	M	S	M	S		M
CO2	M	M		M	M	S		M		M
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong , M – Medium, L – Low

SEMESTER III - (OPEN ELECTIVE 3 (B))
OPEN ELECTIVE
PAPER - 3
B. PERSONAL EFFECTIVENESS

OBJECTIVES :

- To enhance one's own self awareness and understand others.
- To explore one's own feelings and behavior.
- course provides practical guidance and it will help you to enhance your personal effectiveness through improved self-awareness,
- The course will enable them to understand how to improve their working relationships with team members
- The course will enable a personal action plan identifying key changes to make and skills to practice .

COURSE OUTCOMES :

- CO1. The learners can develop a better understanding of themselves and others. CO2. The learners can develop themselves to be a better person. CO3. The learners will gain knowledge about appropriate style of managerial communication. CO4. The learners will acquaint with the ability to influencing others CO5. The learners are competent in the process of transactional analysis .

UNIT I:SELF AWARENESS AND MANAGEMENT

Personal Effectiveness- Definition -Emotional Intelligence - Understanding oneself- Importance self knowledge - Stress and EI- Competence and Personal Competency - Personal Competency Models- Learning- Importance of Ongoing Learning- Learning and Unlearning- Personal Change- Impression Formation and Impression Management.

UNIT II:BUILDING TEAMS

Team Building methods and strategies - Leadership and Team Building - Nature of Power- Creating Effective work teams- Impact of Motivation and Delegation on Team Building - Participative Decision Making.

UNIT III:COMMUNICATION

Interpersonal Communication - Strategies and Issues - Culture, Diversity and Communication - Communicating Within Teams, Organizations -Communicating Outside Organizations - Assertiveness - Persuasion - Strategies.

UNIT IV:INFLUENCING OTHERS

Influence- Objectives - Methods of Influence - Individual responses to Influence - Exerting Influence- Common Influencing Problems and Solutions- Aggression - Coping with Aggression
- Negotiations- Convincing People - Developing and Using Contacts

UNIT V:TRANSCATIONAL ANALYSIS AND NLP

Concept of Self- Feeling Self- Thinking Self- Believing Self- Transcations- Transcational Analysis - Structural Analysis -TA and Self Awareness- Concept of strokes- Making Sense of Life- Therapeutic Enquiry- Assessing suitability and Implementation of TA as therapy- NLP Basics - Managing Self with the power of NLP: Life Planning, Personal Vision and Mission.

REFERENCES :

1. Personal Effectiveness. 3rd Edition- CMI- Alexander Murdock and Carol N. Scutt, Routledge Publishing, 2003, 2011
2. Brilliant Personal Effectiveness. Douglas Miller, 2015, Pearson Education
3. An Introduction to Transactional Analysis: Helping People to Change, Phil Lapworth and Charlotte Sills, 2011, Sage Publications.
4. NLP: The Essential Guide to Neuro-Linguistic Programming, Tom Hoobyar, Tom Dotz, Susan Sanders, Harper Collins Publishers. 2013
5. The Seven Habits of highly effective people- Steven Covey, 2013, 25th Anniversary Edition, The Bath Press.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	Yes	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	Yes	No	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		S	S	S		M		S
CO2	S	M	M	M		S	S	S	M	S
CO3	M	S	S	S	M			M	S	M
CO4	S	M	M			S	M	S		S
CO5	S	M	S	M	S		S		M	S

S – Strong , M – Medium, L – Low

**OPEN ELECTIVE
PAPER - 3**

C. INTERNATIONAL BUSINESS

OBJECTIVE:

- 1.To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.
- 2.Understand the theories of international trade; demand and supply mechanism in international trade;
3. the importance of economies of scale; the relationship between economic growth and international trade;
- 4.the different modes of trade, FDI; heterogeneity in international trade.
5. Understand the theories of cognitive knowledge of managing business across the cultures

OUTCOMES:

- CO1 In Depth knowledge of driving factors of international Business
CO2 Understanding of theories of trade and investment practiced in the global world
CO3 Deep Insights in to various market entry strategies followed by Global Organizations
CO4 Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system
CO5 Enhance the cognitive knowledge of managing business across the cultures

