பெரியார்பல்கலைக்கழகம்

PERIYAR UNIVERSITY

State University - NAAC 'A++' Grade - NIRF Rank 94
State Public University Rank 40 - SDG Institutions Rank Band: 11-50
Salem - 636 011, Tamil Nadu, India.

DEGREE OF MASTER OF MANAGEMENT

CHOICE BASED CREDIT SYSTEM

2026-27

SYLLABUS FOR

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

(SEMESTER PATTERN)

For Candidates admitted in the Colleges affiliated to Periyar University
from 2026-2027 onwards

Master of Business Administration – M.B.A (GENERAL)

Choice Based Credit System (Affiliated Colleges)

Regulations – (2026-2027) Onwards

1. Programme Structure and Course of Study

The MBA programme is offered under the Choice Based Credit System (CBCS), providing flexibility to pursue learning beyond the prescribed curriculum. Students must earn a minimum of **102 credits** for the award of the degree. They are also encouraged to earn additional credits through elective courses, value-added programmes, SWAYAM/MOOC courses, and other approved learning opportunities to enhance their interdisciplinary knowledge and professional competencies.

In the **First Semester**, students shall study six Core Theory courses and one Soft Skills Practical course. In the **Second Semester**, they shall study six Core Theory courses, one Common Course on Human Rights, one Soft Skills Practical course, and one SWAYAM/MOOC course.

During the vacation between the **Second and Third Semesters**, students shall undergo a Summer Internship and carry out Project Work, which shall be evaluated in the **Third Semester**. The Third Semester shall include two Core Theory courses, three Specialization courses, and one Non-Major Elective course.

The **Fourth Semester** shall comprise two Core Theory courses and three Specialization courses. Every student shall successfully complete at least one four-week SWAYAM course during the programme as a mandatory requirement.

2. Eligibility for Admission:

Candidates seeking admission to the MBA programme shall satisfy the following eligibility requirements:

- **Educational Qualification:** A pass in a Bachelor's Degree of at least three years' duration awarded by a recognized University or Institution.
- **Minimum Marks:** Candidates shall have secured not less than 50% marks in the qualifying degree examination (45% for candidates belonging to the reserved categories, as per the Government norms).
- **Entrance Examination:** Candidates shall possess a valid score in any one of the following recognized entrance examinations:
    - Tamil Nadu Common Entrance Test (TANCET)
    - Management Aptitude Test (MAT)

- Common Admission Test (CAT)
- Any other equivalent entrance examination recognized by the University.

Note: Only the latest valid entrance examination score obtained by the candidate shall be considered for admission. Admissions shall be made in accordance with the prevailing norms of the Government of Tamil Nadu, including the 69% reservation policy and other applicable regulations in force from time to time.

3. Duration of the Programme:

The programme shall extend over a period of two academic years, comprising four semesters. Each academic year shall be divided into two semesters, with 90 working days in each semester. Ordinarily, the Odd Semester shall be conducted from July to November, and the Even Semester shall be conducted from December to April.

4. Attendance Requirement:

a) A candidate shall be permitted to appear for the University End Semester Examinations (Theory/Practical) only if he/she has secured not less than 75% attendance in the total number of working days during the semester.

b) A candidate who has secured less than 75% but not less than 65% attendance may be permitted to appear for the University End Semester Examinations of that semester on payment of the prescribed condonation fee, subject to the University norms.

c) A candidate who has secured less than 65% but not less than 50% attendance shall not be permitted to appear for the current semester examinations. However, on payment of the prescribed condonation fee**,** the candidate may appear for the arrear examinations as per the University norms.

d) A candidate who has secured less than 50% attendance shall not be permitted to appear for the University End Semester Examinations or continue to the subsequent semester. He/she shall re-join and repeat the semester in accordance with the University regulations.

5. Examination:

University examinations will be conducted in November/December for odd and April/May for even semester.

A candidate shall register for the University Examination (written and / or Project Work and Viva Voce) pertaining to the semester under progress and also for the arrears of earlier semester subjects, if any.

6. Passing Minimum:

For each course, the minimum performance required is as follows:

Theory Courses

- Continuous Internal Assessment (CIA): 25 marks (no separate passing minimum).
- End Semester Examination: 75 marks; the candidate must secure a minimum of 38 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

Practical Courses

- Continuous Internal Assessment (CIA): 40 marks (no separate passing minimum).
- End Semester Examination: 60 marks; the candidate must secure a minimum of 30 marks.
- Total: 100 marks; the candidate must secure a minimum of 50 marks.

A candidate who obtains the prescribed minimum in the End Semester Examination and the required minimum in the total for each course shall be declared to have passed that course. Candidates who have passed in all the prescribed courses of the programme shall be declared eligible for the award of the degree.

7. Classification of Successful Candidates

A candidate who has successfully completed all the courses prescribed for the **Master of Business Administration (MBA) Programme** and secured the following **Cumulative Grade Point Average (CGPA)** and corresponding grades shall be declared to have passed the programme with the classification indicated below.

Classification of Final Results

CGPA	Grade	Classification
9.50 – 10.00	O+	First Class – Exemplary
9.00 – 9.49	O	First Class – Exemplary
8.50 – 8.99	D++	First Class with Distinction
8.00 – 8.49	D+	First Class with Distinction
7.50 – 7.99	D	First Class with Distinction
7.00 – 7.49	A++	First Class
6.50 – 6.99	A+	First Class

6.00 – 6.49	A	First Class
5.50 – 5.99	B+	Second Class
5.00 – 5.49	B	Second Class

Classification Rules

a. A candidate who has passed **all the examinations of the MBA Programme in the first appearance** within the prescribed duration and secured a **CGPA of 9.00 to 10.00** with equivalent grades **O or O+** shall be placed in the category of **First Class – Exemplary**.

b. A candidate who has passed **all the examinations of the MBA Programme in the first appearance** within the prescribed duration and secured a **CGPA of 7.50 to below 9.00** with equivalent grades **D, D+, or D++** shall be placed in the category of **First Class with Distinction**.

c. A candidate who has passed **all the examinations of the MBA Programme** and secured a **CGPA of 6.00 to below 7.50** with equivalent grades **A, A+, or A++** shall be declared to have passed the programme in **First Class**.

d. A candidate who has passed **all the examinations of the MBA Programme** and secured a **CGPA of 5.00 to below 6.00** with equivalent grades **B or B+** shall be declared to have passed the programme in **Second Class**.

e. Since the **minimum pass requirement for the MBA Programme is 50% (CGPA 5.00)**, **there shall be no Third Class** classification.

f. The classification shall be awarded only after the successful completion of **all the prescribed courses, including Summer Internship, Project Work/Dissertation, Viva-Voce, and other programme requirements**, within the prescribed duration of the MBA Programme.

8. Internal Assessment Criteria

Core / Specialization Elective (Theory) / Supportive Courses:

Criteria	Marks
Attendance / Class Participation	5 Marks
Internal Tests (CIA)	5 Marks (Best one out of two)
Assignment	5 Marks (Best one out of two)
Case Study / Seminar	5 Marks
Model Examination	5 Marks
TOTAL MARKS	**25**

Project Work and Viva-voce:

Criteria	Marks
Review	5 Marks (Best one out of two)
Periodical reporting to the Guide	5 Marks
Report	10 Marks
Model Viva-voce	5 Marks
TOTAL MARKS	**25**

Soft Skills / Employability Skills (Practical Courses):

Criteria	Marks
Attendance / Class Participation	10 Marks
Record or Observation Note	10 Marks
Model Examination	Written – 10 Marks
	Viva-voce – 10 Marks
TOTAL MARKS	**40**

9. Scheme of Examination / Suggested Question Paper Pattern

(End Semester Examination)

Time: 3 Hour Max.Marks:75

Section	Description	Mark Pattern	Unit
A	Multiple Choice Questions (Answer all questions)	15X1=15	Each unit 3 questions
B	100 to 200 words (Answer Any Two out of Five questions)	2X5=10	Each unit 1 question
C	500 to1000 words (Essay type questions)	10X5=50 (Either /or pattern)	Each unit 2 questions

10. Other Requirements

i As a part of MBA curriculum, a minimum of 2 factory visits per year must be arranged for the students.

ii Internship training report: For Internship training the students are expected to have a practical training in any business unit or undertaking to enable them to acquaint himself / herself with the procedure, practice and working of companies.

iii Each student should undergo Internship training for a minimum period of two weeks at the end of 2nd semester vacation and submit their report and internal viva – voce will be conducted during 3rd semester.

11. Programme Educational Objectives (PEOs)

(PEOs describe what graduates are expected to achieve 3–5 years after graduation — aligned with AICTE OBE guidelines)

PEO	Programme Educational Objectives
PEO1	Graduates will possess strong functional knowledge in key management disciplines and apply modern business concepts to address complex organizational challenges effectively.
PEO2	Graduates will demonstrate critical thinking, analytical ability, and sound decision-making skills through the application of quantitative and qualitative techniques in varied business situations.
PEO3	Graduates will emerge as effective leaders and team managers, capable of adapting to evolving national and international business environments.
PEO4	Graduates will develop an entrepreneurial mind-set with the ability to recognize opportunities, formulate business strategies, and successfully implement entrepreneurial or intrapreneurial ventures.
PEO5	Graduates will practice ethical and professional values, exhibit social commitment, and contribute towards sustainable business development and environmental responsibility.

12. Programme Outcomes (POs)

(POs describe what students will know and be able to do at the time of graduation — as per NBA/AICTE OBE framework)

PO	Programme Outcome
PO1	**Disciplinary Knowledge:** Demonstrate comprehensive knowledge of core management disciplines, including finance, marketing, human resource management, operations, and strategic management, to address complex business and organizational challenges effectively.
PO2	**Critical Thinking and Decision-Making:** Apply analytical, quantitative, qualitative, and data-driven approaches to evaluate managerial problems, interpret business information, and make informed strategic decisions.
PO3	**Communication and Professional Skills:** Exhibit effective written, verbal, digital, and interpersonal communication skills to interact professionally with diverse stakeholders in organizational and global business environments.
PO4	**Leadership and Team Collaboration:** Demonstrate leadership qualities and the ability to work collaboratively in multidisciplinary, multicultural, and cross-functional teams to achieve organizational objectives.
PO5	**Innovation and Entrepreneurship:** Identify emerging business opportunities, foster innovation, and develop entrepreneurial initiatives that create sustainable value for organizations and society.
PO6	**Ethics, Governance, and Social Responsibility:** Integrate ethical values, principles of corporate governance, and social responsibility into managerial decision-making to promote sustainable and responsible business practices.
PO7	**Global Perspective and Sustainability:** Analyze business issues from global, environmental, and sustainability perspectives, considering the economic, social, and ecological implications of managerial decisions.
PO8	**Research, Lifelong Learning, and Professional Development:** Demonstrate research competency, independent learning ability, intellectual curiosity, and a commitment to continuous professional growth in response to evolving business environments.

