



THIRUVALLUVAR UNIVERSITY
SERKKADU, VELLORE-632115

M.B.A. BUSINESS ADMINISTRATION

SYLLABUS

FROM THE ACADEMIC YEAR
2023 - 2024

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M.B.A. - GENERAL ChoiceBasedCreditSystem

Program Educational Outcomes;

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

PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

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

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

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

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

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

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

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

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

REVISED – TEMPLATE FOR P.G., PROGRAMMES

Semester-I	Credit	Hours	Semester-II	Credit	Hours	Semester-III	Credit	Hours	Semester-IV	Credit	Hours
Core-I	5	7	Core-IV	5	6	Core-VII	5	6	Core-XI	5	6
Core-II	5	7	Core-V	5	6	Core-VIII	5	6	Core-XII	5	6
Core – III	4	6	Core-VI	4	6	Core – IX	5	6	Projectwithvivavo ce	7	10
Elective-I Discipline Centric	3	5	Elective-III Discipline Centric	3	3	Core –X	4	6	Elective- VI(Industry /Entrepreneurshi p) 80%Theory 20% Practical	3	4
Elective-II Generic:	3	5	Elective- IVGeneric:	3	3	Elective – VDiscipline Centric	3	3	Skill Enhancementcou rse /Professional CompetencySkill	2	4
			SkillEnhance ment I	2	4	3.6 SkillEnhance ment II	2	3	Extension Activity	1	
			Human Rights	2	2	3.7 Internship/ Industrial Activity	2	-			
			MOOC Course	2	-						
	20	30		26	30		26	30		23	30

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

For all Post – Graduate Courses including Lab Hours

First Year – Semester – I

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

Semester-II

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

Second Year – Semester – III

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

Semester-IV

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

	ExtensionActivity	1	-
		23	30

Total 95 Credits for PG Courses

METHODS OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	25Marks
	Assignments/Snap Test/Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75Marks
Total		100Marks
METHODS OF ASSESSMENT		
Remembering (K1)	<ul style="list-style-type: none"> • The lowest level of questions require students to recall information from the course content • Knowledge questions usually require students to identify information in the textbook. 	
Understanding (K2)	<ul style="list-style-type: none"> • Understanding of facts and ideas by comprehending, organizing, comparing, translating, interpolating and interpreting in their own words. • The questions go beyond simple recall and require students to combine data together 	
Application (K3)	<ul style="list-style-type: none"> • Students have to solve problems by using/applying a concept learned in the classroom. • Students must use their knowledge to determine an exact response. 	
Analyze (K4)	<ul style="list-style-type: none"> • Analyzing the question is one that asks the students to break down something into its component parts. • Analyzing requires students to identify reasons, causes or motives and reach conclusions or generalizations. 	
Evaluate (K5)	<ul style="list-style-type: none"> • Evaluation requires an individual to make judgment on something. • Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem. • Students are engaged in decision-making and problem-solving. • Evaluation questions do not have single right answers. 	
Create (K6)	<ul style="list-style-type: none"> • The questions of this category challenge students to get engaged in creative and original thinking. • Developing original ideas and problem-solving skills 	

Study Component		Ins. Hrs/week	credit	Title of the paper	Maximum Marks		
					CIA	Uni. Exam	Total
Course title							
Core – I		7	5	Management Principles and Business Ethics	25	75	100
Core – II		7	5	Quantitative Techniques and Research Methods in Business	25	75	100
Core – III		6	4	Managing Organisational Behaviour	25	75	100
Elective –I	Choose any one	5	3	FINANCE MANAGEMENT	25	75	100

Discipline Centric				1. Corporate Finance 2. Security Analysis and Portfolio Management 3. Tax Management 4. Merchant Banking and Financial Services 5. Derivatives Management 6. Banking and Insurance 7. Behavioural Finance 8. Financial Modelling 9. Capital Markets and Financial Services 10. Financial Planning and Wealth Management 11. Fixed Income Securities 12. Fintech and Investment Analysis 13. International Financial Management 14. Risk Management in Banks			
Elective – II Generic	(Choose any one)	5	3	TOURISM AND HOSPITALITY MANAGEMENT	25	75	100

				1.Destination Tourism 2.Tourism Principles and Practices 3.Tourism Products of India 4.Strategic Tourism Management 5.Hospitality management 6.E Tourism 7.Travel Agency and Tour Operations Management 8.Tourism Entrepreneurship 9.Eco Tourism and Sustainable Development 10. Automation in Hospitality Industry 11.Special Interest Tourism 12.Service Quality Management in Hospitality			
Total		30	26				

SYLLABUS

SEMESTER I

Subject Code	Subject Name	Category	L	T	P	O	MARKS				
							CREDITS	HOURS	CIA	EXT	TOTAL
	MANAGEMENT PRINCIPLES AND BUSINESS ETHICS	Core-I					5	7	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS											
UNITS	Details										
21 hours I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture- Environment – Systems Approach to Management – Levels in Management – Disaster Management										
21 hours II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models										
21 hours III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span – Managing Change and Innovation.										
21 hours IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –										
21 hours V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit – Business Ethics and – CSR Models.										

Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8
Reading List		
1.	https://deb.ugc.ac.in	
2.	http://www.managementconcepts.com	
3.	International journal of Management Concepts and Philosophy	
4.	Journal of Management, Sage Publications	
References Books		
1.	Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009	
2.	S. K. Mandal., Management Principles and practice, 3rd Edition, Jaico Publishing House, Jan.2011.	
3.	Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2018.	
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
5.	Certo, S C. and Certo, T, Modern Management, 13th Edition, Prentice Hall, January 2014.	
6.	Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, 11th edition, January 2012	
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS	Core-II					5	7	25	75	100
Course Objectives											
C1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
C2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
C3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
C4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
C5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details										
21 hours I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.										
21 hours II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.										
21 hours III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.										
21 hours IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis - Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis										
21 hours V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing - Academic Vs Business Research Reports - Ethics In Research.										

WEIGHTAGE OF MARKS: THEORY 40%**PROBLEMS 60%****Course Outcomes**

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6

Reading List

1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making

References Books

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong**2-Medium****1-Low**

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	MANAGING ORGANIZATIONAL BEHAVIOUR	Core III					4	6	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
C2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
C3	To throw light on Group Dynamics and Interpersonal Communication										
C4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
C5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											
UNIT	Details								No. of Hours	Course Objectives	
I 18 hours	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour										
II 18 hours	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – enforcement theory, Equity theory, Expectancy theory.										
III 18 hours	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication										
IV 18 hours	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.										

V 18 hours	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.		
Course Outcomes			
Course Outcomes	On completion of this course, students will;		Program Outcomes
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization		PO4
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation		PO3, PO6
CO3	Have insights on Group Dynamics and Interpersonal Communication		PO2, PO4, PO5
CO4	Learn Leadership, Politics, Conflicts and Negotiation.		PO5
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.		PO6, PO8
Reading List			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	Journal of Organizational Behaviour – wiley Online Library		
References Books			
1.	Prasad .L.M., OrganisationalBehaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of OrganisationalBehaviours ,S.Chand& Company,2019		
3.	K. Aswattappa, OrganisationalBehaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of OrganisationalBehaviour, 18th Edition, Pearson Education, 2019.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong 2-Medium 1-Low

SPECIALIZATION COURSES: FINANCE MANAGEMENT (ELECTIVE 1)

Subject Code	Subject Name	Category	L	P	T	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	CORPORATE FINANCE	Elective-I					3	5	25	75	100
Course Objectives											
C1	To familiarize the students with the fundamental understanding of corporate finance.										
C2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.										
C3	To throw light on the investment techniques on the investment decision making										
C4	To educate the students on the various sources of international finance available to the Indian companies.										
C5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.										
SYLLABUS											
UNIT	Details										
I 15 hours	Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.										
II 15 hours	Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity– Debenture financing– Guidelines from SEBI, advantages and disadvantages										
III 15 hours	Investment Decision: Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.										
IV 15 hours	Finance from international sources, – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.										
V 15 hours	Foreign Collaboration – FDI and FIIS Business Ventures Abroad.										
Course Outcomes											
Course Outcomes	On completion of this course, students will;										Program Outcomes
CO1	Understand the fundamentals of corporate finance.										PO4, PO6
CO2	Summarize the role of SEBI and the structure of Indian capital market.										PO4, PO6, PO7
CO3	Analyze the various investment techniques and the investment decision making.										PO2, PO7
CO4	Appraise the various sources of finance that are available to										PO6, PO7

	the Indian companies.	
CO5	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
Reading List		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
References Books		
1.	Brealey, R. A., Myers, S. C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 th Edition, Paperback, Tata McGraw-Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 th Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 nd Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 th Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2				2		2	2	
CO 3		3					3	
CO 4						2	3	
CO 5						2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	P	T	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Elective I					3	5	25	75	100
Course Objectives											
C1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
C2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
C3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
C4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
C5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
Syllabus											
UNIT	Details										
I 15 hours	Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.										
II 15 hours	Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.										
III 15 hours	Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.										
IV 15 hours	Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.										
V 15 hours	Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation										

Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7
Reading List		
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015	
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009	
3.	The Journal of Portfolio Management, Springer	
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank	
References Books		
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.	
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.	
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.	
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.	
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.	
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.	

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				3	3	
CO 2		3		2		3		
CO 3		3		3		2		
CO 4				2		3	3	
CO 5						2	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	P	T	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	TAX MANAGEMENT	Elective I					3	5	25	75	100	
Course Objectives												
C1	To make an understanding on the tax system											
C2	To enrich on taxation procedure under different heads of income.											
C3	To create awareness on deductions, set off and carry forwards in tax management.											
C4	To enable computation of taxable income.											
C5	To provide insight knowledge on direct tax system											
SYLLABUS												
UNIT	Details											
I 15 hours	Introduction: Income Tax Law – important concepts -Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.											
II 15 hours	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.											
III 15 hours	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.											
IV 15 hours	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds											
V 15 hours	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Objectives				
CO1	State the basic concepts of tax management system in							C1				

	India.	
CO2	Discuss the taxation procedure involved under different heads of income.	C2
CO3	Calculate on the deduction procedures, set off and carry forward procedures.	C3
CO4	Analyze the ways to compute total taxable income.	C4
CO5	Prepare direct tax system	C5
Reading List		
1.	Direct Taxes Law and Practice, Vinld K Singhanian and Kapil Singhanian, Taxmann, 2021	
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.	
3.	https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf	
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhanian, Taxmann	
References Books		
1.	StudentsGuidetoIncomeTaxbyDr. Vinod, K.SinghanianandMonicaSinghanian,Taxmann's flagship publication,LatestEdition.	
2.	IndirectTaxbyVinodK.SinganiaTaxmann's flagship publication,LatestEdition	
3.	Iyengar,AC.,SampatLawofIncomeTax.Allahabad,BharatLawHouse. LatestEdition.	
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, SahithyaBhagwanPublications,LatestEdition.	
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.	
6.	StudentsGuidetoIncomeTaxbyDr. VinodK.SinghanianandMonicaSinghanian,Taxmann's flagship publication,LatestEdition.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2				3	3	
CO 2						3	3	
CO 3						3	3	
CO 4						3	3	
CO 5						3	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS			
									CIA	EXT	Total
	MERCHANT BANKING AND FINANCIAL SERVICES	Elective 1					3	5		75	100
Course Objectives											
C1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
C2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
C3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
C4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
C5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
SYLLABUS											
UNIT	Details										
I 15 hours	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.										
II hours	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.										
III 15 hours	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.										
IV 15 hours	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.										
V 15 hours	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.										
	Total										
Course Outcomes											
Course Outcomes	On completion of this course, students will;										
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall						PO4, PO6				

	the rules and regulations governing the Indian securities market.	
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6
Reading List		
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011	
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 2018	
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate	
4.	Journal of Corporate Finance, Elsevier	
References Books		
1.	M. Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012	
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.	
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.	
4.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,	
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.	
6.	Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	DERIVATIVES MANAGEMENT	Elective I		-		-	3	5	25	75	100	
Course Objectives												
C1	To familiarize and enable the students to understand the fundamentals of Derivatives and its types.											
C2	To throw light on forward and futures contract.											
C3	To educate the students on Options.											
C4	To elucidate the various Option Pricing models.											
C5	To educate the students on the indices of various derivative instruments											
SYLLABUS												
UNIT	Details											
I 15 Hours	Introduction: Derivatives – Definition –Types – participants and functions-Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.											
II 15 Hours	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.											
III 15 Hours	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits - American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.											
IV 15 Hours	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.											
V 15 Hours	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	List the fundamentals of Derivatives and its types.							PO4, PO6				
CO2	Classify the Forward and Future Contracts.							PO6, PO7				
CO3	Assess the Options.							PO6, PO7				
CO4	Summarize the various Option Pricing models.							PO6, PO7				

CO5	Generalize the knowledge on the indices of various Derivative Instruments.	PO6, PO7
Reading List		
1.	Aron Gottesman, Derivatives Essentials: An Introduction to Forwards, Futures and Options and Swaps, Wiley, 2016	
2.	ArkadevChatterje, Robert A. Jarrow, An Introduction to Derivative Securities, Financial Markets, and Risk Management, World Scientific, Kindle Edition,	
3.	International Journal of Financial Markets and Derivatives, Inderscience Publishers	
4.	Journal of Risk and Financial Management, MDPI	
References Books		
1.	Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.	
2.	S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017	
3.	Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.	
4.	Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.	
5.	James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014	

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		3	2	
CO 2						3	2	
CO 3						3	2	
CO 4						3	2	
CO 5						3	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	P	CREDITS	HOURS	Marks		
									CIA	External	Total
	BANKING AND INSURANCE	Elective I					3	5	25	75	100
Course Objectives											
C1	To provide a basic understanding of the insurance mechanism and principle of insurance.										
C2	To provide an overview of Indian insurance industry.										
C3	To understand the basics of Banking and the emergence of Banking in India.										
C4	To get acquainted with the functionality of the Banks.										
C5	To know the meaning and use of commonly used technologies in Banking.										
SYLLABUS											
UNIT	Details										