UNIT I:AN OVERVIEW OF INTERNATIONAL BUSINESS

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

UNIT II:THEORIES OF INTERNATIONAL TRADE AND INVESTMENT

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

UNIT III:GLOBAL ENTRY

Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

UNIT IV: PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT V: HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12th edition.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	Yes	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	No	Yes	No	Yes
4	Yes	Yes	Yes	Yes	Yes	Yes
5	Yes	Yes	Yes	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S		S	S	S		M		S
CO2	S	M	M	M		S	S	S	M	S
CO3	M	S	S	S	M			M	S	M
CO4	S	M	M			S	M	S		S
CO5	S	M	S	M	S		S		M	S

S – Strong , M – Medium, L – Low

SEMESTER IV - (CORE 12)
ENTREPRENEURIAL DEVELOPMENT

Objective:

- 1.To enrich the students towards the knowledge of entrepreneurial skills
- 2.To make the students understand the approaches to attain the goals of the business.
- 3.to understand project formulation stages.
- 4.To enrich the students in understanding various financial institutions
- 5.To study the various growth strategies adopted in small scale business.

Course Outcomes:

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

- CO1.**To aiming to develop students about Role and Responsibility of Entrepreneurs in Indian context.
- CO2.**To create an awareness on various Entrepreneurship Development Programme
- CO3.**To enable them to understand project formulation
- CO4.**To familiarize the students with various financial institutions.
- CO5.**To enable them to understand Growth Strategies in Small Business.

UNIT-I

Definition - Concept - Classification and types of entrepreneurs - Entrepreneurial Traits – Entrepreneurial scene in India - Role and Responsibility of Entrepreneurs in Indian business context –Factors influencing Entrepreneurship – Achievement Motivation – Entrepreneurial Development Programme: Role and objectives of the EDP Programme.

UNIT-II

Women Entrepreneurship –Concept, Functions, Growth and problems of Women Entrepreneurship – Strategies for the development of women entrepreneurs - Rural Entrepreneurship –Meaning, Need and Problems of Rural Entrepreneurship.

UNIT-III

Project Identification and Selection - Project Formulation – Project Appraisal – Financing of Enterprise.

UNIT-IV

Institutional Finance to Entrepreneurs – Commercial Banks and Other Financial Institutions – IDBI – IFCI – ICICI – LIC – UTI – SFC – Institutional Support to Entrepreneurs – SIDO – DICs – SISI - TCOs.

UNIT-V

Growth Strategies in Small Business – Sickness in Small Business – Export Documents and procedure for small business – E-Commerce and Small Enterprises.

Total: 60 Hours

TextBooks

1. Clifford F. Gray, Erik W. Larson, Project Management, Tata McGraw Hill, New Delhi, 2007.
2. Prasanna Chandra, Projects, Tata McGraw Hill, New Delhi, 2007.
3. Nagarajan. K. Project Management, New Age International Publishers, New Delhi, 2007.
4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House, 2007.
5. Gobalakrishnan. P., & V E Ramamoorthy, Project Management, Macmillan India Ltd, New Delhi, 2006.
6. Poornima M Charantimath, Entrepreneurship development and small business enterprises, Pearson Education, New Delhi, 2007.
7. Khanka. S.S. Entrepreneurial Development, S Chand & Company, New Delhi, 2008.
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas Publishing House, New Delhi, 2008.
9. Robert D. Hisrich Michael P. Peters, Dean A Shepherd, Entrepreneurships, Tata McGraw Hill, New Delhi, 2007.

References

1. Sahay. A. & A. Nirhar, Entrepreneurship, Excel Books, New Delhi, 2007.
2. Joy. P.K., Total Project Management – The Indian Context, Macmillan India Ltd, New Delhi, 2006.
3. Sonatakki. V.C., Project Management, Himalayas Publishing House, New Delhi, 2008.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	Yes	No	Yes
3	Yes	No	Yes	Yes	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	S	M		S	S	M	M	S
CO2	M	S	S	S	S		M		S	S
CO3	S	M	M	S	M	S	S	S	S	S
CO4	S	S	S	M	S				M	S
CO5	S	S	S	S	M	M	S	S		S

S – Strong , M – Medium, L – Low

SEMESTER IV - (CORE 13)

BUSINESS ENVIRONMENT

Objective:

1. To understand the concept of business environment as well as internal and external components.
2. To understand the conceptual framework of income, saving and investment trends in the economy.
3. To understand the concept of international trade and balance of payment.
4. To understand the concept of inflation and parallel economy.
5. To study about monetary policy, industrial policy and privatization.