13. Programme Specific Outcomes (PSOs)

(PSOs are specific to the MBA — General Management programme and complement the POs)

PSO	Programme Specific Outcome
PSO1	**General Management Competency:** Demonstrate a comprehensive understanding of the core functions of management—planning, organizing, leading, and controlling—and apply them effectively to address organizational challenges across diverse business environments.
PSO2	**Functional Management Expertise:** Apply concepts, tools, and techniques in finance, marketing, human resource management, and operations management to formulate, implement, and evaluate functional strategies that enhance organizational performance.
PSO3	**Research and Business Analytics:** Employ research methodologies, quantitative techniques, statistical tools, and business analytics to analyze organizational problems and support evidence-based managerial decision-making.
PSO4	**Strategic Planning and Entrepreneurship:** Develop innovative business plans, strategic analyses, consultancy reports, and project proposals that demonstrate entrepreneurial thinking, problem-solving ability, and professional competence.
PSO5	**Responsible and Global Business Practices:** Integrate legal, ethical, environmental, sustainability, and global business perspectives into managerial decisions to promote responsible leadership and long-term organizational success.

14. PSO–PO Mapping

(H = High, M = Medium, L = Low)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PSO1	H	M	M	H	M	M	L	M
PSO2	H	H	M	M	M	M	M	M
PSO3	M	H	M	M	L	M	M	H
PSO4	M	M	H	H	H	M	M	M
PSO5	M	M	M	M	M	H	H	M

15.PEO–PO Mapping

(H = High correlation, M = Medium correlation, L = Low correlation)

PEO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
	Disciplinary Knowledge	*Critical Thinking and Decision-Making*	*Communication and Professional Skills*	*Leadership and Team Collaboration*	*Innovation and Entrepreneurship*	*Ethics, Governance, and Social Responsibility*	*Global Perspective and Sustainability*	*Research, Lifelong Learning, and Professional Development*
PEO1 — *Functional Management Competency*	H	H	M	M	M	M	M	M
PEO2 — *Critical Thinking & Decision-Making*	H	H	M	M	M	M	M	H
PEO3 — *Leadership & Global Adaptability*	M	M	H	H	M	M	H	M
PEO4 — *Entrepreneurship & Innovation*	M	M	M	H	H	M	M	M
PEO5 — *Ethics & Sustainable Development*	M	M	M	M	M	H	H	M

SEMESTER-I												
S. No.	**Paper Code**	**Part**	**Course Group**	**Paper Type**	**Subject Title**	**Hours Week**	**Exam Hours**	**Int. Marks**	**Ext. Marks**	**Total Marks**	**Credits**	**Page. No.**
1.		III	Core	Theory	Management Principles and Business Communication	5	3	25	75	100	4	16
2.		III	Core	Theory	Managing Organizational Behaviour	5	3	25	75	100	4	18
3.		III	Core	Theory	Quantitative Methods for Business Decision-making	5	3	25	75	100	4	20
4.		III	Core	Theory	Accounting for Managers	5	3	25	75	100	4	22
5.		III	Core	Theory	Managerial Economics	4	3	25	75	100	4	24
6.		III	Core	Theory	Legal Environment in Business	4	3	25	75	100	4	26
7.		IV	Soft Skills-I	Practical Viva-Voce	Soft Skills: Office Management Software	2	3	40	60	100	2	28
					Total	30	21	190	510	700	26	-

SEMESTER-II												
S. No.	**Paper Code**	**Part**	**Course Group**	**Paper Type**	**Subject Title**	**Hours Week**	**Exam Hours**	**Int. Marks**	**Ext. Marks**	**Total Marks**	**Credits**	**Page. No.**
1.		III	Core	Theory	Human Resource Management	4	3	25	75	100	4	30
2.		III	Core	Theory	Marketing Management	5	3	25	75	100	4	32
3.		III	Core	Theory	Operations Management	4	3	25	75	100	4	34
4.		III	Core	Theory	Financial Management	5	3	25	75	100	4	36
5.		III	Core	Theory	Operations Research	5	3	25	75	100	4	38
6.		III	Core	Theory	Research Methodology in Business	5	3	25	75	100	4	40
7.		IV	Soft Skills-II	Practical Viva-Voce	Computing Skills	2	3	40	60	100	2	42

8.		IV	Common Paper	Theory	Human Rights	Self-Study	3	25	75	100	1	-
9.		IV	MOOC		SWAYAM / MOOC (1)	-	-	-	-	-	1	-
					Total	30	24	215	585	800	28	-

SEMESTER-III

S. No.	Paper Code	Part	Course Group	Paper Type	Subject Title	Hours Week	Exam Hours	Int. Marks	Ext. Marks	Total Marks	Credits	Page. No.
1.		III	Core	Theory	Information System for Business	5	3	25	75	100	4	44
2.		III	Core	Theory	International Business	5	3	25	75	100	4	46
3.		III	Elective	Theory	Elective 1	5	3	25	75	100	4	-
4.		III	Elective	Theory	Elective 2	5	3	25	75	100	4	-
5.		III	Elective	Theory	Elective 3	5	3	25	75	100	4	-
6.		III	NMEC (2)	Theory	Basics of Entrepreneurship Development	2	3	25	75	100	2	48
7.		IV	Internship	Viva-Voce	Summer Internship (3)	Commended/ Highly Commended					-	-
8.		IV	Project Work	Project Viva-Voce	Project Work & Viva- Voce (4)	3	3	25	75	100	4	-
					Total	30	21	175	525	700	26	-

SEMESTER-IV

S. No.	Paper Code	Part	Course Group	Paper Type	Subject Title	Hours Week	Exam Hours	Int. Marks	Ext. Marks	Total Marks	Credits	Page. No.
1.		III	Core	Theory	Entrepreneurship Development	6	3	25	75	100	4	50
2.		III	Core	Theory	Strategic Management	6	3	25	75	100	4	52
3.		III	Elective	Theory	Elective-1	5	3	25	75	100	4	-
4.		III	Elective	Theory	Elective-2	5	3	25	75	100	4	-
5.		III	Elective	Theory	Elective-3	5	3	25	75	100	4	-
6.		IV	Soft Skills-III	Practical Viva-Voce	Business Etiquette and Team Building Skills	3	3	25	75	100	2	54
					Total	30	18	150	450	600	22	-

Note (1)

Swayam / MOOC Course: The college will verify the course completion and forward the documents to the university's Controller of Examinations for final processing and approval. The university will then incorporate the credits earned and marks scored through the SWAYAM course into the Second Semester Marks Statement.

Note (2)

Non Major Elective Course (NMEC): This supportive Course is offered to students of other departments as a Non-Major Elective Course.

Note (3)

Summer Internship: The internship will be conducted during the summer vacation following the first year, for a period of at least 15 days. The internship report and oral presentation (Viva-voce examination) will be evaluated by internal examiner and awarded as Commended / Highly Commended. The concern department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

Note (4)

Project Work & Viva-voce: After the completion of the internship, the Project Work will be carried out during the summer vacation after the first year for a period of 30 days. The Project Work report and oral presentation (Viva-voce examination) will be evaluated jointly by two examiners (i.e., one internal and the other external) for a maximum of 75 marks and the internal marks for a maximum of 25 shall be provided by the concerned faculty guide based on the break-up given below. The Department will conduct Viva-Voce, and marks shall be sent to the University, and the same will be included in the third semester marks statement.

Specialization

Students shall choose three courses from any one specialization offered for the **Third** and **Fourth** Semesters, from the list of specializations, in consultation with the Head of the Department.

S. No.	Subject Code	Specialization and Elective Courses	Page No.
I		**Finance**	
1.		Investment Analysis	56
2.		Merchant Banking and Financial Services	58
3.		Insurance Management	60
4.		Security Analysis and Portfolio Management	62
5.		Derivatives Management	64
6.		Banking and Insurance	66
7.		Behavioural Finance	68
8.		International Financial Management	70
9.		Fintech and Investment Analysis @	72
II		**Human Resources Management**	
1.		Talent Management and Workforce Planning	74
2.		Performance Management	76
3.		Learning and Development	78
4.		Human Resources Development	80
5.		Industrial and Labour Relations	82
6.		Organizational Development	84
7.		Competency mapping	86
8.		HR Analytics	88
9.		Strategic HRM	90
III		**Marketing Management**	
1.		Services Marketing	92
2.		Brand Management	94
3.		Retail Marketing	96
4.		Advanced Marketing Research and Consumer Behaviour	98
5.		Advertising Management and Sales Promotion	100

6.		Industrial Marketing	102
7.		International Marketing	104
8.		Digital Marketing	106
9.		Marketing Analytics	108
IV		**Systems Management**	
1.		Database Management Systems and Cloud Computing	110
2.		Artificial Intelligence and Design Thinking in Business Decisions	112
3.		E-commerce and Digital Business Process	114
4.		System Analysis and Design	116
5.		Cloud Computing	118
6.		Enterprise Resource Planning	120
7.		Data Warehousing	122
8.		Decision Support System	124
9.		Internet of Things	126
V		**Entrepreneurship Development**	
1.		Design Thinking	128
2.		Business Model Canvas	130
3.		Business Documentation and Record Management for Entrepreneurs	132
4.		Introduction to Entrepreneurship	134
5.		Entrepreneurial Marketing and Sales Strategy	136
6.		Financial Institutions and Funding for Entrepreneurs	138
7.		Effective Business Plan Preparation	140
8.		Entrepreneurial Innovation, Management and Design Thinking	142
9.		Managing start-ups	144

@ This is a hands on Computer Laboratory Practical course.

SEMESTER	I	
PAPER NAME	MANAGEMENT PRINCIPLES AND BUSINESS COMMUNICATION	
Course Objectives		
C1	To provide students with a fundamental understanding of management concepts	
C2	To equip students with practical and conceptual expertise in organizational design	
C3	To enable students to master effective communication processes	
C4	To cultivate versatile communication competencies for success in academic	
C5	To provide students with a fundamental understanding of management concepts	
UNIT	**Details**	**Hours**
I	**Concept of Management** Meaning and definition - Nature of Management - Scope of Management –Significance of Management – Objectives of Management -Is Management Art or Science? - Functions of Management - Professionalization of Management - Role and Qualities of Managers - Evolution of Management Thought: Contributions of F. W. Taylor and Henri Fayol.	**12**
II	**Planning and Decision Making** Nature and importance of Planning - Need for planning - Principles of planning - Planning Process - Types of Plans - MBO - MBE - Decision making: Meaning & Characteristics - Types of Decisions - Decision Making Process - Characteristics of Effective Decisions - Rationality in Decision Making - Limits to Rationality – Barriers to Effective Decision Making	**12**
III	**Principles of Organization** Meaning and definition of Organiztion - Principles of Organisation- Organizational Structure Management's Attitude towards Informal Organisation- Formal and Informal Organisation & its differences - Types of Organisations- Span of Management –Delegation-Decentralisation- Directing - Controlling - Coordinating.	**12**
IV	**Concepts of Communication** Meaning and definition – Objectives and importance of communication - Communication process – Principles of Effective Communication - Forms of communication – Communication Barriers and Roadblocks - Overcoming Communication Barriers - Types of communication: Formal vs. Informal – Direction flow of Communication : Downward, Upward, Horizontal, Diagonal and Informal communication.	**12**
V	**Communication Media** Verbal & Non-verbal Symbols in communication – Listening skills - Spoken Communication - Group Discussions & Interviews - Meetings – Written Communication – Business Letters, Job applications and Resume Writing - Face-to-Face communication - Visual communication - Modern communication tools.	**12**