<p style="text-align: center;">I 15 Hours</p>	<p>Indian Financial System: Introduction to Financial System – Business of Banking – Organizational Structure of Indian Financial System – Role of Government & Reserve Bank of India As Regulators of Banks – Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks – Various Committees on Banking & Their Impact – Recent Developments in Indian Financial System – Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.</p>		
<p style="text-align: center;">II 15 Hours</p>	<p>Basics of Banking: Basic Concepts in Banking – Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines – Negotiable instruments – Bankers’ Duties and Responsibilities – DICGC – Types of Customers & Various Types of Accounts – Deposit Products – Services Rendered by Banks – Principles of Lending – Approach to Lending & Steps in Lending – Credit Management & Credit Monitoring – Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises – Recovery & Modes of Recovery and Management of Non-Performing Assets – Basics of Risk Management in Banks.</p>		
<p style="text-align: center;">III 15 Hours</p>	<p>Electronic Banking: Current Trends and Role of information & Communication Technology in Banking – Core Banking Solutions vis-à-vis Traditional Banking – Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. – Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact – Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –NACH Global Trends in Banking Technology – IT Security in Banks & Disaster Management – Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions – Market Research & Product Development – Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks – Financial Advisory Services (FAS).</p>		
<p style="text-align: center;">IV 15hours</p>	<p>Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.</p>		
<p style="text-align: center;">V 15hours</p>	<p>General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance – House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.</p>		
Total			
Course Outcomes			
<p style="text-align: center;">Course Outcomes</p>	<p>On completion of this course, students will;</p>		
<p style="text-align: center;">CO1</p>	<p>Understand, analyze and communicate on the Indian Financial System</p>	<p>PO4, PO6, PO7</p>	
<p style="text-align: center;">CO2</p>	<p>Explain the basics of Banking and the emergence of Banking in India and its lending practices</p>	<p>PO4, PO6, PO7</p>	

CO3	Analyze the Digital Banking and the current trend in banking and new banking products and services	PO4, PO6, PO7
CO4	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.	PO4, PO6, PO7
CO5	Categorize the knowledge and understanding on Marine, fire, home and medical insurances	PO4, PO6, PO7
Reading List		
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012	
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand & Company	
3.	Journal of Banking and Finance, Elsevier	
4.	Indian Journal of Banking, Risk and Insurance, Publishing India	
References Books		
1.	Bhattacharya, H., Banking Strategy, Credit Appraisal and Lending Decisions, Oxford University Press, 2 nd Edition, 2011.	
2.	Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition, 2015.	
3.	Maheshwari, S.N. and Maheshwari, S.K., Banking Law and Practice, Kalyani Publishers, 11 th Edition, 2014.	
4.	Muraleedharan, Modern Banking: Theory and Practice, PHI Learning, Second Edition, 2014.	
5.	Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, First Edition, 2015.	
6.	Gopinath. M. N. – Banking Principles & Operations, Snow White Publications, 7 th Edition, 2021	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				2		3	3	
CO 3				3		3	3	
CO 4				3		3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	C	CREDIT	HOURS	Marks			
									CIA	External	Total	
	Behavioral Finance	Elective-I					3	5	25	75	100	
Course Objectives												
C1	To enable the students to understand the basics of Behavioural Finance											
C2	To create awareness and understanding on the various theories of Behavioural Finance											
C3	To elucidate the students on the various financial decision theory paradoxes											
C4	To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis											
C5	To educate the students on arbitrage, risks in share trade and on contemporary financial issues.											
SYLLABUS												
UNIT	Details											
I 15 Hours	Introduction to Behavioral Finance: Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.											
II 15 Hours	Behavioural Finance Theory and Bubbles: Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.											
III 15 Hours	Decision Theory Paradoxes: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.											
IV 15 Hours	Non-Behavioral Finance: Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.											
V 15hours	Demand by Arbitrageurs and Average Investors & Contemporary Issues: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues											
Total												
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Explain the basics of Behavioural Finance							PO6				
CO2	Compare and classify the awareness and understanding on the various theories of Behavioural Finance							PO6, PO7				
CO3	Categorize the various financial decision theory paradoxes							PO2, PO6				

CO4	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis	PO6
CO5	Estimate on arbitrage, risks in share trade and on contemporary financial issues.	PO6, PO7
Reading List		
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.	
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.	
3.	Kapoor, S., & Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.	
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.	
References Books		
1.	Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020	
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017	
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000	
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021	
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019	
6.	Sujata Kapoor, Jaya Mamta Prosad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		
CO 2						2	2	
CO 3		2				2		
CO 4						2		
CO 5						2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	FINANCIAL MODELLING	Elective I					3	5	25	75	100
Course Objectives											
C1	To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.										
C2	To gain an understanding of the valuation tools and techniques used in bond and										

	equity valuation.	
C3	To design and construct useful and robust corporate modelling applications	
C4	To learn about the risk and return of a portfolio and how to measure them using different methods.	
C5	To acquaint the students with the fundamentals of derivative modelling and their application	
SYLLABUS		
UNIT	Details	
I 15 hours	Introduction to financial modelling & built-in functions using spread sheets- Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling-Debenture redemption modeling.	
II 15 hours	Bond & Equity Share Valuation Modelling- Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling- Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.	
III 15 hours	Corporate Financial Modelling- Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.	
V 15 hours	Portfolio Modelling- Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.	
V 15 hours	Derivative Modelling- option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Identify the relevance of financial models for various corporate finance purposes.	PO1,PO2,PO6,PO7
CO2	Estimate the securities by using the modelling techniques	PO1,PO2, PO6
CO3	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.	PO1,P2,PO6,PO7
CO4	Assess the evaluation of securities through the tools and techniques of portfolio models	PO1,PO2
CO5	Appraise the aptitude of analyzing the investment decision-based on derivatives.	PO1,PO2
Reading List		
1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.	
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.	
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.	
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to	

	Applied.
References Books	
1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc.,New Jersey,5th Edition 2015
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				2	2	
CO 2	3	3				2		
CO 3	3	3				2	2	
CO 4	3	3						
CO 5	3	3						

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	CAPITAL MARKET AND FINANCIAL SERVICES	Elective I					3	5	25	75	100
Course Objectives											
C1	To acquire knowledge on Indian financial systems and its regulators										
C2	To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.										
C3	To understand leasing and hire purchase										
C4	To familiarize with credit rating and securitization										
C5	To know Depositories & Contemporary Issues										
SYLLABUS											
UNIT	Details										
I 15 hours	<p>Indian Financial System: Regulators: Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.</p> <p>Primary Market: Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO's, FPO's and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process.</p>										

	<p>Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.</p> <p>Indian Stock Exchanges: Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p>	
<p>II 15 hours</p>	<p>Listing and trading of Securities: Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing & Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.</p> <p>Risk Management system in BSE & NSE: Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.</p> <p>Index Management: Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>	
<p>III 15 hours</p>	<p>Leasing and Hire Purchase Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfeiting</p>	
<p>IV 15 hours</p>	<p>Credit rating & Securitization: Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.</p> <p>Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.</p>	
<p>V 15 hours</p>	<p>Depositories & Contemporary Issues Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role-Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.</p>	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Estimate the Indian financial systems and its regulators	PO3,PO6
CO2	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.	PO6, PO7
CO3	Explain the leasing and hire purchase	PO7
CO4	Prioritize the credit rating and securitization	PO2,PO6,PO7
CO5	Summarize the depositories & contemporary Issues	PO6,PO7
Reading List		
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of	

	Economics and Finance.
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.
References Books	
1.	Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning,2014..
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.
5.	MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
6.	Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			2			2		
CO 2						3	3	
CO 3							3	
CO 4		3				2	3	
CO 5						2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	FINANCIAL PLANNING AND WEALTH MANAGEMENT	Elective I					3	5	25	75	100
Course Objectives											
C1	To give clarity on the concept of Personal Financial Planning										
C2	To acquire knowledge on the process of Comprehensive Financial Planning										
C3	To understand the concept of Insurance & Retirement Planning										
C4	To throw light on the Concept of Wealth Management										
C5	To provide knowledge on tax planning & issues										
SYLLABUS											
UNIT	Details										
I 15 hours	Personal Financial Planning - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.										
II 15 hours	Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios										
III 15 hours	Insurance Planning & Retirement Planning - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.										
IV 15 hours	Wealth Management - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.										
V 15 hours	Tax Planning & Contemporary Issues Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.										

Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Express the concept of Personal Financial Planning	PO2, PO7
CO2	Demonstrate the process of Comprehensive Financial Planning	PO2,PO6,PO7
CO3	Explain the concept of Insurance & Retirement Planning	PO2,PO5
CO4	Assess the concept of Wealth Management	PO7
CO5	Appraise on the tax planning & issues	PO2, PO7
Reading List		
1.	Kochis, S. T. (2006). Wealth Management: A Concise Guide to Financial Planning and Investment Management for Wealthy Clients. CCH.	
2.	Danes, S. M., Huddleston-Casas, C., & Boyce, L. (1999). Financial planning curriculum for teens: Impact evaluation. Journal of Financial Counseling and Planning.	
3.	Hanna, S. D., & Lindamood, S. (2010). Quantifying the economic benefits of personal financial planning. Financial Services Review.	
4.	Wu, C. R., Lin, C. T., & Tsai, P. H. (2010). Evaluating business performance of wealth management banks. European journal of operational research,.	
References Books		
1.	Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.	
2.	JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020	
3.	Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)	
4.	Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA	
5.	G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA	
6.	Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2					3	
CO 2		3				2	3	
CO 3		3			2			
CO 4							3	
CO 5		2					2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	FIXED INCOME SECURITIES	Elective I					3	5	25	75	100
Course Objectives											
C1	To orient students about bond and money market instruments										
C2	To provide inputs on term structure, interest rates and bond price volatility										
C3	To impart knowledge on fixed income portfolio management										
C4	To enable them understand the concept of hedging										
C5	To enlighten the students on securitization and contemporary issues in securities management.										
SYLLABUS											
UNIT	Details										
I 15 hours	Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.										
II 15 hours	Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.										
III 15 hours	Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement										
IV 15 hours	Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives										
V 15 hours	Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations										
Course Outcomes											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	Identify the bond and money market instruments						PO6				
CO2	Summarize the concepts of term structure, interest rates and bond price volatility						PO7				
CO3	Compare and contrast the fixed income portfolios						PO6,PO7				
CO4	Appraise the hedging contracts done						PO2				
CO5	Formulate the management of securities.						PO6, PO7				
Reading List											
1.	Tuckman, B., & Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.										
2.	Martellini, L., Priaulet, P., & Priaulet, S. (2003). Fixed-income securities: valuation,										

	risk management and portfolio strategies (Vol. 237). John Wiley & Sons.
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.
References Books	
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.
2.	Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series, 2014.
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley 2005.
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1 st edition, Wiley.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		
CO 2							2	
CO 3						2	2	
CO 4		2						
CO 5						2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	FINTECH AND INVESTMENT ANALYSIS	Elective -I					3	5	25	75	100
Course Objectives											
C1	To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation										
C2	To study the performances of exchanges traded in Indian Market										
C3	To simulate and critically validate the performance of momentum strategy for financial sectors										
C4	To simulate the performance of value investing strategy and construct a portfolio										
C5	To study the emerging FinTech players in India										
SYLLABUS											
UNIT	Details										
I 15 HOURS	Lab Experiment 1 Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities)										

	<p>as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date</p> <p>Lab Experiment 2 Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others</p> <p>Lab Experiment 3 Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio</p>
<p>II 15hours</p>	<p>Lab Experiment 4 Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India</p> <p>Lab Experiment 5 Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date</p> <p>Lab Experiment 6 Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio</p> <p>Lab Experiment 7 Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date</p>
<p>III 15 hours</p>	<p>Lab Experiment 8 Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014</p> <p>Lab Experiment 9 Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date</p> <p>Lab Experiment 10 Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy</p>
<p>IV 15 hours</p>	<p>Lab Experiment 11 Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date</p> <p>Lab Experiment 12 Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date</p> <p>Lab Experiment 13 Compute the valuation of the Tata Consultancy Services using discounted cash flow approach</p> <p>Lab Experiment 14 Compute the valuation of a FinTech start-up using the discounted cashflow approach</p>
<p>V 15 hours</p>	<p>Lab Experiment 15 Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product</p> <p>Lab Experiment 16 Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India</p> <p>Lab Experiment 17 Study how "Payments" landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption</p>

	due to newer technologies	
	Lab Experiment 18 Study how “Asset Management & Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape	
	Total	
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation	PO1,PO2, PO6
CO2	Explain the knowledge on the performances of exchanges traded in Indian Market	PO2,PO6
CO3	Appraise on simulating and critically validating the performance of momentum strategy for financial sectors	PO1,PO2
CO4	Assess on simulating the performance of value investing strategy and construct a portfolio	PO1,PO2
CO5	Develop on evaluating the emerging FinTech players in India	PO2
Reading List		
1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.	
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.	
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.	
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.	
References Books		
1.	Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons	
2.	Van der Kleij, E., Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries , 2016	
3.	Bhandari, M.: India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016	
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5 th Edition, Tata McGraw Hill. 2017	
5.	Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, 11 th Edition, Tata Mc Graw Hill, 2019	
6.		

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				2		
CO 2		3				2		
CO 3	3	3						
CO 4	3	3						
CO 5		2						

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	International Financial Management	Elective					3	5	25	75	100	
Course Objectives												
C1	To give clarity on the concept of international finance											
C2	To throw light on Foreign Exchange Market											
C3	To acquire knowledge on management of foreign exchange exposure and risk involved in it.											
C4	To understand cross-border investment decisions											
C5	To study about multinational financing institutions and contemporary issues											
SYLLABUS												
UNIT	Details											
I 18 hours	Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.											
II 18hours	Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage											
III 18 hours	Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect											
IV 18 hours	Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.											
V 18 hours	Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Identify the concept of international finance							PO2				
CO2	Sketch on the functions of Foreign Exchange Market							PO6,PO7				
CO3	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.							PO2,PO7				
CO4	Appraise the cross-border investment decisions							PO2, PO7				
CO5	Generalize on multinational financing institutions and contemporary issues							PO6,PO7				
Reading List												
1.	Madura, J. (2020). International financial management. Cengage Learning.											
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management!. McGraw-Hill Education.											

3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.
References Books	
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3.	Eiteman&Stonchill, “Multinational Business Finance”, 12 th Edition, Pearson, 2010
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 th Edition, China Machine Press, 2016.
5.	V.K.Bhalla. “International Financial Management for the Multinational Firm”,4 th Edition, S Chand,.2014
6.	