Course Outcomes:

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

CO1. To learn the various elements internal as well as external affecting business environment.

CO2. To enhance the techniques like SWOT analysis.

CO3. To students learn the terms like inflation, GDP, etc.

CO4. To learn the consequences with regard to BOP.

CO5. To learn economic trends and effect of Govt. policies as LPG

UNIT – I

Business Environment – Definition- Importance- Dimension of business environment: Economic, Social, Cultural, Political, Legal, Demographic, Natural and Technological Environment

UNIT – II

Political and Economic Environment - Economic systems – Capitalism – Socialism – Mixed economy - Features, Merits & limitations of each – Role of Government in business : regulatory role-promotional role , entrepreneurial role and planning role – Constitution of India – The preamble – The fundamental rights – The Directive Principles

UNIT- III

Industrial policy Resolutions in India - Meaning – Need & Importance of Industrial policy - Industrial policy resolutions 1948 & 1956 – The New Industrial policy 1991 – Features – Meaning of Liberalization, Privatization and Globalization

UNIT- IV

Global Environment - Meaning – Merits and Demerits of Globalization – GATT (General Agreement on trade and tariff) – Meaning, Objectives – WTO and its functions - MNCs (Multinational Companies) – Benefits and limitations of MNCs.

UNIT- V

Social Responsibility of Business - Concept – Responsibility to shareholders, Employees, Consumers and community – Overview of CSR Business ethics- meaning and importance.

Total: 60 Hours

TextBooks

1. Business Environment - Francis Cherunilam, Himalaya Publishing House-2011, Mumbai-400 004.
2. Business Environment-Sahitya Bhawan Publications- Revised Edition 2017,
3. Business Environment - Dr.K.Chidambaram&Dr.V.Alagappan, Vikas Publishing House Pvt Ltd-2007 New Delhi.
4. Essentials Of Business Environment - K.Aswathappa, Himalaya Publishing House.-2005

References

1. Gerry Johnson & Kevan Scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
2. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
3. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
4. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER IV - (CORE 14)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Objective:

- 1.To distinguish the strategic approach to human resources from the traditional functional approach.
- 2.To understand the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management
- 3.The course would enable students to gain an understanding of the latest trends and developments in training.
- 4.The course would enable students to gain an understanding the Concept of Competency mapping
5. To understand the enhanced competence in decision-making

Course Outcome

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

- 1. Identify the key HRM functions and operations;
- 2. Compare the linkages between HRM functions and operations and organizational strategies, structures and culture;
- 3. Analyze how training helps to improve the employee performance.
- 4. Calculate the Concept of Competency mapping and potential assessment center.
- 5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

UNIT I HUMAN RESOURCE DEVELOPMENT

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

UNIT II EVALUATING HRD

Motivational aspects of HRD – Line managers and HRD – Developmental supervisions counseling and mentoring – Bench Marking – Human Resource Accounting – HRD audit.

UNIT III TRAINING AND DEVELOPMENT

Training – Types of training - Formulation and statement of training and development policies – training and developments of managerial personnel – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.

UNIT IV CAREER & COMPETENCY DEVELOPMENT

Career Concepts – Roles – Career stages – Career planning – career development – competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model – Equity and Competency based Compensation– succession planning – potential appraisal assessment center.

UNIT V HRD IN ACTION

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, role of HR functions in TQM – employee health and welfare programs work stress – Employee coaching and counseling.

Text Books:

Jim Griesmer, Strategic Human Resource Development, Sage Publications, 2003.

Srinivas R.Kandula, Strategic Human Resource Development, PHI, 2001.

References:

- Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
- Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
- Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
- Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
- Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.
- Werner &Desimone, Human Resource Development, Cengage Learning, 2006
- William E. Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.
- Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

CORE ELECTIVE
PAPER - 4
(to choose one out of 3)
A. ORGANISATIONAL DEVELOPMENT

Objective:1. To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences

2.to understand the applicability of OD interventions to be facilitated through case-studies.

3. To understand the importance of planned, systemic change;learn about value, assumption and belief in organizational development;

4.to understand the different types of intervention adopted and consultant and client issues.

5. To understand the importance of role of OD in addressing issues relating to globalization

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To understand the need and philosophy of organization change and development in the changing times.

CO2: To learn OD as an applied field of change.

CO3: To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.