CO	**Course Outcome**	**Bloom's Level**
CO1	Demonstrate an understanding of the meaning, nature, scope, functions, and professionalization of management, and recognize the contributions of F. W. Taylor and Henri Fayol to the evolution of management thought.	K1
CO2	Illustrate the nature and significance of planning, different types of plans, Management by Objectives (MBO), Management by Exception (MBE), and the decision-making process, including the characteristics of effective decisions and the limitations of rationality.	K2
CO3	Utilize organizational principles, different types of organizational structures, span of management, delegation, decentralization, directing, controlling, and coordination to enhance organizational effectiveness in business contexts.	K3
CO4	Examine the communication process, different forms of communication, communication barriers and roadblocks, and the channels of communication, including formal, informal, upward, downward, horizontal, and diagonal communication.	K4
CO5	Critically evaluate the use of communication media, including verbal and non-verbal communication, spoken communication, group discussions, interviews, written communication, visual communication, and modern communication tools, in diverse professional contexts.	K5
CO6	Develop effective management and communication strategies by integrating management principles, organizational design, decision-making processes, and business communication methods to address organizational needs.	K6
Text Books		
1.	Principles of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi	
2.	Principles of Management, P.C. Tripathi & P.N. Reddy, Tata McGraw-Hill Education, New Delhi	
3.	Business Communication – C.S. Rayudu, Himalaya Publishing House, Mumbai	
Reference Books		
1.	Management – Stephen P. Robbins & Mary Coulter. Pearson Education	
2.	Essentials of Management – Harold Koontz & Heinz Weihrich. McGraw-Hill Education.	
3.	Business Communication Today – Courtland L. Bovée & John V. Thill. Pearson Education.	
4.	Business Communication – M. C. Shukla. S. Chand Publishing.	
5.	Management: Tasks, Responsibilities, Practices – Peter F. Drucker. Harper Business.	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	L	L	M	L	L	L	M
CO2	H	H	L	M	M	L	L	M
CO3	H	M	M	H	L	M	L	M
CO4	M	M	H	M	L	M	L	M
CO5	M	M	H	M	M	L	M	M
CO6	H	H	H	H	M	M	M	H
Avg	**H**	**M**	**H**	**M**	**L**	**L**	**L**	**M**

SEMESTER	I	
PAPER NAME	MANAGING ORGANIZATIONAL BEHAVIOUR	
Course Objectives		
C1	To foster a sound understanding of Organizational Behaviour and its role in enhancing workplace effectiveness..	
C2	To enhance students' ability to understand and apply behavioural principles in organizational settings.	
C3	To equip students with the knowledge of group behaviour, team development, and effective interpersonal communication.	
C4	To empower students with leadership, conflict resolution, negotiation, and organizational influence skills	
C5	To prepare students to promote healthy work environments through stress management and emotional intelligence..	
UNIT	**Details**	**Hours**
I	**Introduction to Organizational Behaviour** OB Meaning - Scope - Nature - Historical Background of OB - Concept Relevance of OB - Contributing disciplines to the field of OB - Challenges and Opportunities for OB - Foundations of Individual Behaviour. Social Learning Theory - Organizational Citizenship Behaviour	**12**
II	**Personality, Perception, Learning, Attitudes and Motivation** Individual Difference - Personality Concept - Determinants of Personality - Theories of personality: Trait Theory - Psycho Analytic Theory - Social Learning Theory – Immaturity-Maturity Continuum. Perception: Meaning - Process - Factors Influencing Perception - Attribution Theory. Learning: Classical, Operant and Social Cognitive Approaches. Attitudes and Values: Components, Attitude Behaviour Relationship - Formation, Values. Motivation: Maslow's Hierarchy of Needs Theory; McGregor's Theory; X and Theory Y Herzberg's Two-Factor Theory; McClelland's Theory of Needs.	**12**
III	**Group Dynamics and Interpersonal Communication** Foundations of Group Behaviour - Group and Team-meaning, types and differences - Stages of Group Development - Factors influencing Group and Team Performance - Group Decision-Making Techniques. Interpersonal Communication-meaning: Communication Process - Barriers to Communication - Guidelines for Effective Interpersonal Communication.	**12**
IV	**Leadership, Conflict and Negotiation** Meaning - Styles - Traits - 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 –Conflict Management Techniques- Negotiation Strategies - Negotiation Process.	**12**
V	**Work Stress, Organizational Culture and Climate and Emotional Intelligence**	**12**

	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.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify the key concepts, principles, and multidisciplinary foundations of Organizational Behaviour.	K1
CO2	Demonstrate an understanding of individual behaviour and its impact on organizational performance.	K2
CO3	Apply group dynamics, teamwork, and interpersonal communication skills to enhance workplace collaboration.	K3
CO4	Differentiate leadership styles and analyze the role of power, politics, conflict, and negotiation in organizations.	K4
CO5	valuate organizational practices that promote employee well-being through stress management, positive culture, and emotional intelligence.	K5
CO6	Create sustainable strategies for enhancing employee engagement and building a positive organizational culture.	K6
Text Books		
1.	Stephen P. Robbins, Timothy A. Judge & Neharika Vohra – Organizational Behavior, Pearson Education.	
2.	K. Aswathappa – Organizational Behaviour: Text, Cases and Games, Himalaya Publishing House.	
3.	L. M. Prasad – Organizational Behaviour, Sultan Chand & Sons	
Reference Books		
1.	Fred Luthans – Organizational Behavior: An Evidence-Based Approach, McGraw-Hill Education.	
2.	John W. Newstrom – Organizational Behavior: Human Behavior at Work, McGraw-Hill Education.	
3.	Steven L. McShane & Mary Ann Von Glinow – Organizational Behavior, McGraw-Hill Education.	
4.	Udai Pareek – Understanding Organizational Behaviour, Oxford University Press.	
5.	Jerald Greenberg & Robert A. Baron – Behavior in Organizations, Pearson Education.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	L	M	L	M	L	M
CO2	H	M	L	M	L	M	L	M
CO3	M	M	H	H	L	M	L	M
CO4	H	H	M	H	M	M	M	M
CO5	M	M	M	H	L	H	M	M
CO6	M	H	H	H	M	H	M	H
Avg	**H**	**M**	**M**	**H**	**L**	**H**	**L**	**M**

SEMESTER		I	
PAPER NAME		QUANTITATIVE METHODS FOR BUSINESS DECISION MAKING	
Course Objectives			
C1	To build competency in business statistics for data-driven decision-making..		
C2	To strengthen students' business planning skills through forecasting and statistical analysis		
C3	To build students' competency in time series analysis and probability applications for business decision-making..		
C4	To develop students' ability to apply differentiation and matrix algebra for business optimization.		
C5	To enhance managerial problem-solving through statistical and mathematical applications.		
UNIT	**Details**		**Hours**
I	**Business Data Presentation and Measures Using Business Data** Meaning ,applications and limitations of Business Statistics – Business Statistics in Decision Making - Classification and Tabulation of Data - Presentation of Data - Graphical Representation of data- Frequency Distribution and its Characteristics - Measures of Central Tendency - Arithmetic Mean, Weighted Mean, Median, Mode - Measures of Dispersion - Variance, Standard Deviation , and Coefficient of Variation- Advantages and limitations of measures of central tendency and dispersion. *(Business Application Problems in Measures of Central Tendency, Measures of Dispersion and CV)*		**12**
II	**Forecasting and Index Numbers** Forecasting meaning, need and importance - Forecasting Techniques: Quantitative and Qualitative Techniques –Advantages and Limitations of Forecasting Techniques - Basic concept of index numbers - simple and weighted index numbers - Concept of weights -Laspeyres' and Paasche's Methods - Business index number - CPI, WPI, Sensex, Nifty, Production Index *(Business application problems in Index calculations and Forecasting Techniques)*		**12**
III	**Correlation and Regression Analysis, Time Series Analysis** Relationship between variables - Correlation Analysis – meaning, types and methods - Karl Pearson's coefficient of correlation - Spearman's Rank correlation - Regression Analysis - Applications - Time Series analysis - Components of Time Series - Measurement of Secular Trend using the Least Square Method - Measurement of Seasonal Variation		**12**
IV	**Probability and Probability Distributions** Probability meaning and definitions – Rules of Probability -addition and multiplication Rules (statements only) - Bayes' Theorem - simple business application problems - Probability distribution - Theoretical probability distributions - Binomial, Poisson and Normal - Simple problems applied to business		**12**

V	**Differentiation and Matrix Application in Business Decision Making** Differentiation meaning and concepts- Applications of differentiation in business optimization – Optimization of business problems (Simple Problems) - Matrix Algebra - Meaning and characteristics - Transpose and Inverse of a Matrix - Solution by Gauss-Jordan method - Cramer's rule - Business application problems using matrix algebra	**12**
Course Coverage: Theory: 70% | Problems: 30%		
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify the concepts, applications, and limitations of business statistics, measures of central tendency, and measures of dispersion.	K1
CO2	Interpret forecasting techniques and index number methods for business planning and analysis.	K2
CO3	Analyze business data using correlation, regression, and time series techniques to solve practical business problems	K3
CO4	Analyze probability concepts, Bayes' theorem, and theoretical probability distributions — Binomial, Poisson, and Normal — in business contexts	K4
CO5	Evaluate business scenarios using probability concepts and theoretical probability distributions.	K5
CO6	Construct business decision models by combining statistical, probabilistic, and mathematical methods.	K6
Text Books		
1.	Gupta, S. P. (2023). Statistical Methods. Sultan Chand & Sons, New Delhi.	
2.	Levin, R. I., Rubin, D. S., Siddiqui, M. H., & Rastogi, S. (2021). Statistics for Management (8th Indian Edition). Pearson India.	
3.	Sharma, J. K. (2022). Business Statistics (4th Edition). Pearson India.	
Reference Books		
1.	Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). Statistics for Business and Economics (14th Edition). Cengage Learning.	
2.	Levin, R. I., & Rubin, D. S. (2019). Statistics for Management (8th Edition). Pearson.	
3.	Render, B., Stair, R. M., Hanna, M. E., & Hale, T. S. (2020). Quantitative Analysis for Management (14th Edition). Pearson.	
4.	Tulsian, P. C., & Pandey, V. (2021). Business Statistics. S. Chand Publishing.	
5.	Hooda, R. P. (2020). Statistics for Business and Economics (6th Edition). Macmillan India.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	H
CO2	H	H	L	L	M	L	M	M
CO3	M	H	L	L	L	L	M	H
CO4	M	H	L	L	L	L	L	H
CO5	M	H	L	L	M	L	L	H
CO6	H	H	M	M	M	L	M	H
Avg	**H**	**H**	**L**	**L**	**L**	**L**	**L**	**H**