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2						
CO 2						2	2	
CO 3		2					2	
CO 4		2					2	
CO 5						2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	P	T	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Risks Management in Banks	Elective I					3	5	25	75	100
Course Objectives											
C1	To understand risk, risk management, Role of CFO in mitigating risk in banks										
C2	To expose to market and exchange rate risk										
C3	To familiarize with interest rate risk and liquidity risk										
C4	To explore credit risk										
C5	To acquire knowledge on operational & Technology risk and other contemporary issues										
SYLLABUS											
UNIT	Details										
I 15hours	Introduction to risk: Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks.										
II	Market risk & exchange rate risk: Market Risk – Identification-measurement-										

15hours	mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR- ConditionalVaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting- tools- futures, options and swaps.	
III 15hours	Interest rate risk & liquidity risk: Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging-macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures - Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk	
IV 15hours	Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,	
V 15hours	Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches-organizational setup- responsibilities. Identification- measurement- monitoring-mitigation- internal audit. Strategies to mitigate operational risk. Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding risk, risk management, Role of CFO in mitigating risk in banks	PO7
CO2	critically assess market risk & exchange rate risk	PO2,PO6,PO7
CO3	Assess the interest rate risk & liquidity risk	PO7
CO4	Able to Estimate the credit risk	PO2, PO6,PO7
CO5	Formulate on the operational& Technology risk and other contemporary issues	PO7
Reading List		
1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.	
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.	
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., & Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.	
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.	
References Books		
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A	

	Risk Management Approach, McGraw Hill, 2014.
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rd edition, Pearson Education, India, 2014.
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.
6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1							2	
CO 2		3				2	3	
CO 3							3	
CO 4		3				2	3	
CO 5							2	

3-Strong 2-Medium 1-Low

SPECIALIZATION COURSES: TOURISM AND HOSPITALITY MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	HOURS	CREDITS	Marks		
									CIA	External	Total
	DESTINATION TOURISM	Elective II					3	5	25	75	100
Course Objectives											
C1	To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques.										
C2	To familiarize with the destination branding practices.										
C3	To introduce advanced analysis and research in the field of destination development.										
C4	To understand the factors that influence the tourism planning process.										
C5	To develop awareness about the destination selection process.										
UNIT	Details							Course Objectives			
I 15hours	Destination Tourism - Types of destinations, Characteristics of destinations - Destinations and products - Destination Management Systems - Destination planning and guidelines - Destination Selection Process-The Values of Destination Tourism.										
II 15 hours	Destination Planning, Process and Analysis - National and Regional Tourism Planning and Development - Assessment of tourism potential - Planning for Destination Tourism Development - Contingency Planning-Economic, Social, Cultural and Environmental considerations - Demand and supply match - Design and innovations.										

III 15 hours	Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image - Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging - Destination branding and the web - Case Study of Tamil Nadu Tourism as a brand.	
IV 15 hours	Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders - Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies.	
V 15 hours	Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning -Characteristics of rural tourism planning - Environmental Management Systems – Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understand the management system of a tourism destination organization.	PO4, PO6, PO7
CO2	Identify destination offerings determinants.	PO2, PO4
CO3	Apply the marketing mix concept to a tourist destination.	PO5, PO6
CO4	Analyse tourist destination attractiveness and competitiveness.	PO4, PO7
CO5	Understand the importance of planning in the development of destination tourism.	PO6, PO7, PO8
Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben Wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020	
3.	HikinaWhakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	Nigel Morgan, Annette Pritchard & Roger Pride (2001), Destination Branding: Creating the Unique Proposition, <i>butterworthandheinemann</i> .	
2.	Richard W. Butler (2006), The Tourism Area Life Cycle	
3.	Claire, Haven Tang & Eleri Ellis Jones (2005), Tourism SMEs, Service Quality and Destination Competitiveness, <i>CABI publishing</i> .	
4.	Shalini Singh, Dallen J. Timothy & Ross Kingston Dowling (2003), Tourism in Destination Communities, <i>CABI publishing</i> .	
5.	Geoffrey Ian Crouch, J.R. Brent Ritchie & Horst-Herbert G. Kossatz (2003), The Competitive Destination: A Sustainable Tourism Perspective, <i>CABI publishing</i> .	

6.		
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S					S	S	
CO 2		M		M	S			
CO 3					S	M		
CO 4				M			M	
CO 5						S	S	M

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	TOURISM PRINCIPLES AND PRACTICES	Elective II					3	5	25	75	100
Course Objectives											
C1	To understand the fundamentals concepts and history of tourism.										
C2	To know about the forms of tourism.										
C3	To throw light on Tourism Industry structure and infrastructure.										
C4	To have knowledge about tourism theory and system.										
C5	To provide insights about tourism organizations.										
UNIT	Details										
I 15hours	History and Concepts of Tourism: Tourist/ Visitor/ Traveler/ Excursionist, Early and Medieval Period of Travel: Renaissance and Its Effects on Tourism - Birth of										

	Mass Tourism, Old and New Age Tourism, Concept of Tourism: Nature - Scope - Characteristics - Components - Significance of Tourism - Tourism System: Interdisciplinary Approaches - Motivations and Deterrents to Travel – Emerging Areas and Practices.	
II 15hours	Forms of Tourism: Inbound, Outbound, National, International- Alternative Tourism – Inclusive Tourism, Current Trends in Domestic and Global Tourism: Tourism Statistics- Need for Measurement of Tourism - Tourism Demand and Supply.	
III 15hours	Tourism Industry: Structure, Functions and Constituents - Direct, Indirect and Support Services - Basic Components of Tourism: Transport - Accommodation-Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & superstructure	
IV 15hours	Tourism Theory and System: Leiper’s Geo-Spatial Model - Mill-Morrison’s Tourism Policy Model - Mathieson & Wall’s Travel Buying Behaviour Model - Butler’s Tourism Area Life Cycle (TALC) Model - Doxey’s Irridex Model – Crompton’s Push and Pull Theory- Stanley Plog’s Psychographic Model- Gunn’s Tourism Planning Model.	
V 15hours	Tourism Organizations: UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understanding the fundamentals concepts and history of tourism.	PO4, PO6
CO2	Possess knowledge and develop an understanding about the forms of tourism.	PO4, PO6
CO3	Get familiar about Tourism Industry structure and infrastructure.	PO4, PO6
CO4	Possess knowledge about tourism theory and system.	PO4, PO6
CO5	Having insights about tourism organizations.	PO6, PO7
Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben Wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, Journal of Tourism futures, Emerald Insight, Dec 2020	
3.	HikinaWhakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	Goeldner, C., & Ritchie, J.R. Tourism, Principles, Practices, Philosophies. New Jersey: John Wiley, 2011.	
2.	Swain, S.K. & Mishra, J.M. Tourism Principles and Practices. New Delhi: OUP, 2011.	
3.	Tribe, J. (Ed.). (Philosophical Issues in Tourism. United Kingdom: Channel View Publications, 2009.	

4.	Cooper, C. Tourism Principles and Practice. New Delhi: Prentice Hall, 2008.	
5.	Jamal, T., & Robinson, M. (Eds.). The SAGE Handbook of Tourism Studies. United Kingdom: Sage Publications, 2009	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		S		
CO 2				M		S		
CO 3				M		S		
CO 4				M		S		
CO 5						S	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	TOURISM PRODUCTS OF INDIA	Elective II					3	5	25	75	100
Course Objectives											
C1	To familiarize the students to the physiographic boundaries of India and destination tourism.										
C2	To provide insights on tourism products of northern ranges.										
C3	To throw light on tourism plains of Central India.										
C4	To explore tourism products of the peninsular regions, coastal plains and islands.										
C5	To create awareness and importance of medical tourism.										
UNIT	Details										

I 15 hours	India: General introduction, states & capitals, physiographic units, seasons and climatic regions & their impacts on tourism. Natural vegetation & wild animals of India & wild life tourism, India: a destination for all reasons & seasons.	
II 15 hours	The Northern Mountains: General introduction of the Himalayas & other ranges, their importance for religious, hill station & adventure tourism. A case study of Sri Nagar, Shimla, Nainital, Darjeeling & Gangtok.	
III 15 hours	The Central Plains: General introduction of deserts & central plains. Their Importance for cultural, religious & adventure tourism. A case study of Amritsar, Jaipur, Delhi, Lucknow, Kolkata.	
IV 15 hours	The Peninsula: General features of Indian peninsula with their tourism Significance. A case study of Bhopal, Khajuraho, Hyderabad, Bangalore, Ooty The coastal plains and islands: General features of coastal regions, their Importance for religious, cultural & beach tourism. A case study of Mumbai, Goa, Cochin, Chennai, Andaman & Nicobar.	
V 15 hours	Nature and scope of medical Tourism, Rise of Medical Tourism in Asia, Hospitality industry and Medical Tourism, International healthcare accreditation. Regulatory laws, Ethical issues for Medical Tourism, Travel formalities, Marketing Medical Tourism Indian health care therapy and medicine - drug treatments Ayurveda, Yoga, Naturopathy, Homoeopathy and span India, Potential impact of Medical Tourism on the health workforce and health systems in India	
	Total	
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	
CO1	Understand the physiographic boundaries of India and destination tourism.	PO4
CO2	Explore and design tourism products for northern ranges.	PO1, PO3
CO3	Develop tourism products from plains of Central India.	PO4,PO5
CO4	Plan tourism products of the peninsular regions, coastal plains and islands.	PO3,PO6
CO5	Understand and improve the scope of medical tourism.	PO7,PO8
Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben Wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020	
3.	HikinaWhakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	Robinet Jacob, Tourism Products of India: A National Perspective, Abhijeet Publications, 2012.	
2.	Goh Cheong Long: An Economics Atlas of India, Oxford University, 2018.	
3.	Chatak G.R.: Medical Tourism (Codes and Guidelines), Neha Publishers & Distributors, 2010.	
4.	Renée-Marie Stephano, Esquire: Medical Tourism “An International Healthcare	

	Guide For Insurers, Employers and Governments”. Global Health Insurance Publications, 2010.	
5.	C. Michael Hall: Medical Tourism (The Ethics, Regulation, and Marketing of HealthMobility), Routledge, 21-Aug-2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M				
CO 2	S		S					
CO 3				M	S			
CO 4			M			M		
CO 5							M	M

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	STRATEGIC TOURISM MANAGEMENT	Elective II					3	5	25	75	100
Course Objectives											
C1	To develop the understanding of strategic tourism management.										
C2	To impart knowledge on micro and macro strategic tourism management.										
C3	Discover the basic concepts, principles, and practices associated with strategy formulations and implementation.										
C4	Apply a variety of strategic planning tools (i.e. SWOT analysis) to develop business strategies.										
C5	Establish vision, mission, and core values to set company direction.										

UNIT	Details	
I 15 hours	Introduction to Strategic Tourism Management: Strategic Management– Concept, Origin and evolution, Scope and Process; levels at which strategy operates, Strategic Thinking; Global competitiveness; Strategists and their role in hospitality and tourism, Key Players in Indian Hospitality and Tourism Industry, strategic and conventional decision making in hospitality and tourism.	
II 15 hours	Micro and Macro Strategic Environment: The Environment and External Stakeholders - Assessment of the Broad Environment, Analysis of External Stakeholders and the Operating Environment, Managing the Operating Environment; Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage, Value-adding Activities, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organization Structure and Culture, Knowledge-Based Resources, General Organizational Resources.	
III 15 hours	Strategic Direction & Formulating Basic Strategies: Strategic Direction- Creating a Strategic Direction, Mission Statements, Organizational Vision, Organizational Values; Strategy Formulation at the Business-Unit Level- Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Corporate- Level Strategy and Restructuring - Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring, Portfolio Management.	
IV 15 hours	Implementing Strategies and Establishing Control Systems: Interrelationship between formulation and implementation of strategies, Inter-organizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- types of designs, Organizational Structures design, Organizational Control, power and politics, role of behavioral implementation in tourism.	
V 15 hours	Strategies For Hospitality Entrepreneurship: Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not-for-profit organization and Small & Medium Size Enterprises.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Apply knowledge of tourism concepts along with the management theories and practices to solve business related problems in tourism domain	PO1,PO2, PO7, PO8
CO2	Contextualize tourism within broader cultural, environmental, political and economic dimensions of society	PO1,PO2, PO6, PO7, PO8
CO3	Foster analytical and critical thinking abilities for data-based decision Making	PO1, PO2, PO4, PO7
CO4	Identify and understand how new ideas, concepts or products emerge within relevant fields	PO4,PO6, PO7
CO5	Critique tourism practices for their implications locally and globally.	PO3,PO8

Reading List		
1.	Namzi Kozak, Metin Kozak, Tourists destination management – Tourism, Hospitality & Event Management -Instruments, products, and case studies, Springer, April 2019.	
2.	Stefan Hartman, Ben Wielenga, Jasper Hessel Heslinga, The future of tourism destination management: building productive coalitions of actor networks for complex destination development, journal of Tourism futures, emerald insight, Dec 2020	
3.	HikinaWhakatutuki, Components of a destination management plan, Ministry of business, innovation & employment	
4.	Larry Dwyer, Chulwon Kim, Destination competitiveness: Determinants and indicators, May 2010	
References Books		
1.	David,F.R.(2010). Strategic Management (13thed.). Prentice Hall.	
2.	Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.	
3.	Hill,C.W.L., &Jones,G.R. (2009). Strategic Management: An Integrated Approach(9thed.). South-Western College, Pub.	
4.	Okumus, F., Altinay, L., &Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.	
5.	Olsen,M.,&Zhao,J.(Eds.).(2008).HandbookofHospitalityStrategicManagement.Butterworth-Heinemann.	
6.	Nigel Evans (2020) Strategic Management for Tourism, Hospitality and Events 3 rd Edition	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S	S					S	S
CO 2	M	M				M	M	S
CO 3	M	M		M			S	
CO 4				M		M	M	
CO 5			M					S

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CRDITS	HOURS	Marks		
									CIA	External	Total
	HOSPITALITY MANAGEMENT	Elective II					3	5	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of Hospitality industry.										
C2	To provide insights on front office management.										
C3	To throw light on Housekeeping management.										
C4	To elucidate on food, beverages, organization and restaurant menu.										
C5	To impart knowledge on evaluating hotel management.										
UNIT	Details										
I 15 hours	Introduction to Hospitality Industry Distinctive Characteristics: Inflexibility-Intangibility-,Perishability-Fixed Location- Relatively Large Financial Investment etc.; Concepts of “Atithi Devo Bhavah”; Hotel and Lodging facilities; Types of Hotels; Classification of Hotels, Chain Operations, Alternative Accommodation; E- Hospitality; Ethical and Regulatory Aspects in a Hotel, International Hotel Regulations, Fiscal and Non-Fiscal Incentives Offered to Hotel Industry in India.										
II 15 hours	Front Office Duties and Responsibilities: Reservation & Registration- Meal Plans- Room Assignments- Check-in- Departure- Handling Guest Mail- Message Handling- Guest Paging Methods of Payment; Guest Services: Type of Hotel Guests- Types of Meal Plans- Wake-up call.										
III 15 hours	Housekeeping Hierarchy, Duties & Responsibilities of Housekeeping Staff; Important Functions of Housekeeping Management; Types of Accommodation; Activities in Accommodation Management: Room Service- Room supplies- Types of Room-Types of Bedding and Other Related Types of Service; Liaison with Other Departments.										
IV 15 hours	Food & Beverage: Hierarchy, Duties & Responsibilities of Staff; Food Production Organization: Kitchen- Buffets- Beverages Operation & Functions; Outlets of F & B; Types of Restaurant Menu; Catering Services: Food Service for the Airlines- Banquette- Corporate- MICE- Retail Food Market- Business/Industrial Food Service- Healthcare Food Service- Club Food Services; Trends in Lodging and Food Services.										