CO4: To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.

CO5: To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

UNIT-I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT-II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT-III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT-IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT-V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

1. Wendell L. French & Cecil H. Bell, Jr. Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

CORE ELECTIVE PAPER - 4

B. HR ANALYTICS

- Objective:** 1.The objective of this course is to develop data driven skills in students.
2.The course will enable students to apply analytical tools in understanding the employee behavior.
3. The course will enable students to apply the HR effectiveness framework.
4. The course will enable students to apply HR metrics
5. The course will enable students to apply predictive modeling

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To understand role of analytics in human resource management.

CO2: To develop knowledge about HR metrics and types of analytics in HR.

CO3: To critically analyze the HR effectiveness and its impact on employee life cycle & experience.

CO4: To analyze data driven insights out of HR analytics.

CO5: To help in implementation of predictive modeling and dashboards in HR.

Unit I- Introduction to HR Analytics:

Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

Unit II- Approaches to Data Analytics:

Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

Unit III- Dynamics of HR Metric:

People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

Unit IV- Data Mining Techniques:

Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

Unit V- Decision Making Based on Analytics:

Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

REFERENCES :

1. JacFitzenz , The New HR Analytics, AMACOM , 2010.
2. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.2016.
3. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2012
4. Dipak Kumar Bhattacharyya, HR Analytics ,Understanding Theories and

Applications, SAGE Publications India ,2017.

5. Sesil, J. C. , Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.
6. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley ,2014.
7. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill,2014.
8. HR Scorecard and Metrics, HBR, 2001.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

**CORE ELECTIVE
PAPER - 4
C. INTERNATIONAL HUMAN RESOURCES MANAGEMENT**

OBJECTIVE :

1. Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
2. Recognize and value cultural differences
3. Describe the cultural differences
4. Develop successful programs for international assignees (short term/long term)
5. Take ownership of their own career and its development and Evaluate “best practices” across cultures

COURSE OUTCOMES:

1. the basics of IHRM, models and practices
2. strategic orientation and cultural context towards IHRM
3. International practices on recruitment and selection
4. International perspectives on Training, development, performance appraisal
5. International practices on Compensation management

UNIT I: INTRODUCTION TO IHRM

Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices

UNIT II: HRM STRATEGIES

Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

UNIT III: RECRUITMENT AND SELECTION

International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices

UNIT IV: TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL

Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and

training.

International performance Management methods – cultural issues in Performance Management

UNIT V:INTERNATIONAL COMPENSATION

Components of international compensation- Approaches to international compensation
– Challenges and choices -International Labor Standards – emerging Issues

REFERENCES :

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017
2. Monir H. Tayeb: International Human Resource Management,A Multinational Company Perspective Oxford University Press, IE
3. IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition
4. Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
5. P L Rao, International Human resource Management- Text and Cases, Excel Books
6. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

SEMESTER IV - (OPEN ELECTIVE 4(A))
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives:

1. To understand the strategic role of logistics management.
2. To study the important modes of logistics operations.
3. To Know supply chain techniques in an international perspective.
4. To study the important Functions and Essentials of Packing.
5. To understand the concepts of Export logistics.

Course Outcomes:

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

CO1. Able to Understand the basics of Logistics and Supply chain Management.

CO2. Able to Understand the different modes of Transportation.

CO3. Able to Understand the concept of Containerization.

CO4. Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.

CO5. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

UNIT I

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

UNIT II

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

UNIT III

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR.

UNIT IV

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

UNIT V

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing, Distribution to Units.

Total: 60 Hours

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, “International Logistics”, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

**OPEN ELECTIVE
PAPER - 4**

B. SERVICES MARKETING

Course objective

- To facilitate a thorough understanding of services marketing
- To explore marketing strategies for service firms
- To discuss the various pricing methods of services
- To describe the services marketing in non-profit firms
- To give importance of customer relationship marketing in servicing firms

Learning outcome

- Knowledge on classification of services
- Familiarity on marketing strategies in service firms
- Obtain knowledge in innovation in services
- Gain information on marketing of non-profit firms
- More ideas on customer relationship management

UNIT I

Nature and classification of services - Characteristics of services and their marketing implications.

UNIT II

Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism.

UNIT III

Product support services - pricing of services - problems of quality - innovations in services.

UNIT IV

Marketing of financial services – nature – types - marketing of insurance - mutual fund - marketing for non-profit firms.