SEMESTER	I	
PAPER NAME	**ACCOUNTING FOR MANAGERS**	
Course Objectives		
C1	To develop students' understanding of foundational accounting principles and contemporary accounting practices.	
C2	To enable students to prepare accounting records and financial statements using the double-entry system	
C3	To foster analytical skills for evaluating financial performance using financial statement analysis techniques.	
C4	To strengthen students' skills in cost accounting and cost-based decision-making.	
C5	To develop proficiency in budgeting techniques for planning, control, and decision-making.	
UNIT	**Details**	**Hours**
I	**Introduction to Accounting** Definition of Accounting - Types of Accounting - Introduction to Financial, Cost and Management Accounting – Scope and Objectives of Accounting -Generally Accepted Accounting Principles (GAAP) - - Financial Accounting Concepts and Conventions - Introduction to Inflation Accounting and Human Resources Accounting.	**12**
II	**Financial Accounting** Double Entry System - Preparation of Journal and Ledger - Trial Balance - Profit and Loss Account and Balance Sheet *(Simple Problems only)*	**12**
III	**Financial Statement Analysis** Concept and Need for Financial Statements Analysis - Trend analysis - Common size statements and Comparative financial statements - Financial Ratio Analysis – Liquidity,Turnover, Proprietary, Profitability Ratios - Uses and limitations of Ratio analysis *(Simple Problems only)*	**12**
IV	**Cost Accounting** Cost Accounting meaning and objectives - Elements of Cost - Types of Costs - Preparation of Cost Sheet - Standard Costing – Material and Labour Variances - Labour Variances *(Simple Problems only)* - Marginal Costing - Marginal cost and Marginal Costing - Importance - Break-even Analysis - Cost Volume Profit Relationship *(Simple Problems only)*	**12**
V	**Budgetary Control** Concepts and Budgetary Control - Importance of Budgetary Control - Types of Budgets - Purchase Budget - Sales Budget - Production Budget - Production Cost Budget - Flexible Budget *(Simple Problems only)*	**12**
Course Coverage: Theory: 75% | Problems: 25%		
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify the concepts, scope, GAAP, accounting conventions, and contemporary accounting practices in financial accounting.	K1
CO2	Apply the double-entry system to record business transactions and prepare financial statements.	K2
CO3	Analyze financial statements using trend, comparative, common-size, and ratio analysis techniques.	K3

CO4	Analyze cost data using standard costing, marginal costing, and break-even analysis for managerial decision-making.	K4
CO5	Evaluate functional and flexible budgets for planning, control, and managerial decision-making.	K5
CO6	Design managerial accounting reports using financial analysis, cost accounting, and budgetary control techniques.	K6
Text Books		
1.	Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2023). Financial Accounting. Vikas Publishing House Pvt. Ltd.	
2.	Jain, S. P., & Narang, K. L. (2022). Advanced Accountancy – Volume I. Kalyani Publishers.	
3.	Pillai, R. S. N., & Bagavathi. (2021). Financial Accounting. S. Chand Publishing.	
Reference Books		
1.	Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). Cost Accounting: A Managerial Emphasis (17th Edition). Pearson.	
2.	Gupta, R. L., & Radhaswamy, M. (2022). Advanced Accountancy – Volume I. Sultan Chand & Sons.	
3.	Khan, M.Y., & Jain, P. K. (2020). Management Accounting. McGraw Hill Education.	
4.	Maheshwari, S. N., & Mittal, S. N. (2022). Management Accounting and Financial Control. Vikas Publishing House Pvt. Ltd.	
5.	Pandey, I. M. (2021). Financial Management (12th Edition). Pearson India.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	L	L	L	M	L	M
CO2	H	M	L	L	L	M	L	M
CO3	H	H	L	L	M	M	L	M
CO4	H	H	L	L	M	M	L	H
CO5	H	H	M	M	M	M	L	M
CO6	H	H	M	M	M	M	M	H
Avg	**H**	**H**	**L**	**L**	**M**	**M**	**L**	**M**

SEMESTER		I	
PAPER NAME		MANAGERIAL ECONOMICS	
Course Objectives			
C1	To develop students' understanding of economic theories for strategic managerial decision-making.		
C2	To strengthen analytical skills in evaluating cost, production, profit, and supply decisions		
C3	To foster analytical skills in pricing strategies and output determination across market structures..		
C4	To build competency in analyzing macroeconomic indicators and public policies for business opportunities.		
C5	To build competency in applying economic concepts and analytical tools for effective managerial decision-making.		
UNIT	**Details**		**Hours**
I	**Managerial Economics – Concepts, Demand Analysis & Forecasting** Managerial Economics: Meaning, Nature, and Scope - Relationship between Managerial Economics and other disciplines - Role and Responsibilities of Managerial Economist. Demand Analysis: Meaning, Determinants and Types of Demand - Demand Distinctions - Elasticity of Demand - Demand Forecasting - Purposes - Criteria - Methods		**12**
II	**Cost, Profit, Production and Supply Analysis** Cost Concepts, Classifications and Determinants – Cost-Output Relationship in the short run and long run - Break Even Analysis and its business applications- Production Function –concept and analysis- Supply Analysis meaning and determinants- Economies and Diseconomies of Scale.		**12**
III	**Price and Output Decisions under different Market Structures, Pricing policies & practices** Market structures: Features and Characteristics- Price and Output Decisions under Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures-Factors influencing Pricing Decisions - Pricing Objectives and Strategies- Pricing Methods and Practices- Price Discrimination.		**12**
IV	**Macro-Economic concepts** Macroeconomics: Meaning and significance in business decision-making- Business Cycles: Phase, Causes and Effects - Inflation and Deflation: Types, Causes and Effects - Balance of Trade and Balance of Payments.		**12**
V	**National Income and Government Policies** National Income; Meaning and Definition - Concepts of National Income - Methods and Difficulties of calculating National Income - Monetary Policies - Fiscal Policies - Objectives and instruments.		**12**

CO	Course Outcome	Bloom's Level
CO1	Recognize the fundamental concepts and theories of managerial economics.	K1
CO2	Describe demand analysis, elasticity, and forecasting techniques used in managerial decision-making	K2
CO3	Apply cost and production analysis to assess profitability and business performance.	K3
CO4	Analyze pricing and output decisions across different market structures and pricing practices.	K4
CO5	Assess the impact of macroeconomic variables on business opportunities and strategic planning.	K5
CO6	Develop managerial strategies by integrating macroeconomic analysis with fiscal and monetary policies.	K6
Text Books		
1.	S. Sankaran (2022). Managerial Economics. Margham Publications, Chennai.	
2.	D. N. Dwivedi (2023). Managerial Economics. Vikas Publishing House, New Delhi.	
3.	H. L. Ahuja (2021). Managerial Economics: Analysis of Managerial Decision Making. S. Chand Publishing, New Delhi.	
Reference Books		
1.	P. L. Mehta (2020). Managerial Economics: Analysis, Problems and Cases. Sultan Chand & Sons, New Delhi.	
2.	M. L. Jhingan & J. K. Stephen (2021). Managerial Economics. Vrinda Publications, New Delhi.	
3.	William F. Samuelson & Stephen G. Marks (2021). Managerial Economics (9th Edition). Wiley.	
4.	Christopher R. Thomas & S. Charles Maurice (2020). Managerial Economics: Foundations of Business Analysis (13th Edition). McGraw Hill Education.	
5.	Geetika, Piyali Ghosh & Purba Roy Choudhury (2021). Managerial Economics. McGraw Hill Education.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	L	M	M
CO2	H	H	L	L	M	L	M	M
CO3	H	H	L	L	M	L	M	M
CO4	H	H	L	M	M	M	M	M
CO5	H	M	L	M	M	M	H	M
CO6	H	H	M	M	H	M	H	H
Avg	**H**	**H**	**L**	**M**	**M**	**M**	**M**	**M**

SEMESTER	I	
PAPER NAME	LEGAL ENVIRONMENT IN BUSINESS	
Course Objectives		
C1	To develop an understanding of the fundamental concepts of the Law of Contracts	
C2	To familiarize students with the Sale of Goods Act and Negotiable Instruments Act for business applications..	
C3	To enable students to understand the formation, management, and dissolution of partnerships and companies.	
C4	To provide students with a foundation in labour and industrial laws for workplace compliance.	
C5	To enhance students' awareness of consumer protection, cyber laws, and intellectual property rights.	
UNIT	**Details**	**Hours**
I	**Law of Contracts** Contract: Meaning, Nature, and Definition – Essential Elements of a Valid Contract – Formation of a Contract: Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object – Classification of Contracts: Valid, Void, Voidable, and Quasi Contracts – Performance of Contracts – Discharge of Contracts – Breach of Contract and Remedies.	**12**
II	**Sale of Goods Act & Negotiable Instruments Act** **Sale of Goods Act:** Meaning and Contract of Sale – Conditions and Warranties – Transfer of Ownership – Performance of the Contract of Sale – Rights and Duties of Buyer and Seller – Unpaid Seller – E-commerce Transactions and Sale of Goods. **Law of Agency:** Meaning of Agency – Creation of Agency – Classification of Agents – Principal–Agent Relationship – Duties and Responsibilities of Principal and Agent – Termination of Agency	**12**
III	**Partnership and Company Law** **Partnership Act:** Partnership: Meaning and Definition – Kinds of Partnerships – Difference between Partnership and Joint Hindu Family Business – Rights, Duties, and Liabilities of Partners – Dissolution of Partnership. **Company Law:** Introduction to Company – Meaning and Characteristics of a Company – Kinds of Companies – Comparison of Private and Public Companies – Comparison of Company with Partnership and Joint Hindu Family Business – Formation of Companies – Memorandum of Association and Articles of Association: Meaning, Contents, and Differences – Company Meetings: Types – Winding Up of Companies – Modes of Winding Up.	**12**
IV	**Labour and Industrial Laws** **Factories Act, 1948:** Applicability – Health Provisions – Safety Provisions – Working Hours – Employment of Women and Young Persons – Leave with Wages. **Industrial Disputes Act, 1947:** Scope of Industrial Disputes – Authorities under the Act – Prevention and Settlement of Industrial Disputes – Strikes and Lockouts – Lay-off and Retrenchment. **Maternity Benefit Act, 1961:** Applicability and Coverage – Maternity Leave and Benefits – Wages during the Maternity Period – Prohibition of Employment during Maternity.	**12**

	Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act): Objectives – Scope – Prevention and Redressal Mechanism.	
V	**Consumer Protection, Cyber Laws and Intellectual Property Rights** **Consumer Protection Act:** Objectives – Rights of Consumers – Consumer Dispute Redressal Mechanism. **Cyber Laws:** Meaning and Scope – Cyber Crimes – Information Technology Act, 2000 and Information Technology (Amendment) Act, 2008. **Intellectual Property Rights (IPR):** Meaning and Importance – Patents – Trademarks – Copyrights. **Emerging Legal Issues:** E-commerce and Digital Business.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify the key principles and terminologies of the Law of Contracts.	K1
CO2	Interpret the legal provisions relating to the Sale of Goods Act and negotiable instruments	K2
CO3	Analyze business situations using the Partnership Act and Company Law.	K3
CO4	Evaluate organizational compliance with key labour laws.	K4
CO5	Assess consumer protection mechanisms and digital business regulations.	K5
CO6	Design legal solutions to address organizational compliance and governance issues.	K6
Text Books		
1.	N.D. Kapoor (2023). Elements of Mercantile Law. Sultan Chand & Sons.	
2.	P.C. Tulsian & Bharat Tulsian (2022). Business Law. McGraw Hill Education.	
3.	R.K. Bangia (2021). Business and Commercial Law. Allahabad Law Agency.	
Reference Books		
1.	Avtar Singh (2023). Business Law. Eastern Book Company.	
2.	M.C. Kuchhal & Vivek Kuchhal (2021). Business Law. Vikas Publishing House.	
3.	S.S. Gulshan & G.K. Kapoor (2022). Business Law Including Company Law. New Age International Publishers.	
4.	S.N. Maheshwari & S.K. Maheshwari (2020). Business Law. National Publishing House.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	L	L	L	H	M	M
CO2	H	M	L	L	L	H	M	M
CO3	H	M	L	M	M	H	M	M
CO4	H	M	M	M	M	H	H	M
CO5	H	M	M	H	M	H	M	M
CO6	H	H	M	M	M	H	H	H
Avg	**H**	**M**	**L**	**M**	**M**	**H**	**M**	**M**