V 15 hours	Evaluating Hotel Performance: Methods of Measuring Hotel Performance: Occupancy Ratio- Average Daily Rate: Average Room Rate Per Guest- Rev PAR- Market Share Index- Evaluation of Hotel by Guest; Yield Management: Elements of Yield Management, Measuring Yield in the Hotel Industry, Benefits of Yield Management, Challenges or Problems in Yield Management.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Familiarize the students to the basic concepts of Hospitality industry.	PO3,PO6
CO2	Provide insights on front office management.	PO1, PO2
CO3	Have knowledge on Housekeeping management.	PO4,PO5
CO4	Elucidate on food, beverages, organization and restaurant menu.	PO6,PO7
CO5	Knowledge on evaluating hotel management.	PO3,PO8
Reading List		
1.	Philip Nailon, Theory in hospitality management, <u>Volume 1, Issue 3</u> , 1982, Pages 135-143, Elsevier	
2.	Bob Brotherton, Towards a definitive view of the nature of hospitality and hospitality management, International journal of contemporary hospitality management, 1999	
3.	Clayton W. Barrows, Robert H. Bosselman, Hospitality management education, The Haworth hospitality press	
4.	Clarke Chen, International Hospitality Management, Concepts and Cases, Edition 1st, 2007, London Imprint Routledge	
References Books		
1.	Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.	
2.	Raghubalan, G., & Smritee, R. (2015). Hotel Housekeeping operations and Management. New Delhi: Oxford University Press.	
3.	Negi, J. (1984). Hotels for Tourism Development: Economic Planning & Financial Management. New Delhi: S. Chand.	
4.	Tewari, J.R. (2016). Hotel front office operations and Management. New Delhi: Oxford publication.	
5.	Wood, R.C. (2013). Key Concepts of Hospitality Management. London: SAGE Publications, London.	
6.	Mark Ciampa, Introduction to Healthcare Information Technology. 2012	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	

Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M			M		
CO 2	S	M						
CO 3				M	S			
CO 4						M	M	
CO 5			M					S

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	E TOURISM	Elective II					3	5	25	75	100
Course Objectives											
C1	To familiarize the concept of Digital tourism enterprise.										
C2	To give inputs on digital tourist consumer behavior.										
C3	To enable students, understand the impact of Digital marketing on tourism.										
C4	To orient students, on Social Media Marketing.										
C5	To enable students, use Digital Marketing Analytics.										
UNIT	Details										
I 15 hours	Electronic Market - Physical Economy vs. Digital Economy - Drivers of Digital Tourism Business - Digital Tourism Business Models – Opportunities & challenges of Digital Business.										
II 15 hours	Online Consumer Behavior: Consumer decision journey and Marketing funnel – Value of online communities, user-generated content (UGC) – Online reviews and reputation management – Unique features of online market research – Sentiment analysis for decision-making										
III 15 hours	Characteristics: Process for Products & Services – Online Segmentation-Targeting-Positioning – Inbound Vs Outbound Marketing – Search engine marketing: search engine optimization and search engine advertising. Tourism Initiatives taken by Central and State Govts.										
IV 15 hours	Social Media Campaign Process - Social Media Marketing – Development of Social Media Content and Communities - Deliver Social Media Promotions - Measure Social Media Performance - Manage Social Media Activities.										
V 15 hours	Organizational Maturity - Maturity Model - Digital Analytics, Maturity Model - Management, Governance, and Adoption, Objective and Scope, Team and										

	Expertise, Continuous Improvement, Process and Methodology, Tools, Technology and Data Integration	
	Total	
Course Outcomes	On completion of this course, students will;	
CO1	Become familiar with the concept of Digital tourism enterprise.	PO4,PO6, PO7
CO2	Be able to understand digital tourist consumer behavior.	PO3, PO4
CO3	Understand the impact of Digital marketing on tourism.	PO4,PO6, PO7
CO4	Appreciate Social Media Marketing in tourism.	PO2,PO3
CO5	Will be able to use Digital Marketing Analytics.	PO1,PO6
Reading List		
1.	Helmut Berger, Michael Dittenbach, Dieter Merkl, Anton Bogdanovych, Simeon Simoff& Carles Sierra, Opening new dimensions for e-Tourism, Virtual Reality, Volume 11, 2017.	
2.	Laura Sebastia, Inam Farcia, Eva Onaindia and Cesar Guzman, <i>e-TOURISM: A TOURIST RECOMMENDATION AND PLANNING APPLICATION</i> , International journal on artificial intelligence tools, vol 18.	
3.	Chulwon Kim, E- Tourism An Innovative Approach for the Small and Medium – Sized Tourism Enterprises (SMTES), in Korea, OECD	
	Julian Candratoy, E-Tourism: Concept and Evolution	
References Books		
1.	Bones, C., & Hammersley, J. (2015). Leading Digital Strategy: Driving Business Growth	
2.	Morabito, V. (2016). Trends and Challenges in Digital Business Innovation. London: Springer Publications.	
3.	Rogers, D.L. (2016). The Digital Transformation Playbook – Rethink Your Business for the Digital Age. Columbia: Columbia Business School Publishing.	
4.	HBR. (2014). Leading Digital: Turning Technology into Business Transformation. London: Harvard Business Review Press.	
5.	Chaffey, D. (2014). Digital Business and E-Commerce Management. New Delhi Pearson Education Limited, New Delhi.	
6.	Chaffey, D. (2013). E-Business and E-Commerce Management: Strategy, Implementation and Practice. England: Prentice Hall..	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	

Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S		S	M	
CO 2			M	M				
CO 3			S			S	M	
CO 4		S	M					
CO 5	M					M		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT	Elective II					3	5	25	75	100
Course Objectives											
C1	To manage all the travel requirements of the companies while providing ease and sort of convenience to the customers.										
C2	To add value to the travel sector of different companies. To offer the traveling services at very reasonable prices.										
C3	To foster better knowledge of various cultures.										
C4	To instill pride in one's traditional culture and identity.										
C5	This can happen at any time during the tour booking process, from the beginning to the completion of the tour package.										
UNIT	Details										
I 15 hours	History & Growth of Travel Agency Business, Emergence of leading private travel agencies (Thomas Cook & American Express), Emergence of Travel Intermediaries, Indian Travel Agents & Tour Operators. Interplay of Push & Pull Factors.										
II 15 hours	Travel Agents & Tour Operators: Differentiation and Interrelationship. Functions and Organisational Structures of Travel Agency and Tour Operators. Linkages of Tour Operation Business with Principal Suppliers, Government and Other Agencies. Incentive and Concessions Applicable to Tour Operators in India.										
III 15 hours	How to Set up Travel Agency/Tour Operation Business: Sources of Funding, Comparative Study of Various Type of Organisation, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation, Documentation, Sources of Earning: Commissions, Service Charges etc.										
II 15 hours	Itinerary Preparation: Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Do Not's of Itinerary Preparation Tour Costing: Tariffs, FITS & GITS. Confidential Tariff. Packaging: Types and Forms										

	of Package Tour.	
V 15 hours	Travel Documentation: Familiarization with TIM (Travel Information Manual), Passport & VISA- Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form for Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, customs, currency, baggage and airport information.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Demonstrate and understand the importance of the travel and tourism industry.	PO4, PO5
CO2	Articulate a clear and well-structured understanding of travel agency management.	PO3, PO4
CO3	Demonstrate the skills necessary to identify sales and marketing strategies for travel agencies.	PO6,PO7
CO4	Evaluate customer service trends and skills as they relate to the travel and tourism industry.	PO2,PO8
CO5	Integrate management concepts to achieve positive results in the travel and tourism industry.	PO1,PO6
Reading List		
1.	L K Singh, Management of travel agency, Isha Books	
2.	Yaron Perl, Aviad Israeli, Crisis management in the travel agency sector: A case study, Journal of vacation marketing	
3.	Marion Bennett, Information technology and travel agency: A customer service perspective, Elsevier	
4.	A K Bhatia, The business of travel agency, & Tour operations management	
References Books		
1.	D.L. Foster , The Business of Travel agency Operation &Administration (1991)	
2.	Malik, Haris & Chatterjee, Indian Travel Agents (2006)	
3.	J.M.S. Negi, Travel Agency & Tour Operations: Concepts &Principles (2006)	
4.	C.Y. Gee, Travel Industry 3 rd edition 2006	
5.	Yale P, The Business of Tour Operations (1995)	
6.	Travel agency and tour operators management by A K Bhatia Sterling Publishers pvt Ltd (2013)	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	

Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S	M			
CO 2			S	M				
CO 3						M	M	
CO 4		M						M
CO 5	S					M		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDIT	D	HOURS	Marks		
										CIA	External	Total
	TOURISM ENTREPRENEURSHIP	Elective II					3	5	25	75	100	
Course Objectives												
C1	To understand the basics of Entrepreneurship.											
C2	To comprehend the role of creativity and innovation.											
C3	To develop a feasibility report in Tourism.											
C4	To know the funding options for Entrepreneurship.											
C5	To understand the growth of empowerment in tourism.											
UNIT	Details											
I 15 hours	Entrepreneurship Theories & Approaches; Types of Entrepreneurs– Entrepreneurial Motivation – Entrepreneurial Climate- Myths about Entrepreneurship - Role of Entrepreneurship in Economic Development.											
II 15 hours	Creativity & Innovation Process of Creativity-Roadblocks for Creativity-Innovation-Types of Innovation-Role of Creativity & Innovations in Travel & Tourism Businesses-Contemporary Trends											
III 15 hours	Entrepreneurship in Tourism: Opportunity Identification –Sources of Ideas- New Product Development - Business Plan - Feasibility Report – Technical Feasibility vs. Economic Viability											
IV 15 hours	Funding Options: Sources of Finance for Tourism Enterprises, Subsidies & Incentives - Promotion and Development of Tourism - Institutional Framework - Venture Creation-Forms Of Organization- Management											
V 15 hours	Managing Growth: : Business Integration – Diversification-Mergers & Acquisitions-Business Failure-Causes for failure-Revival of Sick Enterprises-Strategies for revival-Women											

	Empowerment in Tourism	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	To understand the basics of Entrepreneurship.	PO2, PO4
CO2	Comprehend the role of creativity and innovation.	PO3, PO5
CO3	Create a feasibility report in Tourism.	PO2,PO4
CO4	Explore the funding options for Entrepreneurship.	PO7,PO8
CO5	Handle growth in Tourism Entrepreneurship.	PO1,PO6
Reading List		
1.	Sølvi Solvoll, Gry Agnete Alsos & Oxana Bulanova, Tourism Entrepreneurship – Review and Future Directions, Taylor and Francis 2015	
2.	JovoAteljjevic, Stephen J. Page, Tourism and Entrepreneurship, Elsevier	
3.	Vanessa Rattan, Tourism entrepreneurship research: a perspective, Tourism review	
4.	Weibing Zhao, J.R. Brent Ritchie & Charlotte M. Echtner, Social capital and tourism entrepreneurship, Science Direct	
References Books		
1.	Arthur, S. J., & Hisrich, R. D. (2011). Entrepreneurship through the ages: Lessons learned. Journal of Enterprising Culture, 19(01), 1-40.	
2.	Bezbaruah, M.P. (2000). Beyond the Millennium. New Delhi: Gyan Pub House	
3.	“Drucker, P.F. (1985). Innovation & Entrepreneurship. New York: Harper & Row.	
4.	Kuratko, D.F. & Hodgets, R.M. (2008), Entrepreneurship. New York: Harcourt College Publishers.	
5.	Jeffrey, T. (1984). New Venture Creation. Illinois: Homewood.2014	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M						
CO 2			S		M			
CO 3		S		M				
CO 4							M	S
CO 5	M					M		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	ECO TOURISM AND SUSTAINABLE DEVELOPMENT	Elective II					3	5	25	75	100
Course Objectives											
C1	To understand the significance of ecotourism.										
C2	To comprehend the theories and practices of ecotourism.										
C3	To be familiar with the model ecotourism projects.										
C4	To Use the theoretical knowledge to manage ecotourism resources. demonstrate a high level of competence in knowledge on principles of sustainable tourism development.										
C5	To recognize the organizations efforts in regulating responsible ecotourism.										
UNIT	Details										
I 15 hours	FUNDAMENTALS OF ECOLOGY Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology- Ecotourism-Evolution, Principles, Trends and Functions of Ecotourism- Environmentalism, sustainable development-Pollution-Ecological Foot Prints.										
ii 15 hours	TOURISM & ECOLOGY Mass Tourism Vs Ecotourism-Typology of Eco-tourists-Ecotourism Activities & Impacts-Quebec Declaration 2002 - Kyoto Protocol 1997- Ecotourism and globalization.										
III 15 hours	ECOTOURISM POLICIES, PLANNING Carrying Capacity - Alternative Tourism-Responsible Ecotourism- Community Participation - Types of Participation - Ecotourism Projects – Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project - Nandadevi Biosphere Reserve - Gulf of Mannar - Kruger National Park, South Africa.										
IV 15 hours	SUSTAINABLE DEVELOPMENT Ecotourism Development - Sustainable Ecotourism - Resource Management - Socioeconomic Development - Ecotourism Policies, Planning and Implementation - Eco-friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism - Responsible ecotourism Programming.Evolution - Principles, Major Dimensions										

	of Sustainability- 10 R's- Stockholm Conference 1972 - Brundtland Commission – The Rio Declaration 1992 – World Conference on Sustainable Tourism 1995 - WSSD 2002, The Cape Town Declarations	
V 15 hours	QUALITY STANDARDS FOR SUSTAINABLE TOURISM ISO 14000 – Role of WTTC, PATA, UNEP, IUCN - Code of Conduct for Accommodation and Transport Operators - Tourism Code & Tourism Bill of Rights - Case Studies on Island Tourism in Andaman & Nicobar- Hill Tourism in Udhagamandalam and Sikkim-Beach Tourism in Goa. Ecotourism Development Agencies- Eco-friendly Practices - Role of International Ecotourism Society - UNWTO, WWF, UNDP - Department of Forest and Environment - Government of India- ATREE- EQUATIONS.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Students would procure cognizance of the theories and practices of ecotourism.	PO1, PO3, PO6
CO2	Understand the need and importance of relationship between ecology and tourism.	PO3, PO4
CO3	Be familiar with the model ecotourism projects.	PO2,PO5
CO4	Learners will be familiarized with various approaches and practices for sustainable tourism development.	PO7,PO8
CO5	Understand the commitment towards the preservation of environment through ecotourism.	PO3,PO6
Reading List		
1.	Honey. M, Ecotourism and sustainable development. Who owns paradise?, Island press, USA	
2.	Buchsbaum, Bernardo Duha, Ecotourism and Sustainable Development in Costa Rica, Virginia Tech	
3.	Tuğba Kiper, Role of Ecotourism in Sustainable Development, https://tamug-ir.tdl.org/bitstream/handle/1969.3/28978/InTechRole_of_ecotourism_in_sustainable_development [1].pdf?sequence=1	
4.	Susan Place, Ecotourism for Sustainable Development: Oxymoron or Plausible Strategy?, GeoJournal, <u>Vol. 35, No. 2</u>	
References Books		
1.	Ballantyne, R. and Packer, J. International Handbook on Ecotourism. United Kingdom: Edward Elgar Publishing Ltd, first Edition, 2013.	
2.	Fennel, D. A. Ecotourism Policy and Planning. USA: CABI Publishing, first Edition, 2003.	
3.	Fennell, D.A. Ecotourism New York: Routledge Publication, third Edition, 2008.	
4.	Middleton, V.T.C and Hawkins, R., Sustainable Tourism: A Marketing Perspective, Butterworth – Heinemann, Oxford. First Edition, 1998.	
5.	Strange, T., and Bayley, A. (2008). Sustainable Development. Linking Economy, Society, Environment. Paris: OECD. First Edition, 2009.	
6.	Sukanta K Chaudhury, Cultural, Ecology and Sustainable Development, Mittal, New Delhi. First Edition, 2006.	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		S			S		
CO 2			M	S				
CO 3		M			M			
CO 4							S	M
CO 5			S			M		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Automation in Hospitality industry	Elective II							25	75	100
Course Objectives											
C1	To understand the basics of Hospitality Industry.										
C2	To comprehend the Hospitality Products & Services.										
C3	To understand the hospitality distribution channels.										
C4	To know the current scenario.										
C5	To understand the growth of empowerment in tourism.										
UNIT	Details										
I 15 hours	Hospitality Industry – Profile: Meaning & definition, Historical evolution & development, Hospitality as an industry, Inter relation with tourism industry and its sectors, Contribution to Indian and global economy										
II 15 hours	Hospitality Products & Services: Hospitality accommodation- the various types Structured and non-structured accommodations- Hotels, Resorts, Condominiums, Guest Houses, Bread and Breakfast										