UNIT V

CRM & Relationship Marketing Customer Satisfaction.

Text Books

1. Christopher H Lovelock & Lawren Wright, “Principles of Services Marketing and Management”, Pearson Education.
2. Bateson E G, “Managing Services Marketing - Text and Readings”, Dryden Press, Hinsdale 111, 1989.
3. Philip Kotler and Paul N. Bloom, “Marketing Professional Services”, Prentice Hall, New Jersey, 1984.

Reading Books

1. Payne, “The Essence of Services Marketing”, New Delhi, Prentice Hall, 1994.
2. Berry Dick, “Managing Service for Results”, New York, ISA, 1983.
3. Lovelock, C.H., Managing Services, Englewood Cliffs, N.J., Prentice Hall, 1988.
4. Karen P Coronclaves, “Services marketing – A Strategic Approach”, Pearson Education.
5. Woodruffe, “Services Marketing”, Pearson Education.

Zeithaml, Valarie A., “Services Marketing”, McGraw-Hill Publishers

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	No	No	No	Yes	Yes
2	Yes	Yes	Yes	No	No	Yes
3	Yes	No	Yes	No	No	Yes
4	No	No	No	Yes	Yes	
5	Yes	No	No	No	No	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	M	M	M		S	S		M	S
CO2	M	S	S	M	S		M		S	S
CO3	S	M	M	S	M	S	M	S		S
CO4	S	S	M	M	S				M	S
CO5	S	S	S	S	M	M	S			S

S – Strong , M – Medium, L – Low

**SEMESTER IV -OPEN ELECTIVE
PAPER - 4**

QUALITY MANAGEMENT

Objective:

1. To understand the Quality management and its importance
2. To understand the success factors, the principles for successful implementation of Quality Management.
3. To understand the tools and technique for implementation of TQM in any industry.
4. To create awareness about the ISO certification process and new trend like Six Sigma.
5. To understand the applications of BPR.

Course Outcomes:

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

CO1: Define the quality based on the quality gurus.

CO2: Acquire knowledge on the various techniques of TQM.

CO3: Recognize the implementation of SPC tools.

CO4: Degree of variation, defect and opportunity based on six sigma.

CO5: understand the concept of BPR.

UNIT-I

Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

UNIT II

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT III

Process and Statistical Quality Control- quality system, control chart for variables (X and R) and (X and S charts), control charts for attributes (p, c and u charts), Six Sigma - elements of six sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card.

UNIT IV

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM, reliability, Failure modes and effects analysis (FMEA), - Introduction to ISO Series.

UNIT V

Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality.

Total: 60 Hours

Text Books

1. Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfield-Sacre, Total Quality Management, Pearson Education, Inc., USA, 2003.

References

1. Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
2. Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.
3. Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
4. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

Matching Table (put Yes / No in the appropriate box)

Unit	i. Remembering	ii. Understanding	iii. Applying	iv. Analyzing	v. Evaluating	vi. Creating
1	Yes	Yes	No	No	No	No
2	Yes	Yes	Yes	No	No	Yes
3	Yes	Yes	Yes	No	No	No
4	Yes	Yes	Yes	No	No	Yes
5	Yes	No	No	Yes	Yes	Yes

Mapping with Programme Outcomes

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	S	S	M	S		S	M	S	M	S
CO2	S	S	M	M		S	M	M	M	S
CO3	M	S	S	M	S	M	M		S	S
CO4	S	S	M	S		S	M	S	M	S
CO5	M	S	S	M	S	M	M		S	S

S – Strong, M – Medium, L – Low

*** Field Study**

There will be field study which is compulsory in the first semester of all PG courses with 2 credits. This field study should be related to the subject concerned with social impact. Field and Topic should be registered by the students in the first semester of their study along with the name of a mentor before the end of the month of August. The report with problem identification and proposed solution should be written in not less than 25 pages in a standard format and it should be submitted at the end of second semester. The period for undergoing the field study is 30 hours beyond the instructional hours of the respective programme. Students shall consult their mentors within campus and experts outside the campus for selecting the field and topic of the field study. The following members may be nominated for confirming the topic and evaluating the field study report.

- (i) Head of the respective department
- (ii) Mentor
- (iii) One faculty from other department

****Inclusion of the Massive Open Online Courses (MOOCs) with 2 credits available on SWAYAM, NPTEL and other 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