SEMESTER	I	
PAPER NAME	SOFT SKILL I: OFFICE MANAGEMENT SOFTWARE	
Course Objectives		
C1	To develop practical skills in managing, organizing, and securing digital files using cloud storage tools	
C2	To enhance students' ability to create well-structured professional documents for business communication.	
C3	To develop competency in using spreadsheets for data entry, financial computations, and automated business tasks.	
C4	To enhance students' ability to design business presentations and effectively use online communication platforms.	
C5	To develop practical skills in business research using online surveys, data management, and statistical analysis tools.	
UNIT	**Details**	**Hours**
I	**Cloud Storage Management** Introduction to cloud storage and its role on business operations -Creating structured folder systems - File naming conventions and version management - Uploading and organizing files in cloud storage. Cloud Storage & File Security: File sharing with permissions- Cloud security practices, data protection, back up, and privacy controls.	**6**
II	**Business Letter Using Templates** Business Letter Preparation: Create a formal business letter using templates - Apply style, alignment, spacing, and document formatting technique -Business Report Preparation with cover pages, headers, footers - Insert and formatting tables, images and graphical elements- Applying document review, editing and collaboration features.	**6**
III	**Spreadsheet for Office Management** Mail Merge and document Collaboration - Creating bulk letters using Mail Merge Technique – Reviewing Documents through Track changes and comments- Spreadsheet Basics: Data entry and formatting, and Worksheet Management- Payroll Budget Preparation and Payroll calculation using spreadsheet formulas - Monthly office budget preparation and analysis- Data validation, sorting, filtering, and basic spreadsheet reporting.	**6**
IV	**Business Presentation and Interview Scheduling** Data Analysis and Visualization – Creating charts and graphs for business data presentation - Use Pivot Tables for MIS reports and data summarization- Interpreting data insights for business decision making.- Business Presentation Design- Create a professional presentations (minimum 10 slides) - Apply themes, layouts, animations, and transitions effects- Email & Scheduling: Draft professional emails - Create calendar events and meeting schedules. Online Meeting & Collaboration - Conduct a virtual meeting - Share documents and collaborate online	**6**
V	**Business Research using Digital Tools**	**6**

	Introduction to digital tools in business research - Designing online surveys using Google Forms -Question framing, survey structure, and response management- Collecting and organizing survey data- Data entry, coding, and data preparation using SPSS- Basic analysis and interpretation of survey data	
CO	**Course Outcome**	**Bloom's Level**
CO1	Recognize the essential elements of digital office environments and secure file management.	K1
CO2	Describe the processes involved in preparing business documents and digital communications using office management tools.	K2
CO3	Apply office management applications to solve practical business problems and improve workflow efficiency.	K3
CO4	Analyze MIS reports and evaluate payroll and budget preparation using digital tools.	K4
CO5	Assess the role of digital tools in enhancing business research, communication, and operational processes.	K5
CO6	Develop comprehensive business solutions through effective use of office management software and digital research tools.	K6
Text Books		
	Rizwan Ahmed (2023). Computer Applications in Business. Himalaya Publishing House.	
	P. K. Sinha & Priti Sinha (2022). Computer Fundamentals: Concepts, Systems and Applications. BPB Publications.	
	Sanjay Saxena (2021). A First Course in Computers. Vikas Publishing House.	
Reference Books		
	Shelly, G. B., Cashman, T. J., & Vermaat, M. E. (2021). Microsoft Office: Introductory Concepts and Techniques. Cengage Learning.	
	Gaskin, S., Vargas, A., & McClain, R. (2022). GO! with Microsoft Office. Pearson Education.	
	Frye, C. (2021). Microsoft Excel Step by Step. Microsoft Press.	
	Field, A. (2024). Discovering Statistics Using IBM SPSS Statistics. SAGE Publications.	
	Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2020). Business Research Methods. Cengage Learning.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	M	L	M	L	L	L	L	M
CO2	M	L	H	M	L	L	L	M
CO3	M	M	H	M	M	L	L	M
CO4	M	H	M	M	M	L	L	H
CO5	M	M	M	M	M	L	M	H
CO6	M	H	H	M	H	L	M	H
Avg	**M**	**M**	**H**	**M**	**M**	**L**	**L**	**H**

SEMESTER		II	
PAPER NAME		HUMAN RESOURCE MANAGEMENT	
Course Objectives			
C1	To gain foundational knowledge of Human Resource Management.		
C2	To develop knowledge of job analysis, recruitment, and selection practices.		
C3	To learn the fundamentals of employee on boarding and training.		
C4	To build competence in performance management and employee relations.		
C5	To understand employee benefits and work-life balance practices		
UNIT	**Details**		**Hours**
I	**Fundamentals of Human Resource Management** Meaning, Nature, Scope, Objectives and Functions of HRM- Influencing Factors in HRM- Line Managers' Human Resource Management Responsibilities-Managerial Competencies and Employee Engagement - The New Human Resource Manager – Concept of HR Audit.		**12**
II	**Job Analysis, Recruitment and Selection** Basics of Job Analysis - Uses of Job Analysis Information - Steps in Job Analysis - Methods of Collecting Job Analysis Information - Job Description and Job Specification - Role of AI in Recruitment - Recruiting a Diverse Workforce – Employee Selection- Types of Selection Tests - Management Assessment Centers.		**12**
III	**Training Orientation and Development** Employee Orientation- Employee Onboarding - Employee Engagement through Onboarding (Toyota Case)- ADDIE Five-Step Training Process - On-the-Job Training Methods-Off-the-Job Training Methods and other Modern Training Methods- Implementing Management Development Programmes - Lewin's Change Process		**12**
IV	**Performance Appraisal and Employee Relations** Performance Management; Meaning and Elements -Basics of Performance Appraisal - Who Should conduct Performance Appraisal – Performance Appraisal Tools and Methods – Conducting the Appraisal Interview - Using Appraisal Interviews to Enhance Employee Engagement - Employee Separation; meaning and types - Factors Affecting Retirement Decisions - Grievances and Grievances Handling		**12**
V	**Employee Benefits and Work-Life Balance** Employee Benefits; meaning and types - Work-Life Balance; Concept and Importance - Reasons and Impact of Work-Life Imbalance - Factors Contributing to Increased Awareness of Work-Life Balance - Work-Life Balance Interventions – Organizational benefits of Work-Life Balance.		**12**
CO	**Course Outcome**		**Bloom's Level**
CO1	Discuss the role of Human Resource Management and line managers in organizations.		K1
CO2	Demonstrate an understanding of modern recruitment and selection processes.		K2
CO3	Apply employee on boarding and training practices in organizational contexts.		K3

CO4	Assess performance appraisal tools and employee relations strategies.	K4
CO5	Examine the impact of employee benefits and work-life balance on employee performance.	K5
CO6	Develop HR interventions that integrate talent management and employee well-being.	K6
Text Books		
1.	Gary Dessler (2024). Human Resource Management (17th Edition). Pearson Education.	
2.	C. B. Gupta (2023). Human Resource Management. Sultan Chand & Sons.	
3.	P. Subba Rao (2023). Essentials of Human Resource Management and Industrial Relations (6th Edition). Himalaya Publishing House.	
Reference Books		
1.	David A. DeCenzo, Stephen P. Robbins & Susan L. Verhulst (2023). Fundamentals of Human Resource Management (13th Edition). Wiley.	
2.	Raymond A. Noe, John R. Hollenbeck, Barry Gerhart & Patrick M. Wright (2024). Fundamentals of Human Resource Management (9th Edition). McGraw-Hill Education.	
3.	Michael Armstrong & Stephen Taylor (2023). Armstrong's Handbook of Human Resource Management Practice (16th Edition). Kogan Page.	
4.	Aswathappa, K. (2022). Human Resource Management: Text and Cases (9th Edition). McGraw-Hill Education.	
5.	Biswajeet Pattanayak (2022). Human Resource Management (6th Edition). PHI Learning Pvt. Ltd	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	M	M	L	M	L	M
CO2	H	M	M	M	M	M	M	M
CO3	H	M	M	M	M	M	L	M
CO4	H	H	M	H	L	H	L	M
CO5	H	M	M	H	L	H	M	M
CO6	H	H	H	H	M	H	M	H
Avg	**H**	**M**	**M**	**H**	**M**	**H**	**M**	**M**

SEMESTER		II	
PAPER NAME		MARKETING MANAGEMENT	
Course Objectives			
C1	To develop a fundamental understanding of marketing concepts, principles, and philosophies.		
C2	To build analytical competence in marketing management and decision-making.		
C3	To apply marketing strategies for product development and brand positioning..		
C4	To gain insights into buyer behaviour and customer relationship management.		
C5	To explore distribution systems, consumer protection, and marketing ethics		
UNIT	**Details**		**Hours**
I	**Introduction to Marketing Management** What is Marketing - Concepts of Marketing - Marketing Management Philosophies- Marketing and Services - Digital Marketing - Social Media Marketing - Rural Marketing - E-Rural Marketing - International Marketing - Industrial Marketing- Current Marketing Challenges.		**12**
II	**Market Analysis and Marketing Environment** Marketing Management- Macro and Micro Environment- Analysis of Marketing Opportunities - - Marketing Research: Process - Demand Forecasting Methods - Marketing Mix - Market Segmentation, Targeting and Positioning- Marketing Mix.		**12**
III	**Product and Pricing Decisions** Product Concepts - Product Mix and Product Line Decisions - New Product Development Process - Branding and Packaging Decisions - Product Life Cycle - Pricing Objectives - Factors Influencing Pricing Decisions, Pricing Strategies and types of Pricing.		**12**
IV	**Consumer Buying Behavior and Digital Marketing** Consumer Behaviour: Meaning and Determinants – Consumer Buying Decision Process - Psychological and Social Influences on Consumer Behaviour – Business Buying Behavior- CRM and Customer Lifetime Value - Relationship Marketing - Basics of Digital Marketing -Case Study on Consumer Buyer Behaviour.		**12**
V	**Promotion, Consumer Protection, Sales and Distribution** Promotion Mix - Advertising, Sales Promotion, Personal Selling and Public Relations - Integrated Marketing Communication (IMC) - Distribution Channels and Logistics - Retailing and Wholesaling - Consumer Protection and Consumer Rights in India - Ethical and Sustainable Marketing Practices.		**12**