	outlets etc., Food & Beverage facilities- Structured and Non structured, Ancillary services- Spa, Health Club, Recreational facilities, Shopping Arcades etc. Support services-Transport, Guides, Travel desk, Banking, Insurance etc. Hospitality and Tourism Organizations- WTO, FHRAI, IH&RA, IATA, PATA, DOT,	
III 15 hours	Hospitality Distribution Channels: Meaning & definition, Functions & levels of distribution channels, Major hospitality distribution channels – Travel agents, Tour operators, Consortia and reservation system, Global Distribution System (GDS), Internet.	
IV 15 hours	Current Scenario: Major players in the industry –5 in India and 5 worldwide, Present trends in industry, Emerging markets, Impact of international and national events, Latest technology in Industry.	
15 hours	Information Technology and Hospitality Industry: Information Technology and Hospitality Industry Automation of Operations - Distributed Database -The World of Enterprise Resource Planning - Internet Applications –Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology	
Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Understand the basics of Hospitality Industry.	PO2
CO2	Comprehend the Hospitality Products & Services.	PO1, PO3
CO3	Understand the hospitality distribution channels.	PO4,PO6
CO4	Have knowledge on the current scenario.	PO5,PO7
CO5	Have knowledge on the growth of empowerment in tourism.	PO4, PO6
Reading List		
1.	Students would procure cognizance of the theories and practices of ecotourism.	
2.	Understand the need and importance of relationship between ecology and tourism.	
3.	Be familiar with the model ecotourism projects.	
4.	Learners will be familiarized with various approaches and practices for sustainable tourism development.	
References Books		
1.	Marketing for Hospitality and Tourism – Philip Kotler and Jon Bowen, James Makens, Pearson, 5 th edition 2010	
2.	Advertising Management – Aaker , Mayer and Batra, Pearson, 5th Edition 2004	
3.	A Complete Travel marketing handbook NTC Andrew Vladmir, Business Books, Illinois, 2001	
4.	Entrepreneurship. New York: Harcourt, Kuratko, D.F. &Hodgets, R.M. (2008), College Publishers.	
5.	Computer Fundamentals: Architecture and Organization, by B Ram, New Age International Publisher,2018	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	

External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M						
CO 2	M		M					
CO 3				S		M		
CO 4					S		S	
CO 5				S		S		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	SPECIAL INTEREST TOURISM	Elective II							25	75	100
Course Objectives											
C1	Understand the growth and development of special interest tourism over the past years										
C2	Analyse and compare the characteristics of a range of different tourism niche and micro-niche markets.										
C3	Critically assess different types of special interest tourism from perspectives including tourists, operators and destinations.										
C4	Identify and discuss possible future scenarios about developments in the tourism industry.										
C5	Develop a Special Interest Tour.										
UNIT	Details										
I 15 hours	Special Interest Tourism: Meaning, Characteristics, kinds of special interest tourism, types of special interest tourism – Factors influencing special interest tourism – Importance of Special interest tourism - Specialized tourism.										
II 15 hours	Adventure Tourism: Definition, Concepts, Classification (Surface/Air/Water) and grading, GIS and weather and climate and their relationship with adventure tourism, Facilities										

	required – equipment, clothing, instructors; Guiding Principles for adventure activities, legal liabilities, risk assessment and management, associations.	
III 15 hours	Wildlife and Ecotourism: Definition, concept, principles, environmental issues in tourism, responsibility of visitors, involvement of local community in tourism, case study of a project in North Eastern states/Kerala/Tamil Nadu	
IV 15 hours	Historical and Heritage Tourism: Concepts, difference between historical and heritage tourism, types of heritage tourism – Features of heritage tourism – Benefits of heritage tourism - developing historical and heritage tourism in India, Case Studies of Historical and Heritage sites in India.	
V 15 hours	Health and Wellness Tourism: Concepts, introduction to natural living, Physical and mental well-being, Medical tourism and Wellness Tourism, Ayurveda, Siddha, Unani, Homeopathy, Aromatherapy, Yoga, Spa (Water Therapy) Role of Ayurveda in Health Tourism - Basic Principle of Ayurveda – four Aspects of Life, Scope of Health Tourism In India.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Develop an understanding about tourism, its origin, and development over the ages.	PO3, PO6
CO2	Develop ongoing professional development strategies and plans to enhance industry knowledge and leadership skills for tourism industry sectors.	PO1, PO2
CO3	Learning about the concept of Ayurveda and wellness tourism.	PO3,PO7
CO4	In depth knowledge of the typology of various wellness products in India.	PO4,PO8
CO5	Identify various issues related to development of wellness tourism in India.	PO5,PO6
Reading List		
1.	Bob Mckercher, Andrew Chan , How Special Is Special Interest Tourism?, August 1, 2005 Research Article, Sage Journals	
2.	Birgit Trauer, Conceptualizing special interest tourism—frameworks for analysis, <u>Tourism Management</u> , Volume 27, Issue 2, April 2006, Pages 183-200. Science Direct	
3.	Bongkosh N. Rittichainuwat, Special Interest Tourism, 3rd Edition, Cambridge scholars publishing	
4.	BOB BROTHERTON & BÜLENT HİMMETOĞLU , Beyond Destinations—Special Interest Tourism, An International Journal of Tourism and Hospitality Research, Volume 8, 1997 – Issue 3	
References Books		
1.	Ashworth, G.J.: The Tourist-Historic City: Retrospect and Prospect of Managing the Heritage City A Pergamon Title; 1st edition (7 November 2000)	
2.	Dr.S.P.Bansal., Sushma, Sonia & Chander Mohan: Tourism in the New Millenium. (2002)	
3.	Erlet Cater & Gwen Lowman: Ecotourism (1994)	
4.	Foster,D.S.: The Business of Travel Agency Operation and Administration(1991)	
5.	Local Agenda21,U.N-WorldTourismOrganisation (2002)	
6.	Malik,S.S.: Adventure Tourism (2000)	

Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M			M		
CO 2	S	S						
CO 3			M				S	
CO 4				M				M
CO 5					S	S		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	SERVICE QUALITY MANAGEMENT IN HOSPITALITY	Elective II					3	5	25	75	100
Course Objectives											
C1	To understand the basics of Service Quality and to learn ways to measure it.										
C2	To comprehend the Hospitality Industry.										
C3	To understand the various types of ownerships of hotels and classification of hotels.										
C4	To know the ethics of hospitality.										
C5	To know about Information Technology and Hospitality Industry.										

UNIT	Details	
I 15 hours	Introduction: Concept of Service Quality -Measuring Service Quality -Impact of Service Quality in Customer Satisfaction and Loyalty -ISO 9000: Universal Standard of Quality - Bench Marking	
Ii 15 hours	Hospitality Industry: Introduction-Hospitality and Product Service-Classification of Hotels-Basis of Room Tariff-Operation and Terminology-Fundamentals of Food and Beverage Service-Reservation skills-Employability skills	
Iii 15 hours	Types of Ownership and Hotel Classification: Various forms of ownership-Franchise, Chain Concept, Time Share, Management Contract Classification of Hotels: Norms and Standards, Procedure, Classification/ Types, Classifying bodies.	
Iv 15 hours	Society and Ethics: The need for Ethics in Hospitality Industry – Importance of Ethics in Hospitality Industry Code of Ethics – Ethics in Hospitality Industry – Responsibility of Hospitality Business - Environmental Auditing in Hospitality Industry	
V 15 hours	Information Technology and Hospitality Industry: Automation of Operations - Distributed Database -The World of Enterprise Resource Planning -Internet Applications –Wire Free Environment (Wi-Fi) - Opportunities and Threats of Information Technology on Hospitality Industry	
Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	
CO1	Service quality basics.	PO3
CO2	Understand the basics of Service Quality and to learn ways to measure it.	PO1, PO2
CO3	Have comprehensive knowledge to comprehend the Hospitality Industry.	PO3,PO7
CO4	Understand the various types of ownerships of hotels and classification of hotels.	PO4,PO8
CO5	Possess knowledge on the ethical practices in the hospitality industry.	PO5,PO6
Reading List		
1.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure, 1st Edition, eBook Published5 January 2001 Pub. Location New York, Imprint Routledge	
2.	César Camisón, Total quality management in hospitality: an application of the EFQM model, <u>Tourism Management</u> , Volume 17, Issue 3, May 1996, Pages 191-201	
3.	Josep Llach, Maria Del Mar Alonso lmeida, Jordi Martí, Alfredo Rocafort , Effects of quality management on hospitality performance in different contexts, Industrial Management & Data Systems , ISSN: 0263-5577, June 2016	
4.	Connie Mok, Beverley Sparks, Jay Kadampully, Service Quality Management in Hospitality, Tourism, and Leisure	
References Books		
1.	Service Quality Management in Hospitality, Tourism and Leisure – Jay Kandampully, Haworth Hospitality Press 2001	
2.	Marketing for Hospitality and Tourism – Philip Kotler and Jon Bowen, James Makens Pearson, 5th edition 2010	

3.	TQM and Organisational Creativity in the Hotel Industry: An Exploration of the Effect of Total Quality Management Implementation on Organisational Creativity in Jordanian Resort, Mukhles Al-Ababneh,2012	
4.	Quality Assurance in the Hospitality Industry, Stephen S Hall, 1990	
5.	Exceptional Service in Hospitality Six Sigma Way, Gajanan Shirke , Shroff Publishers January 2017	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			M					
CO 2	S						M	
CO 3				M				S
CO 4			S		M	M		S
CO 5					S	S		

S-Strong M-Medium L-Low

Semester II

S.NO	STUDY COMPONENT		Ins .Hr s/w eek	CREDIT	TITLE OF THE PAPER	Maximum marks		
	COURSE TITLE					CIA	Uni. Exa m	Total
1	Core - IV		6	5	Accounting for Manager	25	75	100
2	Core -V		6	5	Managerial Economics	25	75	100
3	Core -VI		6	4	Legal System in Business	25	75	100
4	ELECTIVE III DECIPLINE CETRIC	Choose any one	3	3	MARKETING MANAGEMENT 1.Advanced Marketing	25	75	100
					Research and Consumer Behaviour 2.Advertising Management and Sales Promotion 3.Sales and Distribution Management 4.Customer Relations Management 5.Retail Marketing 6.Digital Marketing			
5.	Elective – IV Generic	Choose any one	3	3	HOSPITAL MANAGEMENT	25	75	100
					1.Health policy and health care system 2.Hospital Planning and Administration 3.operation management In health care 4.Health care Governance ad technology 5.Total quality management in hospital 6.Health care accreditation ad law			

6.	Skill Enhancement -1 (SEC)		4	2	Soft skill Executive Communication	25	75	100
7.	Compulsory Paper		2	2	Human Rights	25	75	100
8.	**MOOC COURSE		-	2				100
	Total		30	26				

SYLLABUS SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	ACCOUNTING FOR MANAGERS	Core IV			-	-	5	6	25	75	100
Course Objectives											
C1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
C2	To enable the students to prepare, analyses and interpret financial statements										
C3	To acquaint the students with the tools and techniques of financial analysis										
C4	To enable the students to take decisions using management accounting tools.										
C5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details										
I 18 hours	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS										
II 18 hours	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.										
III 18 hours	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.										
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of										

18 hours	Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	
V 18 hours	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source. 12 C5	
WEIGHTAGE OF MARKS: THEORY 20% PROBLEMS 80% Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8
Reading List		
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf	
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf	
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf	
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management	
References Books		
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.	
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.	
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited	
4.	Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013	
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.	
6.	Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	MANAGERIAL ECONOMICS	Core V					5	6	25	75	100
Course Objectives											
C1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
C2	To understand the concept of utility and demand analysis and demand forecasting										
C3	To know about production function and market structure										
C4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
C5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	Details										
I 18 hours	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.										
II 18 hours	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium										
III 18 hours	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.										
IV 18 hours	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical										

	Policies – Role of Economic Policy – Indian Economic Planning	
V 18 hours	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7
CO3	Have better idea and understanding about production function and market structure	PO6, PO7
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7
Reading List		
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530	
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207	
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857	
4.	The Indian Economic Journal - SAGE Journals	
References Books		
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.	
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.	
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.	
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9th Edition (2021)	
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.	
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9th Edition, 2020.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	LEGAL SYSTEMS IN BUSINESS	Core VI					4	6	25	75	100
Course Objectives											
C1	To create knowledge and understanding on law of contracts										
C2	To describe about sale of goods and Negotiable instrument act										
C3	To have an overall understanding about partnership act and company law.										
C4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
C5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details										
I 18 hours	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.										
II 18 Hours	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics										
III 18 hours	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of Organisation – Companies										

	Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.
IV 18 hours	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child Labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.
V 18 hours	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.
	Total
Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Have knowledge on understandings on law of contract.
CO2	Know the sale of Goods & Negotiable instrument act.
CO3	Have understandings on partnership and company law
CO4	Have familiarize with various labour laws.
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.
Reading List	
1.	http://www.legalserviceindia.com/article/
2.	http://www.freebookcentre.net/Law/Law-Books.html 2
3.	https://www.mooc-list.com/course/business-law-wma
4.	https://ilj.law.indiana.edu/
References Books	
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
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CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4				2		2	2	
CO 5								2

3-Strong 2-Medium 1-Low

SPECIALIZATION COURSES: MARKETING MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
	ADVANCED MARKETING RESEARCH AND CONSUMER BEHAVIOUR	Elective III	3	-	-	-	3	3	25	75	100	
Course Objectives												
C1	To create an understanding of market research concepts.											
C2	To create awareness of sampling techniques and its implications on market research.											
C3	To throw light on models of consumer behavior.											
C4	To foster knowledge on determinants of consumer behavior.											
C5	To create awareness on the consumer decision-making process.											
SYLLABUS												
UNIT	Details											
I 9 hours	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.											
II 9 hours	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.											
III 9 hours	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel-Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.											
IV 9 hours	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.											
V 9 hours	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.											
Total												

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the basic concepts of marketing research.	PO4,PO7
CO2	Understand the complexity of sampling techniques and its implications on market research.	PO4, PO6
CO3	Have insights on models of consumer behavior and helps them to develop models.	PO6,PO7
CO4	Possess knowledge on determinants of consumer behavior.	PO6
CO5	Have insights on consumer decision process.	PO2, PO6,PO7
Reading List		
1.	Suja R. Nair , Consumer Behaviour& Marketing Research, Himalaya Publishing, 2015	
2.	S. Sumathi, P. Saravanavel, Consumer Behaviour& Marketing Research , S.Chand,2003	
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017	
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013	
References Books		
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 th Edition, Pearson, 2015.	
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 th Edition, Pearson, 2019.	
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 th Edition, Pearson. 2020.	
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.	
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 rd Edition, 2021.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2				M		S		
CO 3						S	S	
CO 4						M		
CO 5		S				M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	ADVERTISING MANAGEMENT AND SALES PROMOTION	Elective III					3	3	25	75	100	
Course Objectives												
C1	To introduce students to advertising fundamentals											
C2	To impart knowledge on advertising media and budget.											
C3	To orient students on advertising agencies and its operations.											
C4	To make students understand sales promotion campaigns.											
C5	To enable students understand the relevance of sales promotion											
SYLLABUS												
UNIT	Details											
I 9 hours	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.											
II 9 hours	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.											
III 9 hours	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.											
IV 9 hours	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.											
V 9 hours	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Possess knowledge and good understanding on the fundamentals of advertising							PO4, PO7				
CO2	Have good understanding and knowledge on advertising media and budget							PO2, PO4, PO7				
CO3	Have good orientation on advertising agencies and its operations.							PO5, PO7				
CO4	Understand sales promotion campaigns.							PO4, PO5, PO6				
CO5	Understand the relevance of sales promotion							PO4, PO6, PO7				
Reading List												
1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015											
2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011											
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008											
4.	Mishra M N, Sales Promotion and Advertising Management, Mishra M N,											

	Himalaya Publishing 2015
References Books	
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.
3.	Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2		S					S	
CO 3					M		S	
CO 4				S	S	M		
CO 5				M		M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	SALES AND DISTRIBUTION MANAGEMENT	Elective III					3	3	25	75	100
Course Objectives											
C1	To introduce students to sales management and its related software										
C2	To impart knowledge on sales performance strategies and tactics.										
C3	To acquaint students with sales forecasting techniques, sales quotas and sales force planning										
C4	To provide inputs on sales force staffing, training and sales audit.										
C5	To orient students on role of distribution in sales management										
SYLLABUS											
UNIT	Details							Course Objectives			
I	Introduction, Nature, Concepts and Scope - Organization Framework of The										

9 hours	Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.
II 9 hours	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.
III 9 hours	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.
IV 9 hours	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.
V 9 hours	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.
Total	
Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Be able to understand sales management and its related software
CO2	Know sales performance strategies and tactics.
CO3	Understand sales forecasting techniques, sales quotas
	Program Outcomes
	PO4, PO6
	PO1,PO2, PO6
	PO4, PO6,PO7

	and sales force planning	
CO4	Know the concepts of sales force staffing, training and sales audit.	PO5, PO6
CO5	Have knowledge on the role of distribution in sales management	PO6,PO7
Reading List		
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018	
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008	
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016	
4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011	
References Books		
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.	
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.	
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.	
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.	
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		S		
CO 2	M	S				S		
CO 3				M		S	M	
CO 4					M	S	M	
CO 5						M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	SERVICES MARKETING	Elective III					3	3	25	75	100	
Course Objectives												
C1	To familiarize the students to the basic concepts of Services marketing and Service Sector											
C2	To provide insights on Marketing Mix In Service Marketing											
C3	To throw light on Effective Management Of Service Marketing											
C4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing											
C5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services											
SYLLABUS												
UNIT	Details											
I 9 hours	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.											
II 9 hours	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.											
III 9 hours	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.											
IV 9 hours	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality											
V 9 hours	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.											
Total												
Course Outcomes												
Course Outcomes	On completion of this course, students will;						Program Outcomes					
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service						PO4,PO7					

	Sector	
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7
CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7
Reading List		
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI,Edition, 2014	
2.	Jayantha Chatterjee Christopher Lovelock,Pearson,2017,Kindle	
3.	Journal of services marketing,Emerald Insight	
4.	Journal of service management,Emerald Group Publishing Ltd	
References Books		
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011.	
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India, 2011.	
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.	
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019.	
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.	
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2						S		
CO 3						S	M	
CO 4						M		
CO 5				S	S	M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Customer Relations Management	Elective I II					3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basics and evolution of CRM										
C2	To provide insights on CRM Concepts										
C3	To throw light on Planning for CRM and strategy its development in an organization										
C4	To elucidate on CRM and Marketing Strategy										
C5	To create awareness and importance of CRM Planning and Implementation										
SYLLABUS											
UNIT	Details										
I 9 hours	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.										
II 9 hours	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.										
III 9 hours	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.										
IV 9 hours	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector										
V 9 hours	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.										
	Total										
Course Outcomes											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	To familiarize the students to the basic and evolution of CRM						PO4,PO6,PO7				
CO2	To provide insights on CRM Concepts						PO2,PO3				

CO3	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8
CO4	To elucidate on CRM and Marketing Strategy	PO1,PO5
CO5	To create awareness and importance of CRM Planning and Implementation	PO3,PO5,PO7
Reading List		
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook	
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition	
3.	Electronic Customer Relationship Management,Kindle Edition	
References Books		
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.	
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.	
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.	
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.	
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.	
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2	3	2		
CO 2		3	2					
CO 3					2	3		3
CO 4	2				3			
CO 5			3			2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS			
									CIA	External	Total
	RETAIL MARKETING	Elective III					3	3	25	75	100
Course Objectives											
C1	To educate students and enable to understand and analyze current retailing trends and strategies.										
C2	To develop the students towards managing the retail stores and organizations.										
C3	To identify the nuances of visual merchandising and its elements.										

C4	To know the consumer purchase decision process in the context of organized retailing.		
C5	To emphasis on global retailing strategies.		
	SYLLABUS		
UNIT	Details		
I 9 hours	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.		
II 9 hours	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security. Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.		
III 9 hours	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture. Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.		
IV 9 hours	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors / drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.		
V 9 hours	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.		
	Total		
Course Outcomes			
Course Outcomes	On completion of this course, students will;		Program Outcomes

CO1	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7
CO2	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7
CO3	Know the significance of visual merchandising strategies.	PO4, PO6,PO7
CO4	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6
CO5	Be able to understand the importance of global retailing strategies.	PO4,PO6
Reading List		
1.	The Open University, Retail Marketing, Kindle	
2.	Barry Berman, Retail Management, Kindle Edition	
3.	Journal of retailing ,Elsevier	
4.	International Journal of Sales, Retailing and Marketing,Circle International	
References Books		
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 th Edition, Pearson, 2011.	
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.	
3.	Gilbert, D., Retail Marketing Management, 2 nd Edition, Pearson, 2006.	
4.	Goldrick, P., Retail Marketing, 2 nd Edition, McGraw-Hill Education, 2002.	
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						S	S	
CO 2	M	S					S	
CO 3				M		S	S	
CO 4				M		S		
CO 5				M		S		

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	DIGITAL MARKETING	Elective III					3	3	25	75	100
Course Objectives											
C1	Understand the digital marketing space and acquire knowledge on digital marketing strategy										
C2	To learn and comprehend on SEO and SEM										
C3	To acquire knowledge on the various channels of SMM										

C4	To learn, understand, and evaluate Search analytics and Web analytics	
C5	To create awareness and understanding on google analytics	
SYLLABUS		
UNIT	Details	
I 9 hours	Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.	
II 9 hours	SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.	
III 9 hours	Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).	
IV 9 hours	Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.	
V 9 hours	Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To examine and explore the role and importance of digital marketing in today’s rapidly changing business environment.	PO1, PO3, PO7
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.	PO1, PO2, PO7, PO8
CO3	To know the key elements of a digital marketing strategy	PO1, PO3, PO6
CO4	To study how the effectiveness of a digital marketing campaign can be measured	PO2, PO5, PO7
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	PO1, PO3, PO8
Reading List		

1.	M Bala, D Verma - (2018). A Critical Review of Digital Marketing , 2018 - papers.ssrn.com
2.	Digital marketing: global strategies from the world's leading experts YJ Wind, V Mahajan - 2002 - books.google.com
3.	Digital marketing: A practical approach A Charlesworth - 2014 - taylorfrancis.com
4.	Modern trends in the development of digital marketing NI Arkhipova, MT Gurieva - RSUH/RGGU Bulletin. Series ..., 2018 - ideas.repec.org
References Books	
1.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.
2.	Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall. Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3.	Vandana Ahuja, (2015), Digital Marketing, 1st edition, Oxford University Press.
4.	Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
5.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.
6.	Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5th edition, Quirk Education.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	S		M				S	
CO 2	S	S					S	S
CO 3	M		S			S		
CO 4		S			M		S	
CO 5	S		S					S

S-Strong M-Medium L-Low

SPECIALIZATION COURSES: HOSPITAL MANAGEMENT

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	HEALTH POLICY AND HEALTH CARE SYSTEM	Elective IV					3	3	25	75	100
Course Objectives											
C1	To provide an in-depth understanding of various frameworks on social determinants of health and broad concepts of Health scenarios in India.										
C2	To understand the activities of health agencies in India and the functions of international health organizations in the health care sector.										

C3	To illuminate the dimensions of public health policy, their structure, funding, governance, and their integration into the healthcare system.		
C4	To understand the overview of the Health Care Sector in India and assess the healthcare delivery system in the Hospitals.		
C5	To provide an overview of the various elements of Medical Tourism and to realize the potential of government policy on medical tourism in India.		
UNIT	Details	No. of Hours	Course Objectives
I 9 hours	Determinants of Health; Life Style – Socio – Economic conditions – Heredity – Environment – Health and Family Welfare Services – Other Factors – Health Scenario of India.		
II 9 hours	Organizations for Health; Voluntary health agencies in India – Indian Red Cross Society – Indian Council for child welfare – Tuberculosis Association of India – RAI – Rockefeller Foundation – Ford Foundation - CARE - International organizations – WHO – UNICEF – UNDP.		
III 9 hours	Health Policy; Meaning – Need – National health policy – features – National health programmers in India – Health planning – Planning under Five Year Plans – Plan Outlays. – National Population Policy.		
IV 9 hours	Health care; concept of health care – Levels; Primary, Secondary, Tertiary – Health for all by 2000 A.D. – Health care system in India – Structure of Government Machinery – Private, Government, Corporate Hospitals.		
V 9 hours	Medical Tourism; Role of Medical Tourism, Methods to attract Foreign Medical; Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.		
Total			
Course Outcomes			
Course Outcomes	On completion of this course, students will;		Program Outcomes
CO1	Be able to understand broad concepts of public health and role of healthcare in Human Development, Economic Development and Inclusive Growth.		P01, P05
CO2	Be able to apprehend basic principles of international health organizations in order to give them a better understanding of the wider context of health systems and public health across various countries.		P04, P08
CO3	Be able to learn the process of public health policy making and plans in healthcare system in India.		P04, P08
CO4	Be able to classify the health care the system at primary, secondary and national level and government machinery setup in India.		P06, P08
CO5	Have better understanding of medical tourism marketing, regulatory laws & Ethical issues for Medical Tourism.		P04, P06
Reading List			
1.	https://alraziuni.edu.ye/uploads/pdf/An-Introduction-to-Community-Health.pdf		
2.	https://www.who.int/docs/default-source/primary-health/vision.pdf		
3.	https://ncert.nic.in/textbook/pdf/gess302.pdf		
4.	https://www.researchgate.net/publication/25109436_Health_Policy_An_Introduction_to_Process_and_Power		
Reference Books			
1.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition,		

	January 2012	
2.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	
3.	Koontz, H. and Wehrich, H., Essentials of Management: An International Perspective, 11th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
4.	Moniz Cynthia D(2018), Health Care Policy and Practice, fifth edition, Taylor & Francis.	
	ParkK, Textbook on Hygiene and Preventive Medicine, Banarsidas, Bhanoy	
5.	Park Textbook of Preventive and Social Medicine 23rd edition (parkpsm)(English, Hardcover, K.PARK), 2015	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2				3			
CO 2				2				3
CO 3				3				2
CO 4						2		3
CO 5				S	3	M	2	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	HOSPITAL PLANNING AND ADMINISTRATION	Elective IV					3	3	25	75	100	
Course Objectives												
C1	To make the students understand the concept of hospital administration.											
C2	To provide insights on the location layout of hospitals.											
C3	To highlight on effective analysis of hospital utilization.											
C4	To throw light on critical, administration and service zone.											
C5	To understand different standards maintained in hospital.											
Unit	Details											
I 9 hours	Hospital: Classification – Changing role of hospitals – Role of hospital administration – Hospital system – Need for scientific planning and design of hospitals.											
II 9 hours	Planning: Principles of Planning – Planning process – Size of the hospital – Site selection – Location Layout – Hospital architect – Selection of architect – Equipping a hospital – Graphics and design.											
III 9 hours	Technical analysis: assessment the extent need for the hospital services – Demand and need – Factors influencing hospital utilization – Bed planning – Project cost – Land requirements – Space requirements – hospital drawings and documents.											
V 9 hours	Hospital Design: Building requirement – Entrance and ambulatory zone – diagnostic zone – Intermediate zone – Critical zone – Service zone – Administrative zone.											
V 9 hours	Facilities Planning: Transport – Food Services – Communication – Information System – Minor facilities – others. Standard in Hospital: General Standards – Voluntary and mandatory Standards – Mechanical Standards – Electrical Standards – Standard for centralized medical gas system – Biomedical waste handling.											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Be able to understand the concept of hospital administration.							P01,P04				
CO2	Have insights on the location layout of hospitals.							P02,P06				
CO3	Know the effective analysis of hospital utilization.							P02,P05				
CO4	Have knowledge on critical administration & service zone.							P01,P08				
CO5	Understands the different standards maintained in hospitals.							P07,P08				
Reading List												
1.	https://www.pdfdrive.com/hospital-planning-and-administration-e25041502.html											
2.	https://www.researchgate.net/publication/259389319_hospital_administration											
3.	https://www.vpmthane.org/ad/Uploads/Hospital_Admin.pdf											

4.	http://202.91.76.90:81/fdScript/RootOfEBooks/E%20Book%20Collection%202021%20-%20A/MANAGEMENT/OBM752%20-%20Hospital%20Management%20(Ripped%20from%20Amazon%20Kindle%20eBooks%20by%20Sai%20Seena).pdf
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Reference Books

1.	Shi, L. & Singh, A. D., 2009. Delivering Health Care in America, 4th ed., Jones & Bartlett Publishers.
2.	Paradkar, R. A., 2008. Hospital and Clinical Pharmacy, 1st ed., Pragati Books Pvt.Ltd.
3.	Ruggiero, S. J., 2008. Staffing patterns in hospital pharmacy; four case studies, 2nd ed., Duquesne University Press.
4.	Schneider, J. M., 2010. Introduction to Public Health, 3rd ed., Jones and Bartlett Publishers, Inc.
5.	Miller, M. K., 2006. Planning, Design, And Construction of Health Care Facilities, 1st ed., Joint Commission Resources.