CO	Course Outcome	Bloom's Level
CO1	Identify key marketing concepts, philosophies, and digital marketing trends.	K1
CO2	Interpret the influence of the marketing environment on business decisions.	K2
CO3	Demonstrate the application of buyer behaviour and relationship marketing in business contexts.	K3
CO4	Evaluate product development and pricing strategies in marketing.	K4
CO5	Evaluate integrated marketing communication, retailing, and ethical marketing practices.	K5
CO6	Develop strategic marketing initiatives that align with customer needs and organizational objectives.	K6
Text Books		
1.	Philip Kotler, Gary Armstrong & Prafulla Agnihotri (2024). Principles of Marketing (19th Global Edition). Pearson Education.	
2.	Ramaswamy, V. S. & Namakumari, S. (2023). Marketing Management: Indian Context – Global Perspective (7th Edition). Sage Publications India.	
3.	C. B. Gupta & N. Rajan Nair (2023). Marketing Management. Sultan Chand & Sons.	
Reference Books		
1.	Philip Kotler, Kevin Lane Keller, Alexander Chernev & Jagdish N. Sheth (2024). Marketing Management (16th Global Edition). Pearson Education.	
2.	Rajan Saxena (2022). Marketing Management (7th Edition). McGraw-Hill Education.	
3.	William M. Pride & O. C. Ferrell (2023). Marketing (21st Edition). Cengage Learning.	
4.	William J. Stanton, Michael J. Etzel & Bruce J. Walker (2022). Fundamentals of Marketing (14th Indian Reprint). McGraw-Hill Education.	
5.	S. H. H. Kazmi & Satish K. Batra (2022). Advertising and Sales Promotion (5th Edition). Excel Books.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	M	L	M	M	M	M
CO2	H	M	M	M	M	M	H	M
CO3	H	H	M	M	H	M	M	M
CO4	H	H	M	M	M	M	M	M
CO5	H	H	H	M	H	M	H	M
CO6	H	H	H	H	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**M**

SEMESTER	II	
PAPER NAME	OPERATIONS MANAGEMENT	
Course Objectives		
C1	To provide a foundation in production management and plant planning concepts..	
C2	To equip students with the fundamentals of production planning and capacity decisions	
C3	To develop an understanding of materials management and supplier evaluation.	
C4	To understand TQM, Six Sigma, KAIZEN, and worker safety principles..	
C5	To understand modern production management practices and emerging technologies.	
UNIT	**Details**	**Hours**
I	**Production Systems and Plant Layout** Production Management - Definition - Scope and Functions - Production System and Types of Production Systems - Plant Location; Concept and Importance - Factors influencing Plant Location - Plant Layout - Principles and Criteria of Good Plant Layout - Types of Plant Layout - Value Analysis - aims and its procedure.	**12**
II	**Production Planning and Control (PPC)** Production Planning and Control; Meaning and Concept – Objectives and Functions - Requirements of Effective Production Planning and Control - Product design and Process selection - Aggregate Planning Strategies - Capacity planning – Make- or- Buy decisions.	**12**
III	**Inventory Control and Materials Management** Inventory Control; Meaning and Objectives – Inventory Control Techniques – Economic Order Quantity (EOQ) Analysis - ABC Analysis - Material Requirement Planning. Material Management: Objectives - Functions - Purchase Management - Vendor Rating - Material handling - principles and equipment.	**12**
IV	**Quality Management** Quality Control - Objectives - Strategic areas of Quality Control – Inspection; Meaning and Types of Inspection – KAIZEN- Concepts, Key Elements, and Implementation steps - Quality Circles - Total Quality Management - Six Sigma – Concepts,Approaches,Types and Benefits - Work Environment and Worker safety.	**12**
V	**Modern Production Management Practices** Introduction to SCM and ERP - Business Process Reengineering – Just-in-Time Production - Lean Manufacturing - Kanban systems -Poka-Yoke –Jishu Hozen (Autonomous Maintenance)- Industry 5.0 - Benchmarking techniques-Balanced Scorecard.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Recall the concepts, scope, functions, and types of production systems.	K1
CO2	Explain the planning and control functions in production management.	K2
CO3	Implement inventory control methods and supplier management practices.	K3

CO4	Examine TQM, Six Sigma, and KAIZEN approaches for quality improvement.	K4
CO5	Assess the impact of emerging production management practices on organizational performance	K5
CO6	Design holistic operations management approaches for achieving operational excellence.	K6
Text Books		
1.	R. Panneerselvam (2023). Production and Operations Management (4th Edition). PHI Learning Private Limited.	
2.	B. Mahadevan (2023). Operations Management: Theory and Practice (4th Edition). Pearson Education.	
3.	K. Aswathappa & K. Shridhara Bhat (2022). Production and Operations Management. Himalaya Publishing House.	
Reference Books		
1.	Jay Heizer, Barry Render & Chuck Munson (2023). Operations Management: Sustainability and Supply Chain Management (14th Edition). Pearson Education.	
2.	S. N. Chary (2022). Production and Operations Management. McGraw Hill Education.	
3.	Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano (2021). Operations and Supply Chain Management. McGraw Hill Education.	
4.	Everett E. Adam Jr. & Ronald J. Ebert (2020). Production and Operations Management: Concepts, Models and Behavior. Pearson Education.	
5.	William J. Stevenson (2023). Operations Management (15th Edition). McGraw Hill Education.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	M	M
CO2	H	H	L	L	M	M	M	M
CO3	H	H	L	M	M	M	M	M
CO4	H	H	M	M	M	H	M	H
CO5	H	H	L	M	M	M	H	M
CO6	H	H	M	H	M	M	H	H
Avg	**H**	**H**	**L**	**M**	**M**	**M**	**M**	**M**

SEMESTER		II	
PAPER NAME		FINANCIAL MANAGEMENT	
Course Objectives			
C1	To equip students with foundational knowledge of finance functions and management objectives		
C2	To analyze the components of cost of capital and different types of leverage.		
C3	To explore capital structure strategies and quantitative methods for investment decisions		
C4	To understand dividend decisions, theories, and policy implications		
C5	To analyze working capital requirements and liquidity management practices.		
UNIT	Details		Hours
I	**Introduction to Financial Management** Introduction to Financial Management – Scope and objectives of Financial Management - Profit Maximization vs. Wealth Maximization - Finance Function - Organization of the Finance Function		**12**
II	**Cost of Capital and Leverage Analysis** Cost of Capital: Meaning - Cost of equity- Cost of Preference Shares- Cost of Retained Earnings, Weighted Average Cost of Capital (WACC). *(Simple Problems only)* Leverage Analysis: Meaning-Types: Operating Leverage, Financial Leverage and Combined Leverage- Factors Affecting Leverage- Merits and Limitations of Leverage *(Simple Problems only)*		**12**
III	**Capital Structure and Capital Budgeting** Capital Structure Meaning- Determinants of Capital Structure, Approaches to Capital Structure - EBIT-EPS Analysis. *(Simple Problems only)* Capital Budgeting: Nature and Scope- Techniques: NPV, Profitability Index Methods, IRR (Discounted cash flow and non-discounted cash flow including pay back period and Accounting Rate of Return (ARR) *(Simple Problems only)*		**12**
IV	**Dividend Decisions** Dividend: Meaning and its types- Factors influencing dividend decision- Dividend payment-retention decision - Theories related to Irrelevance and Relevance of Dividend :Walter's Model, Gordon's Model, Dividend theories of irrelevance: MM Hypothesis, . *(Simple Problems only)*		**12**
V	**Working Capital Management** Working Capital Management: Concepts, Factors affecting working capital requirements, Computation of working capital requirements. *(Simple Problems only)* - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.		**12**
Course Coverage: Theory: 60% | Problems: 40%			

CO	Course Outcome	Bloom's Level
CO1	Outline the scope and significance of financial management in business organizations.	K1
CO2	Evaluate capital structure decisions through the study of cost of capital components and operating, financial, and combined leverage.	K2
CO3	Integrate capital structure analysis and capital budgeting methods to optimize corporate financial decisions.	K3
CO4	Analyze dividend decisions using Walter's Model, Gordon's Model, the MM Hypothesis, and dividend payment–retention determinants	K4
CO5	Examine working capital management and requirement estimation for effective liquidity and financial planning.	K5
CO6	Create value-maximizing financial strategies through integrated capital investment, financing, dividend, and liquidity management decisions.	K6
Text Books		
1.	I. M. Pandey, Financial Management, Pearson Education, Latest Edition.	
2.	Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education, Latest Edition.	
3.	M. Y. Khan and P. K. Jain, Financial Management, McGraw Hill Education, Latest Edition.	
Reference Books		
1.	Eugene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Cengage Learning, Latest Edition.	
2.	Lawrence J. Gitman and Chad J. Zutter, Principles of Managerial Finance, Pearson Education, Latest Edition.	
3.	James C. Van Horne and John M. Wachowicz, Jr., Fundamentals of Financial Management, Pearson Education, Latest Edition.	
4.	R. P. Rustagi, Financial Management: Theory, Concepts and Problems, Taxmann Publications, Latest Edition.	
5.	S. N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand & Sons, Latest Edition.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	L	M
CO2	H	H	L	L	M	M	L	M
CO3	H	H	L	M	H	M	L	M
CO4	H	H	L	L	M	M	L	M
CO5	H	H	L	M	M	M	L	M
CO6	H	H	M	M	H	M	M	H
Avg	**H**	**H**	**L**	**M**	**M**	**M**	**L**	**M**

SEMESTER		II	
PAPER NAME		OPERATIONS RESEARCH	
Course Objectives			
C1	To provide students with a foundation in the concepts, scope, and applications of Operations Research in management**.**		
C2	To enable students to formulate and solve Linear Programming models for decision-making		
C3	To strengthen decision-making skills through transportation, assignment, and game theory models..		
C4	To develop students' understanding of CPM, PERT, and Monte Carlo simulation techniques.		
C5	To build competency in applying sequencing models and queuing theory for operational efficiency.		
UNIT	**Details**		**Hours**
I	**Operations Research and Linear Programming** Operations Research: Meaning, Nature, Scope, Characteristics, Advantages and Limitations – Applications of Operations Research in Functional Areas of Management – Linear Programming Problem (LPP): Meaning and Assumptions – Model Formulation – Maximization and Minimization Problems – Graphical Method – Simplex Method (Theory Only) – Primal and Dual Problems.		**12**
II	**Transportation Model**: Meaning and Formulation – Initial Basic Feasible Solution (North-West Corner Method, Least Cost Method (LCM), and Vogel's Approximation Method (VAM)) – Degeneracy – Optimal Solution using MODI Method – Assignment Model: Meaning and Formulation – Simple Assignment Problem – Hungarian Method – Maximization Assignment Problem – Traveling Salesman Problem (TSP).		**12**
III	**Game Theory and Decision Theory** **Game Theory:** Meaning and Assumptions – Two-Person Zero-Sum Games – Saddle Point – Games without Saddle Points: Mixed Strategies – Dominance Method – Algebraic and Graphical Methods. **Decision Theory:** Meaning – Pay-off Table – Decision Making under Risk and Uncertainty – Decision Criteria: Maximax, Maximin, Minimax Regret (Savage), Hurwicz, and Laplace – Applications in Business Decision Making.		**12**
IV	**Network Model and Simulation** **Network Models:** Meaning and Evolution – Applications of Network Models – Time Estimates – Critical Path Method (CPM) – Program Evaluation and Review Technique (PERT) – Project Scheduling. **Simulation:** Meaning – Types of Simulation – Monte Carlo Simulation – Applications of Simulation in Production, Demand, Queuing, and Supply Chain Problems.		**12**
V	**Sequencing and Waiting Line Models** **Job Shop Scheduling:** Meaning – Sequencing Problems – Johnson's Algorithm – Sequencing *N* Jobs on Two Machines – Sequencing *N* Jobs on Three Machines. **Queuing Theory (Waiting Line Models):** Meaning – Structure of a Queuing System – M/M/1 Queue with Infinite Population – Applications and Simple Problems.		**12**
80% Problems and 20% Theory			