Methods of Evaluation

Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks

Methods of Assessment

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2			3				
CO 2		2				3		
CO 3		2			3	3		
CO 4	2							3
CO 5							2	3

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks			
									CIA	External	Total	
	OPERATIONS MANAGEMENT IN HEALTHCARE	Elective IV					3	3	25	75	100	
Course Objectives												
C1	To familiarize students with the fundamentals of operations management in healthcare											
C2	To provide insights on capacity planning, scheduling and management of patient flow											
C3	To train students on the use of data analytics for planning and improving hospital operations.											
C4	To orient students on operational metrics in hospitals and inventory management.											
C5	To impart knowledge on implications of supply chain on operations & logistics of hospitals											
UNIT	Details											
I 9 hours	Operations Management in Healthcare: Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities - Trends in Operations Management - The Challenge and the Opportunity -History of Performance Improvement- Evidence-Based Medicine and Pay-for-Performance. Healthcare Operations and Systems Management											
II 9 hours	Planning and Scheduling: Basic principles of forecasting- Forecasting patient demand and volumes-Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management. Process Improvement and Patient Flow											
III 9 hours	The planning process: Analyze operations and environment -Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management: Focus on Six Sigma, The Lean Enterprise-Simulation											
IV 9 hours	Operational Metrics: Financial distress in healthcare. Operational Metrics, Benchmarking, and Analysis- Productivity and Operational Planning- Purchasing and Inventory Management											
V 9 hours	Implications of Supply Chain: Define supply chains- Flows in supply chain-Supply chain strategy for hospitals- Forecasting and Supply Chain Management-Implications for Operations and Logistics Management -											
	Total											
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Have deeper understanding of operations management concepts.							P01, P02, P04,P06				
CO2	Know about capacity planning, scheduling and management of patient flow							P01, P03, P04, P05				
CO3	Be able to use data analytics for planning and improving hospital operations.							P01, P04, P06, P07				

CO4	Know to prepare operational metrics in hospitals and manage inventory	P01, P02, P04
CO5	Appreciate the role of supply chain on operations & logistics of hospitals	P01, P06, P07, P08
Reading List		
1.	http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4828/1/Handbook%20of%20Healthcare%20Operations%20Management%20Methods%20and%20Applications.pdf	
2.	https://www.springerpub.com/operations-management-in-healthcare-second-edition-9780826147714.html	
3.	https://www.scribd.com/document/407884865/Hospital-Operations-Management-pdf	
4.	https://www.yumpu.com/xx/document/view/62502602/download-in-pdf-operations-management-in-healthcare-strategy-and-practice-by-corinne-m-karuppan-pdf-books	
Reference Books		
1.	Langabeer, J. R. (2007) Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers.	
2.	Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2013) The strategic management of health care organizations, 7nd Edition, San Francisco, CA: John Wiley & Sons.	
3.	Gordon, P. (1998) Seniors' Housing & Care Facilities: Development, Business & Operations, US: Urban Land Institute	
4.	Hopp, W. J. & Lovejoy, W. S (2012) Hospital Operations: Principles of High Efficiency Health Care, Upper Saddle River, NJ: Pearson FT Press	
5.	Levin, D. J., & Joseph, A. (2010) Planning, Design, and Construction of Health Care Facilities, 2nd Edition, US: Joint Commission Resources	
6.	Vissers, J., & Beech, R. (2005) Health Operations Management: Patient flow logistics in Health Care, Oxon, UK: Routledge.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	

Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations
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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	2		3		3		
CO 2	2		2	3	3			
CO 3	2			2		3	3	
CO 4	2	3		3				
CO 5	2					2	3	3

3 - Strong

2 - Medium

1 - Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	HEALTH CARE GOVERNANCE AND TECHNOLOGY	Elective IV					3	3	25	75	100
Course Objectives											
C1	To familiarize code of medical ethics										
C2	To provide insights on medico legal aspects – the medical termination of pregnancy act 1971										
C3	Have insights on medical jurisprudence										
C4	Learn legal framework related to patents' rights, medical malpractices..										
C5	Have better understanding of healthcare technology										
UNIT	Details										
I 9 hours	Code of Medical Ethics: Code - Duties of Physician to their patients - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action - NAB										
II 9 hours	Medico Legal Aspects – The Medical Termination of Pregnancy Act 1971: Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion - The Prenatal Diagnostic Techniques act 1994 Regulation of genetic counselling centre - Regulation of pre -natal diagnostic technique - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate- Tamil Nadu clinics Act										
III 9 hours	Medical Jurisprudence: Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act										
IV 9 hours	Legal Framework – Introduction to Legal framework - Patent's rights & provider's responsibility - Medical Malpractice										
V 9 hours	Healthcare Technology Evolution of cyber medicine, the future of healthcare industry. Healthcare										

	information systems. Global perspective on health informatics business.	
Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To familiarize code of medical ethics	P01, P04
CO2	To provide insights on medico legal aspects – the medical termination of pregnancy act 1971	P01, P04, P08
CO3	Have insights on medical jurisprudence	P03, P05, P06, P08
CO4	Learn legal framework related to patents' rights, medical malpractices.	P01, P04, P08
CO5	Have better understanding on healthcare technology	P02, P05, P08
Reading List		
1.	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.454.5816&rep=rep1&type=pdf	
2.	https://www.opentext.com/file_source/OpenText/en_US/PDF/e-Gov%20Book.pdf	
3.	https://www.researchgate.net/publication/312087204_A_Model_for_Good_Governance_of_Healthcare_Technology_Management_in_the_Public_Sector_Learning_from_Evidence-Informed_Policy_Development_and_Implementation_in_Benin	
4.	https://www.researchgate.net/publication/209937763_Information_System_for_Health-Care_in_E-Government	
Reference Books		
1.	S K. Singhal The Doctor & Law, 2 nd edition 2009	
2.	Dr.V.V.Pillay, Forensic Medicine and Toxicology, 18th edition 2017.	
3.	AMA Council on Ethical and Judicial Affairs (Author), Southern Illinois University at Carbondale (Author), Southern Illinois University School of Law (Contributor), Code of medical ethics, Revised edition 2002	
4.	G. Spekowius, T. Wendler, Robert Matthews and Nand Relan, Advances in Healthcare Technology: Shaping the Future of Medical Care, vol 6, July 2006.	
5.	Medical Termination of Pregnancy Act, 1971 alongwith Rules, 2003 & Regulations, 2003, Professional Book Publishers; 2015th edition (1 January 2015),	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2			3				
CO 2	2			3				3
CO 3	2				2	3		
CO 4	2			3				3
CO 5		2			3			3

3 - Strong

2 - Medium

1 - Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	TOTAL QUALITY MANAGEMENT IN HOSPITAL	Elective IV					3	3	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of TQM in Hospitals										
C2	To provide insights on approaches to quality management in hospitals										
C3	To throw light on quality assurance methods										
C4	To elucidate on quality certification systems										
C5	To create awareness on quality accreditations in hospitals										
UNIT	Details										
I 9 hours	TQM & Six-Sigma: TQM Definition – Principles of TQM – Implementing TQM Concepts in Hospital Departments – Six Sigma – Features – Benefits and Goals of Six Sigma – Scope of Six Sigma in Hospital – Pareto Analysis– Root Cause Analysis – Quality Improvement Teams.										
II 9 hours	Process Approach to Quality Management in Hospitals: Process – Process Management – Triple Role of Process Team – PDCA Cycle – Preparation of process flow diagrams for distinct processes in a hospital – Quality Aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – Emergency and Trauma care – Canteen – Hospital Stores.										
III 9 hours	Quality Assurance Methods: Definition – Principles of Quality Assurance – Quality Policy – Quality Manual – Hospital Sop's – 5'S Techniques – Specification limits – Process Control limits – Process capability analysis tools – Product Testing – Prototype Testing – Failure Testing – Process Mapping – Process Mapping Tools – Quality Audit – Business Process Reengineering – Essence of Re-engineering.										
IV 9 hours	Quality Certification Systems: Introduction – International Standards ISO 9000 – 9004 – Elements of ISO 9000 – Areas of ISO 9000 – Family of ISO9000 – ISO 14001 – Environment Management Systems – ISO 14000 Family – Stages of										

	Environmental Management Standards – Evaluation and Compliance.	
V 9 hours	Quality Accreditation in Hospitals: Accreditation System – Process – Procedure – Joint Commission International (JCI) – Mission –Benefits – Value – Accreditation in 15 Areas – JCI for primary care centers – JCI Accredited Hospitals in India – Basic Objectives of National Accreditation Board for Hospitals (NABH) – Standards of NABH – Documentation Procedure – Patent Rights and Education – Benefits of NABH to Hospital – Employees – Patents and TPA's.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	To familiarize the students to the basic concepts of TQM in Hospitals	P01, P02
CO2	To provide insights on approaches to quality management in hospitals	P02, P04, P07, P08
CO3	To throw light on quality assurance methods	P03, P05, P06, P08
CO4	To elucidate on quality certification systems	P05, P06, P08
CO5	To create awareness on quality accreditations in hospitals	P03, P05, P08
Reading List		
1.	https://www.researchgate.net/publication/314284735_Total_Quality_Management_in_Healthcare	
2.	https://www.academia.edu/37034010/Total_Quality_Management_in_Healthcare_Total_Quality_Management_in_Healthcare	
3.	https://www.routledge.com/The-Textbook-of-Total-Quality-in-Healthcare/Al-Assaf-Schmele/p/book/9780963403049	
4.	http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf	
Reference Books		
1.	Dr. Sayeeda Amtul Mahboob, TQM practices of hospitals in Hyderabad, March 2021	
2.	K. Shridhara Bhat, Total Quality Management – Text & Cases, Himalaya Publishing House, 2017	
3.	William J. Kolarik, creating quality, July 1999.	
4.	Balasubramanian Mahadevan, Total Quality Management in the Healthcare industry: An Efficient Guide for Healthcare Management, 2022.	
5.	Mohammed R Twati, Total quality management implementation in the healthcare industry Paperback – Import, 6 June 2019	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		

Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2	3						
CO 2		2		2			3	3
CO 3	2				2	3		3
CO 4					2	3		3
CO 5			2		2			3

3 - Strong

2 - Medium

1 - Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	HEALTH CARE ACCREDITATION AND LAW	Elective IV					3	3	25	75	100
Course Objectives											
C1	To impart multi-dimensional knowledge about Quality management in the hospital to the students.										
C2	To learn about the Quality accreditation, control and management in general and in details for hospitals.										
C3	To learn about those laws which are applicable for healthcare formation.										
C4	To get an over view of legal contract and provisions of acts related to healthcare system										
C5	To understand about Health Care Waste, Legal guidelines on Waste Disposals, Coding different Wastes, Treatment and Disposal, Management issues, Maintenance of records and reports.										
UNIT	Details										

<p style="text-align: center;">I 9 hours</p>	<p>Evolution of Quality Management: Definition, origin & growth of Quality Management, Need & Benefits for quality management in healthcare, Quality Management Programme, ISO clauses, quality manual, quality of clinical services, Critical Pathways, Medical Audits, Performance review – Assessment / Methods, Quality Management of diagnostic facilities, Assessment of Client satisfaction-Importance and Significance of TQM for Hospitals; Prerequisites of Quality Management in Hospitals; Role of Medical Record in Quality Management; Quality Circles; Quality Assurance.</p>
<p style="text-align: center;">II 9 hours</p>	<p>Benchmarking of Quality Standard: Hospital Accreditation: Concept of Hospital Accreditation; ISO 2000 & 14000, Role of Quality Council of India (QCI), NABL, NABH, JCI, BIS, ACHS Accreditation- Implementation strategies for Quality Programmes- Top Management Commitment, Organizing Implementation, Action Plan, Group Meeting, Training, documentation, internal audit, application for certificate, final audit, Leadership issues. Selection of pilot projects, Quality initiatives in Indian Health Care Organization.</p>
<p style="text-align: center;">III 9 hours</p>	<p>Laws Relating to Healthcare Formation: Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics –Formation of a Health care Organization under Partnerships and Corporate basis (private and public); Public Private Partnerships in health care; National Medical Council; Physician Patient relationship; Duties towards patients by medical and Para-medical staff; Medical ethics & Oaths; Code of conduct.</p>
<p style="text-align: center;">IV 9 hours</p>	<p>Healthcare Services and Law: Contractual obligations in Hospital Services- Requisites of a valid contract; Contractual liability and damages; Criminal liability and defenses available to hospitals and medical staff; tortuous and vicarious liability; Legal remedies available to patients, Hospital as a bailee; CP Act, RTI-Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.</p>
<p style="text-align: center;">V 9 hours</p>	<p>Laws Pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules- Radiation Safety System.</p>
Total	
Course Outcomes	
<p>Course Outcomes</p>	<p>On completion of this course, students will;</p>
<p>CO1</p>	<p>To understand about Quality management in hospitals and other healthcare facilities.</p>
<p>CO2</p>	<p>To Know the quality in operational activities and role of each stakeholder of hospital industry in maintaining quality management.</p>
<p>CO3</p>	<p>To familiarize the legal and ethical issues pertaining to the Hospitals Formation.</p>
<p>CO4</p>	<p>To apply the knowledge of contract in the functioning of the hospital.</p>
<p>CO5</p>	<p>Have better idea and understanding about Ensuring waste being recycled/disposed safely by proper</p>
Program Outcomes	
	P01, P07, P08
	P06, P07, P08
	P04, P05, P08
	P01, P02, P05, P06
	P03, P05, P06, P07

	guidelines.	
Reading List		
1.	https://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf	
2.	https://www.amazon.in/Hospital-Healthcare-Accreditation-Guidelines-NABH-ebook/dp/B085GB9LBR	
3.	https://www.nabh.co/images/Standards/NABH%205%20STD%20April%202020.pdf	
4.	https://www.researchgate.net/publication/262956444_Accreditation_of_Health_Care_Academic_Medical_Institutions	
Reference Books		
1.	BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee brothers Publications, second Edition, 2009	
2.	Sakharkar, B. M., & Jaypee Brothers (Jaypeedigital). Principles of Hospital Administration & Planning. (Jaypee eBooks.) Jaypee Brothers Medical Publisher (P) Ltd, 2nd Edition, 2009	
3.	S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, First Edition, 2010	
4.	James R Evans, James W Dean, Jr., Total Quality (Management, Organisation and Strategy), Excel Books, New Delhi, 2nd Edition, 1999	
5.	Harris, D. (2014). Contemporary Issues in Healthcare Law and Ethics. Chicago: Health Administration Press, First Edition, 2014	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	2						2	3

CO 2						2	2	3
CO 3				2	3			3
CO 4	2	2			3	3		
CO 5			2		2	3	3	

3 - Strong

2 - Medium

1 - Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	SOFT SKILLS I – EXECUTIVE COMMUNICATION	Soft Skills					2	4	25	75	100
Course Objectives											
C1	To acquire communication awareness they are going to get for the industry.										
C2	To make the customer realize that you can provide them with information and other essential things										
C3	To explore the skill of writing business proposals										
C4	To develop a plan for the meetings and interviews										
C5	To analyze the skills required for non-verbal communication										
SYLLABUS											
UNIT	Details										
I 6 hours	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.										
II 6 hours	UNIT II- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.										
III 6 hours	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.										
IV 6 hours	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.										
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body										

6 hours	Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6
Reading List		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	
References Books		
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong 2-Medium 1-Low

**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

SECOND YEAR– SEMESTER III

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

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	APPLIED OPERATIONS RESEARCH	Core VII					5	6	25	75	100
Course Objectives											
C1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
C2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
C3	To learn about various methods adopted in transportation and Assignments models.										
C4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
C5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
SYLLABUS											
UNIT	Details							Course Objectives			
I 18 hours	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management										
II 18 hours	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.										
III 18 hours	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.										
IV 18 hours	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.										
V 18 hours	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.										