CO	Course Outcome	Bloom's Level
CO1	Recall the nature, scope, characteristics, and applications of Operations Research in management	K1
CO2	Demonstrate the formulation and solution of Linear Programming Problems using primal and dual approaches.	K2
CO3	Implement the application of transportation, assignment, and game theory models in business scenarios.	K3
CO4	Analyze CPM and PERT networks and simulate business scenarios using Monte Carlo techniques.	K4
CO5	Apply Johnson's algorithm to solve sequencing problems involving two and three machines.	K5
CO6	Create optimal business solutions using Operations Research techniques and analytical models.	K6

Text Books	
1.	J.K. Sharma (2023). Operations Research: Theory and Applications (7th Edition). Laxmi Publications.
2.	Hamdy A. Taha (2017). Operations Research: An Introduction (10th Edition). Pearson Education.
3.	V.K. Kapoor (2020). Operations Research: Concepts, Problems and Solutions. Sultan Chand & Sons.
Reference Books	
1.	Kanti Swarup, P.K. Gupta & Man Mohan (2019). Operations Research. Sultan Chand & Sons.
2.	Frederick S. Hillier & Gerald J. Lieberman (2021). Introduction to Operations Research (11th Edition). McGraw Hill.
3.	H.M. Wagner (2019). Principles of Operations Research (2nd Edition). Prentice Hall.
4.	Prem Kumar Gupta & D.S. Hira (2021). Operations Research. S. Chand Publishing.
5.	Wayne L. Winston (2022). Operations Research: Applications and Algorithms (4th Edition). Cengage Learning.

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	L	L	M
CO2	M	H	L	L	L	L	L	H
CO3	M	H	L	L	M	L	L	H
CO4	M	H	L	M	M	L	L	H
CO5	M	H	L	L	M	L	L	H
CO6	M	H	M	M	H	L	M	H
Avg	**M**	**H**	**L**	**L**	**M**	**L**	**L**	**H**

SEMESTER		II	
PAPER NAME		RESEARCH METHODOLOGY IN BUSINESS	
Course Objectives			
C1	To provide a strong foundation in business research concepts and the systematic research process.		
C2	To enable students to apply effective data collection and measurement techniques in research		
C3	To build competency in selecting appropriate sampling techniques for research.		
C4	To strengthen analytical skills through hypothesis testing and statistical methods		
C5	To enhance skills in research report writing, presentation, and academic integrity.		
UNIT	**Details**		**Hours**
I	**Concepts of Business Research** Research in business - Meaning, Importance and Scope - Characteristics of good business research - Types of Business research (Descriptive, Explorative, Analytical, Empirical, Quantitative, Qualitative, Historical and Experimental Research) - Merits and Demerits of each type – Business Research Process – Identifying and Formulation of Research Problem - Review of Literature - Need and Importance – Conceptual Analysis – Research Design; Meaning, types and characteristics of a Good Research Design- Problem in Research Process.		**12**
II	**Data Collection Process** Data Collection; meaning and process –Sources of data- primary and secondary data - Primary Data Collection methods- survey method, Case Study method, Personal interview, Telephone interviews, Mail Survey and self-administered surveys- Instruments for Respondent communication - Questionnaire design - Scaling Techniques - Secondary Data sources: Past research and publications, Industry and Company sources, Articles and Reports, and Web sources - Merits and demerits of Primary and Secondary data sources		**12**
III	**Sampling Design** Population and Sample - Census and Sample survey – Sampling: Meaning and concepts- Sampling design ;Meaning and importance – Steps in Sampling Design – Characteristics of a good sample design - Types of sample Design - Probability and Non-probability sampling; Methods, Features, Merits and Demerits - Sample Size Determination- Sampling Errors.		**12**
IV	**Hypothesis Testing** Hypothesis; Meaning, Need and Importance – Types of Hypotheses - Procedure of Hypothesis testing - Errors in Hypothesis Testing - Parametric Tests - One Sample and Two Sample t- tests - One Sample and Two Sample Z- tests – Non Parametric Test -Chi-square Test - ANOVA and SPSS (Only Theory)- Simple application problems.		**12**
V	**Report Presentation** Report writing; Meaning and Significance – Types of Research Report - Steps in report writing - Layout of report - Executive summary -		**12**

	Mechanics of Research Report Writing - Precautions in Report Writing - Norms for using Tables, Charts and Diagrams –Oral Presentation of Research Findings- Plagiarism: need importance, and Plagiarism checking - Norms for Index and Bibliography.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Recall the nature, scope, characteristics, and applications of Operations Research in management	K1
CO2	Demonstrate the formulation and solution of Linear Programming Problems using primal and dual approaches.	K2
CO3	Implement the application of transportation, assignment, and game theory models in business scenarios.	K3
CO4	Analyze CPM and PERT networks and simulate business scenarios using Monte Carlo techniques.	K4
CO5	Apply Johnson's algorithm to solve sequencing problems involving two and three machines.	K5
CO6	Create optimal business solutions using Operations Research techniques and analytical models.	K6
Text Books		
1.	Uma Sekaran & Roger Bougie (2023). Research Methods for Business: A Skill-Building Approach (9th Edition). John Wiley & Sons.	
2.	C.R. Kothari & Gaurav Garg (2019). Research Methodology: Methods and Techniques (4th Edition). New Age International Publishers.	
3.	Donald R. Cooper, Pamela S. Schindler & J.K. Sharma (2022). Business Research Methods (13th Edition, Indian Adaptation). McGraw Hill Education	
Reference Books		
1.	William G. Zikmund, Barry J. Babin, Jon C. Carr & Mitch Griffin (2019). Business Research Methods (10th Edition). Cengage Learning.	
2.	Alan Bryman & Emma Bell (2022). Business Research Methods (6th Edition). Oxford University Press.	
3.	Naresh K. Malhotra, Satyabhushan Dash & Chhaya Das (2022). Marketing Research: An Applied Orientation (8th Edition, Indian Edition). Pearson India.	
4.	John W. Creswell & J. David Creswell (2023). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (6th Edition). Sage Publications.	
5.	Ranjit Kumar (2021). Research Methodology: A Step-by-Step Guide for Beginners (5th Edition). Sage	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	M	L	L	M	L	H
CO2	M	H	M	L	L	M	L	H
CO3	M	H	M	L	L	M	L	H
CO4	M	H	M	L	L	M	L	H
CO5	M	M	H	M	L	H	L	H
CO6	H	H	H	M	M	H	M	H
Avg	**M**	**H**	**M**	**L**	**L**	**M**	**L**	**H**

SEMESTER		II	
PAPER NAME		SOFT SKILLS II – COMPUTING SKILLS	
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.		
UNIT	**Details**		**Hours**
I	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.		**6**
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical		**6**
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.		**6**
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs		**6**
V	Cloud based apps - Google Forms, Google Slides – Google Cloud Print		**6**
CO	**Course Outcome**		**Bloom's Level**
CO1	Have awareness and understanding on the basic functions of MS Excel		K1
CO2	Know the advanced functions of MS Excel		K2
CO3	Possess knowledge on MS Access and its application in database management		K3
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs		K4
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.		K5

Text Books	
1.	Lambert, J. (2022). Microsoft Access 365 Step by Step. Microsoft Press.
2.	Wempen, F. (2021). Teach Yourself VISUALLY Microsoft 365. Wiley.
Reference Books	
1.	Walkenbach, J. (2019). Excel 2019 Bible. Wiley.
2.	Alexander, M., & Kusleika, D. (2022). Microsoft Excel 365 Bible. Wiley.
3.	Pratt, P. J., & Last, M. Z. (2018). Concepts of Database Management (9th ed.). Cengage Learning.
4.	Google Cloud. (2024). Google Workspace Learning Center. Google.
5.	Joan Lambert & Curtis Frye. (2022). Microsoft Office 365: Step by Step. Microsoft Press.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	H	M	L	M
CO2	H	H	M	M	H	M	L	M
CO3	M	H	M	M	H	M	M	M
CO4	M	H	H	M	H	M	H	H
CO5	M	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SEMESTER	III	
PAPER NAME	**INFORMATION SYSTEM FOR BUSINESS**	
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	
UNIT	**Details**	**Hours**
I	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.	**12**
II	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.	**12**
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.	**12**
IV	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.	**12**
V	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.	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Learn the importance of data and information in managerial decision making.	K1
CO2	Possess on the various IS and the its relevance to Organizational environment	K2

CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	K3
CO4	To study the various models and new technologies	K4
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	K5
Text Books		
1.	Laudon, K. C., & Laudon, J. P**.** (2024). Management Information Systems: Managing the Digital Firm (18th ed.). Pearson.	
2.	O'Brien, J. A., & Marakas, G. M. (2019). Management Information Systems (11th ed.). McGraw-Hill Education.	
3.	Jawadekar, W. S. (2017). Management Information Systems: Text and Cases (5th ed.). McGraw-Hill Education.	
Reference Books		
1.	Azam, M., Management Information System, McGrawHill Education, 2012	
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11th Edition, Pearson, 2010.	
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3rd Edition, PHI, 2011.	
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9th Edition, Tata McGraw-Hill Education, 2009.	
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3rd	
6.	Stair, R. and Reynolds, G., Information Systems, 10th Edition, Cengage Learning,2012.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	L	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	M	H
CO4	M	H	H	H	H	M	H	H
CO5	H	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**H**

SEMESTER	III	
PAPER NAME	INTERNATIONAL BUSINESS	
Course Objectives		
C1	To familiarize students with the fundamentals of international business and globalization..	
C2	To analyze the environmental forces influencing international business decisions.	
C3	To explain international trade concepts, market expansion strategies.	
C4	To examine the strategies adopted by MNCs in global business operations.	
C5	To explore emerging trends in digital globalization, ESG practices, and India's role in global value chains	
UNIT	**Details**	**Hours**
I	**Foundations of International Business:** Introduction to International Business: Meaning, Scope, Importance, and Distinction between Domestic and International Business – Globalization and Internationalization: Drivers, Stages, and EPRG Framework (Ethnocentric, Polycentric, Regiocentric, and Geocentric Orientations) – Multinational Corporations (MNCs): Meaning, Characteristics, Types, Motivations, Role, and Ethical Issues – Theories of International Trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher–Ohlin Theory, International Product Life Cycle Theory, and Porter's Diamond Model.	**12**
II	**International Business Environment and Market Entry:** International Business Environment: Socio-Cultural, Political, Legal, Economic, Technological, and Ecological Factors influencing Global Business – Hofstede's Cultural Dimensions and Cross-Cultural Business Challenges – Regional Economic Integration: Free Trade Area, Customs Union, Common Market, and Economic Union with reference to USMCA, ASEAN, European Union (EU), and SAARC – International Market Selection and Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Wholly Owned Subsidiaries, and Strategic Alliances – Trade Barriers: Tariff and Non-Tariff Barriers and their impact on International Trade.	**12**
III	**International Marketing Decisions and MNC Strategy:** International Marketing Decisions: Branding, Packaging, and Pricing Strategies in Global Markets – Standardization versus Adaptation, Country-of-Origin Effect, Global and Local Branding, and Cross-Cultural Packaging Considerations – International Pricing: Factors Influencing Pricing, Price Escalation, and Pricing Strategies – Transfer Pricing, Dumping, and Countertrade: Concepts, Types, and Managerial Implications – MNC Organizational Structures and Global Strategies: International, Global, Geographic, and Matrix Structures; Global, Multidomestic, and Transnational Strategies – Corporate Governance, Grey Markets, and Parallel Imports.	**12**
IV	**International Institutions and Trade Governance:** International Financial Institutions: International Monetary Fund (IMF) and World Bank Group—Objectives, Functions, Structure, Major Institutions (IBRD, IDA, IFC, MIGA, and ICSID), and India's Role – Global Trade Governance: Evolution of GATT and WTO, Objectives, Structure, Functions, and Major WTO Agreements (GATS, TRIPS, and TRIMs) – WTO Dispute Settlement Mechanism, Contemporary Challenges, and India's Position in the Global Trading System.	**12**
V	**Emerging Trends in Global Business:** Emerging Trends in Global Business: Digital Globalization, Cross-Border E-Commerce, Platform-Based Business Models, and Global Value Chains (GVCs) – Born-Global Firms and SME Internationalization – Geopolitical Risks, Trade	**12**