WEIGHTAGE OF MARKS: THEORY 50%

PROBLEMS 50%

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7

Reading List

1.	www.cbom.atozmath.com
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii qt.pdf
3.	http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf
4.	https://www.journals.elsevier.com/operations-research-perspectives

References Books

1.	Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14thEdition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019
2.	Gupta,P.K.,andComboj,IntroductiontoOperationsResearch, S.Chand, 2014
3.	Hiller,F.,Liebermann,NagandBasu,IntroductiontoOperationsResearch,11thEdition Paperback,TataMcGraw-HillPublishingCo.Ltd., 2021
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3rd Edition – Paperback,New Age International Publishers, 2018
5.	Taha,H.A., OperationsResearch:AnIntroduction,10thEdition,Pearson, 2019
6.	Vohra,N.D.,QuantitativeTechniquesinManagement, 5thEdition,TataMcGrawHillEducationPvt.Ltd.,2017.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	CREDITS	HOURS	MARKS		
								CIA	EXTERNAL	TOTAL
	HUMAN RESOURCES MANAGEMENT	Core VIII				5	6	25	75	100
Course Objectives										
C1	To embark importance of HRM role, functions and need									
C2	To assimilate theoretical and practical implications of HRP									
C3	To critically use appropriate training tools									
C4	To analyze and implement an effective performance management									
C5	To extrapolate and design compensation management techniques									
SYLLABUS										
UNIT	Details									
I 18 hours	<p>Introduction: Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM). Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit- Gig Economy.</p>									
II 18 hours	<p>Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning.</p> <p>Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media.</p> <p>Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management</p>									
III 18 hours	<p>Training, Development & Career Management:</p> <p>Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.</p>									
IV 18 hours	<p>Performance Management:</p> <p>Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.</p>									
V 18 hours	<p>Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP- Financial and non-financial incentives, Productivity-linked Bonus, Compensation Criteria, Rewards and Recognition.</p>									
	Total									

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6
CO2	Implement appropriate HRP in workplace.	PO6
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7
CO4	Demonstrate managing performance of human resources.	PO6, PO7
CO5	Design and justify compensation framework.	PO4, PO6, PO7
Reading List		
1.	https://businessjargons.com/performance-management.html	
2.	https://www.hr-guide.com/data/G400.htm	
3.	https://www.managementstudyguide.com/training-development-hr-function.htm	
4.	https://www.tandfonline.com/toc/rjih20/current	
References Books		
1.	Ashwathappa,K.,HumanResourceManagement,9thEdition,TataMcGraw-HillEducation Pvt.Ltd.,2021.	
2.	Ivanecevich, J.M., Human Resource Management, 12th Edition, Tata McGraw-HillEducation Pvt.Ltd.,2020.	
3.	Gary Dessler & Biju Varrkey,HumanResourceManagement,16thEdition, PearsonIndiaPvt.Ltd.,2020.	
4	DeCenzo,D.A.,Robbins S.P., Susan L Verhulst,HumanResourceManagement,11thEdition,WileyIndiaPvt.Ltd.,2015.	
5.	Leigh Thompson,Making the team, A guide for Managers, Pearson, 6thEdition 2019.	
6.	Gary Dessler,Fundamentals of Human Resource Management,Pearson, 4thEdition 2017.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	FINANCIAL MANAGEMENT	Core IX					5	6	25	75	100
Course Objectives											
C1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
C2	To create awareness on the various investment techniques on the investment decision making.										
C3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
C4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
C5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	Details										
I 18 hours	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.										
ii 18 hours	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.										
iii 18 hours	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.										
Iv 18 hours	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.										
V 18 hours	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.										
	Total										

WEIGHTAGE OF MARKS: THEORY 40%
PROBLEMS 60%

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7

Reading List

1.	https://accountingexplained.com/managerial/capital-budgeting/
2.	http://www.studyfinance.com/lessons/workcap/
3.	Journal of International Financial Management & Accounting
4.	The Management Accountant Journal - icmai-rnj.in

References Books

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

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	STRATEGIC MANAGEMENT	Core X					5	6	25	75	100
Course Objectives											
C1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
C2	To provide insights on how business is responsible socially and ethically.										
C3	To highlight on the environmental analysis framework.										
C4	To throw light on strategic formulation and strategic choice.										
C5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	Details										
I 18 hours	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.										
II 18 hours	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.										
III 18 hours	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.										
IV 18 hours	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS										
V 18 hours	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.										
	Total										
Course Outcomes											
Course Outcomes	On completion of this course, students will;						Program Outcomes				
CO1	Be able to frame vision and mission statements.						PO3, PO4, PO7				
CO2	Be social and ethically responsible.						PO3, PO8				
CO3	Possess insights on making environmental analysis.						PO3, PO8				
CO4	Possess knowledge on learning strategic formulation & strategy choice.						PO2, PO5, PO7				
CO5	Understanding strategic implementation and control.						PO4, PO5, PO7				

Reading List	
1.	Strategic Management Journal – Wiley online Library
2.	Journal of strategy and Management – Emerald Insight
3.	Mastering Strategic Management – www.opentextbooks.org.hk
4.	Mastering Strategic Management – www.saylor.org .
References Books	
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Operations Management	ELECTIVE V					3	3	25	75	100
Course Objectives											
C1	To understand the production function, production design & capacity planning,										
C2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
C3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
C4	To elucidate the importance and usefulness of work-study and quality control tools										
C5	To provide insights on service operations management and waiting line analysis.										

SYLLABUS		
UNIT	Details	
I 6 hours	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.	
II 6 hours	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.	
III 6 hours	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification- Materials Requirement Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.	
IV 6 hours	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	
V 6 hours	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting- Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	
	Total	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List	
1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom
References Books	
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1st Edition, Wiley, 2022.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Hours	Marks		
									CIA	External	Total
	SOFT SKILLS II - BUSINESS ETIQUETTE	SKILL ENHANCEMENT II	-	-	2	-	2	3	25	75	100
Course Objectives											
C1	To analyze the Business etiquette at workplace										
C2	To determine the Principles of exceptional work behavior										
C3	To explore Tech etiquette in using various telecommunication devices and channels										
C4	To successfully handle Multi-cultural challenges										
C5	To ascertain sensitivity to new and emerging issues in etiquette										

SYLLABUS		
UNIT	Details	
I 6 hours	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.	
II 6 hours	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining-Specific food Etiquette guidelines.	
III 6 hours	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call- Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	
IV 6 hours	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	
V 6 hours	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	
	Total	
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Learn using business etiquette at work place	PO4, PO6, PO7
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7

CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7
Reading List		
1.	https://accountingexplained.com/managerial/capital-budgeting/	
2.	http://www.studyfinance.com/lessons/workcap/	
3.	Journal of International Financial Management & Accounting	
4.	The Management Accountant Journal - icmai-rnj.in	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

SECOND YEAR – SEMESTER IV

S.NO	Study Component		Ins. Hrs/week	credit	Title of the paper	Maximum Marks		
	Course title					CI A	Uni. Exa m	Total
1	Core – XI		6	5	Information Systems for Business	25	75	100
2	Core – XII		6	5	International Business Management	25	75	100
3	# PROJECT WITH VIVA VOCE		10	7	Project (INDIVIDUAL PROJECT)	75	225	300
4	ELEVTIVE VI (Industry entrepreneurs hip) 80% Theory 20% Practical		4	3	Entrepreneurship Development	25	75	100
5	Professionalco mpitancy skill		4	2	Computing Skills	25	75	100
6.	***Extension activity		-	1	Extension activity	25	75	100
Total			30	23				

#TheProjectWork will beevaluatedjointlybyTWOExaminers(i.e.one Internal and the other External) fora Maximumof225 Marks

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) fora Maximumof75 Marks

EXTENTION ACTIVITY

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

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	INFORMATION SYSTEMS FOR BUSINESS	Core XI					5	6	25	75	100
Course Objectives											
C1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
C2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
C3	To manage system applications and data to best support functional areas of business										
C4	To provide insights in securely managing database and information using the process of										
C5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I 18 hours	Introduction to information system - The management, structure and activities - Information needs and sources - Types of management decisions and information need. System classification. Elements of system, input, output, process and feedback.										
II 18 hours	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System (KWS); MIS; Information system for managers, Intelligence information system - Decision support system - Executive information systems.										
III 18 hours	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.										
IV 18 hours	System Analysis and Design: The work of a system analyst - SDLC - System design - AGILE Model - Waterfall Model - Spiral Model - Iterative and Incremental Model - RAD Model - Requirement analysis - Data flow diagram, relationship diagram, design - Implementation - Evaluation and maintenance of MIS, Database System: Overview of Database - Components - advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security - Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.										
V 18 hours	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages, Need for ERP, ERP components, Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control - E-Governance.										

		Total		
Course Outcomes				
Course Outcomes	On completion of this course, students will;		Program Outcomes	
CO1	Learn the importance of data and information in managerial decision making.		PO1, PO2, PO6	
CO2	Possess on the various IS and the its relevance to Organizational environment		PO3, PO5, PO8,	
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR		PO1, PO3, PO5, PO8	
CO4	To study the various models and new technologies		PO1, PO2, PO6, PO7	
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation		PO1, PO2, PO5, PO8	
Reading List				
1.	Information Systems for Business and Beyond – opentextbooks.site.			
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com			
3.	Information systems Journal – Wiley Online Library.			
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.			
References Books				
1.	Azam,M., ManagementInformationSystem,McGrawHillEducation,2012			
2.	Laudon,K.,Laudon,J.andDass,R.,ManagementInformationSystems–ManagingtheDigitalFirm,11 th Edition, Pearson,2010.			
3.	Murdick,R.G.,Ross,J.E.andClaggett,J.R.,InformationSystemsforModernManagement,3 rd Edition,PHI,2011.			
4.	O’Brien,J.A.,Morakas,G.M.andBehl,R.,ManagementInformationSystems,9 th Edition,TataMcGraw-HillEducation,2009.			
5.	Saunders,C.S.andPearson,K.E.,ManagingandUsingInformationSystems,3 rd Edition, WileyIndiaPvt.Ltd.,2009.			
6.	Stair,R.andReynolds,G.,InformationSystems,10 th Edition,CengageLearning,2012			

	PO 1		PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3		2				3		
CO 2				3		3			3
CO 3	2			3		2			3
CO 4	3		3				2	3	
CO 5	3		2			2			3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	International Business Management	CORE XII					5	6	25	75	100
Course Objectives											
C1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
C2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
C3	To throw light on international trade theories and the management of business functional operations in an international context.										
C4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
C5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	Details										
I 18 hours	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business-Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.										
II 18 hours	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.										
III 18 hours	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative-BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).										

IV 18 hours	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	
V 18 hours	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	
Total		
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8
Reading List		
1.	www.internationalbusinesscorporation.com	
2.	www.business-ethics.org	
3.	https://www.jstor.org/journal/jintebusistud	
4.	Journal of International Business and Management (JIBM)	
References Books		
1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)	
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)	
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.	
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.	
5.	Deresky, H., International Management: Managing Across Borders and Cultures,	

	6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

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

L-Lecture

T-Tutorial

P- Practical

O-Project

#TheProjectWork will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 225 Marks (9 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 75 Marks (3 Credits).

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Entrepreneurship Development	ELECTIVE VI					3	4	25	75	100
Course Objectives											
C1	To introduce students to entrepreneurship and its growth in India.										
C2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
C3	To orient the students on new venture creation										
C4	To enable students to prepare a feasible business plan										
C5	To give inputs on various types of financing available for new ventures.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		

I 12 hours	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	
II 12 hours	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	
III 12 hours	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	
IV 12 hours	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas	
V 12 hours	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.	
	Total	
	Course Outcomes	
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8
	Reading List	
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	
2.	https://www.cengage.com/highered	
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum	
4.	The International Journal of Entrepreneurship and Innovation	
	References Books	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & amp; M University, R. Duane	

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	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	CREDITS	HOURS	Marks		
									CIA	External	Total
	Soft Skills III – Computing Skills	Soft Skills					2	4	25	75	100
Course Objectives											
C1	To create awareness and understanding on the basic functions of MS Excel										
C2	To elucidate the students on the various advanced functions of MS Excel										
C3	To educate the students on MS Access and its application in database management										
C4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs										
C5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.										
SYLLABUS											
UNIT	Details										
I 12 hours	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.										
II 12 hours	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical										
III 12 hours	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.										
IV 12 hours	Cloud based apps – Google Drive, Google Sheets, Google Docs,										
V 12 hours	Cloud based apps - Google Forms, Google Slides – Google Cloud Print										
	Total										
Course Outcomes											

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

PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
			3		3	3	
			3		3	3	
	3		3	3	3	3	
			3	3	3	3	
			3		3	3	

3-Strong 2-Medium 1-Low