	Wars, Supply Chain Disruptions, De-globalization, and Emerging Trade Blocs (BRICS and RCEP) – Sustainability, ESG, Green Supply Chains, and Corporate Social Responsibility (CSR) in International Business – India's Role in Global Business: *Make in India*, Production Linked Incentive (PLI) Scheme, and Global Value Chains – Future Trends: Artificial Intelligence, Digital Currencies, and Evolving Global Business Environment.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify fundamental concepts, globalization drivers, EPRG orientations, MNC types, trade theories, and international institutions.	K1
CO2	Explain the impact of global environmental forces, regional integration agreements, and international institutions on international business.	K2
CO3	Use international business concepts to address challenges in emerging market contexts	K3
CO4	Evaluate MNC strategies related to international marketing, pricing decisions, and global competitiveness	K4
CO5	Assess the impact of global trade regulations and international financial institutions on the global business environment.	K5
CO6	Formulate strategies for global market expansion considering trade policies, MNC practices, and emerging opportunities.	K6
Text Books		
1.	Charles W. L. Hill (2023). International Business: Competing in the Global Marketplace. McGraw Hill Education.	
2.	Palanivelu, V. R., Sowndharya, K. S., Ravi, S., & Uma Maheswari, S. (2026). International Business. First Edition. Mumbai: Himalaya Publishing House.	
3.	Rakesh Mohan Joshi (2020). International Business. Oxford University Press.	
Reference Books		
1.	John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan & Prashant Salwan (2022). International Business: Environments and Operations. Pearson Education.	
2.	K. Aswathappa (2021). International Business. McGraw Hill Education.	
3.	Francis Cherunilam (2020). International Business: Text and Cases. PHI Learning.	
4.	P. Subba Rao (2021). International Business: Text and Cases. Himalaya Publishing House.	
5.	Sumati Varma (2020). International Business. Pearson Education.	
6.	R. L. Varshney & B. Bhattacharyya (2019). International Marketing Management. Sultan Chand & Sons.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	L	L	M	M	M	H	M
CO2	H	M	L	M	M	M	H	M
CO3	H	H	M	M	H	M	H	M
CO4	H	H	M	H	M	M	H	M
CO5	H	M	M	M	M	H	H	M
CO6	H	H	H	H	H	M	H	H
Avg	**H**	**M**	**M**	**M**	**M**	**M**	**H**	**M**

SEMESTER		III	
PAPER NAME		NMEC: BASICS OF ENTREPRENEURSHIP DEVELOPMENT	
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.		
UNIT	**Details**		**Hours**
I	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.		9
II	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		9
III	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		9
IV	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 ecommerce Start-ups. Business Model Canvas		9
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by		9
CO	**Course Outcome**		**Bloom's Level**
CO1	Be able to know about growth of entrepreneurship in India		K1
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing		K2
CO3	Obtain knowledge on new venture creation		K3
CO4	Be able to prepare a business plan		K4
CO5	Gian knowledge on various types of financing available for new ventures.		K5
Text Books			
1.	Khanka, S. S. (2022). Entrepreneurial Development (3rd ed.). S. Chand Publishing.		

2.	Desai, V. (2021). Dynamics of Entrepreneurial Development and Management (7th ed.). Himalaya Publishing House.
3.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). Entrepreneurship (11th ed.). McGraw-Hill Education.
Reference 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 Ireland, ©2018 |Pearson

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	H	M
CO2	H	H	M	M	M	M	H	H
CO3	H	H	H	M	H	M	H	H
CO4	M	H	H	H	H	M	H	H
CO5	H	H	H	M	H	H	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SEMESTER		IV
PAPER NAME		ENTREPRENEURSHIP DEVELOPMENT
Course Objectives		
C1	Understand the concepts characteristics, functions, and types of entrepreneurship	
C2	Examine entrepreneurial motivation	
C3	Develop the ability to identify business opportunities	
C4	Analyze various forms of business ownership	
C5	Evaluate institutional support systems	
UNIT	**Details**	**Hours**
I	**Foundations of Entrepreneurship** Concept, Meaning and Importance of Entrepreneurship – Entrepreneur and Intrapreneur – Characteristics and Competencies of Successful Entrepreneurs – Functions and Types of Entrepreneurs – Entrepreneurial Ecosystem – Environmental Factors Affecting Entrepreneurship – Women Entrepreneurship – Rural Entrepreneurship – Social Entrepreneurship – Emerging Trends in Entrepreneurship.	**12**
II	**Entrepreneurship Development Programmes (EDPs)** Entrepreneurial Motivation – Achievement Motivation Theory – Entrepreneurial Competencies – Need, Scope, Objectives and Importance of EDPs – Entrepreneurship Development Programmes in India – Phases of EDP: Pre-training, Training and Post-training – Role of Educational Institutions, Incubation Centres and Start-up Ecosystems – Evaluation of EDPs.	**12**
III	**Opportunity Identification, Innovation and Project Planning** Business Opportunity Identification – Project Classification – Project Identification and Selection – Feasibility Analysis – Preparation of Project Report – Innovation and Creativity – Innovation Process – Design Thinking – Intellectual Property Rights (IPR): Patents, Copyrights, Trademarks and Geographical Indications – Technology Commercialization.	**12**
IV	**Forms of Business Ownership and Enterprise Growth** Forms of Business Ownership – Sole Proprietorship – Partnership – Limited Liability Partnership (LLP) – Private Limited Company – Public Limited Company – Cooperative Enterprises – One Person Company (OPC) – Selection of Appropriate Ownership Structure – Business Ethics – Growth Strategies for Small and Medium Enterprises – Family Business Management.	**12**
V	**Institutional Support and Entrepreneurial Finance** Institutional Support for Entrepreneurs: DIC, NSIC, MSME Development Institutes (formerly SIDO), SIDCO, TCO, Industrial Estates and Special Economic Zones (SEZs) – Financial Institutions: SIDBI, IFCI, IDBI, EXIM Bank, NABARD, TIIC, SIPCOT – Government Schemes: Startup India, Stand-Up India, PMEGP, MUDRA, MSME Schemes – Government Incentives, Subsidies and Credit Guarantee Schemes	**12**

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, characteristics, functions, and types of entrepreneurs, and the factors influencing entrepreneurship.	K1
CO2	Illustrate entrepreneurial motivation, entrepreneurial competencies, Entrepreneurship Development Programmes (EDPs), and their role in enterprise creation.	K2
CO3	Apply project identification, opportunity evaluation, innovation, creativity, and intellectual property concepts to develop entrepreneurial ventures.	K3
CO4	Analyze different forms of business ownership and recommend appropriate legal structures and growth strategies for business enterprises.	K4
CO5	Evaluate institutional support agencies, financial institutions, government schemes, and policy initiatives that promote entrepreneurship.	K5

Text Books	
1.	Khanka, S. S. (2022). Entrepreneurial Development (3rd ed.). S. Chand Publishing.
2.	Desai, V. (2021). Dynamics of Entrepreneurial Development and Management (7th ed.). Himalaya Publishing House.
3.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). Entrepreneurship (11th ed.). McGraw-Hill Education.
Reference Books	
1.	Kuratko, D. F. (2020). Entrepreneurship: Theory, Process, and Practice (11th ed.). Cengage Learning.
2.	Barringer, B. R., & Ireland, R. D. (2019). Entrepreneurship: Successfully Launching New Ventures (6th ed.). Pearson.
3.	Drucker, P. F. (2014). Innovation and Entrepreneurship. Routledge.
4.	Osterwalder, A., & Pigneur, Y. (2010). Business Model Generation. Wiley.
5.	Scarborough, N. M., & Cornwall, J. R. (2019). Essentials of Entrepreneurship and Small Business Management (9th ed.). Pearson.

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	H	M
CO2	H	H	M	M	M	M	H	H
CO3	H	H	H	M	H	M	H	H
CO4	M	H	H	H	H	H	H	H
CO5	H	H	H	M	H	H	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SEMESTER	IV	
PAPER NAME	STRATEGIC MANAGEMENT	
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.	
UNIT	**Details**	**Hours**
I	**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.	**12**
II	**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.	**12**
III	**Environmental Analysis:** Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.	**12**
IV	**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	**12**
V	**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	**12**
CO	**Course Outcome**	**Bloom's Level**
CO1	Be able to frame vision and mission statements.	K1
CO2	Be social and ethically responsible.	K2
CO3	Possess insights on making environmental analysis.	K3
CO4	Possess knowledge on learning strategic formulation & strategy choice.	K4
CO5	Understanding strategic implementation and control.	K5
Text Books		
1.	David, F. R., David, F. R., & David, M. E. (2024). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (18th ed.). Pearson.	

2.	Kazmi, A. (2020). Strategic Management and Business Policy (5th ed.). McGraw Hill Education.
Reference 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.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	H	M	M
CO2	H	H	M	M	M	H	H	H
CO3	H	H	H	H	H	M	H	M
CO4	H	H	H	H	H	M	H	H
CO5	H	H	H	M	H	H	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**H**	**H**	**H**

SEMESTER		IV
PAPER NAME		SOFT SKILLS III: BUSINESS ETIQUETTE AND TEAM BUILDING SKILLS
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	
UNIT	**Details**	**Hours**
I	**Introduction to Business Etiquette:** Meaning, importance, and principles of business etiquette – Professional behaviour and workplace excellence – Greetings, introductions, handshakes, reception etiquette, and addressing individuals in business settings.	6
II	**Meeting and Business Dining Etiquette:** Meeting planning, boardroom protocol, presentation etiquette, customer complaint handling – Business dining etiquette, table manners, invitations, and cross-cultural dining practices.	6
III	**Communication Etiquette:** Telephone, mobile phone, email, internet, social media, and virtual communication etiquette – Netiquette, active listening, handling calls, voicemail, online meetings, and professional digital communication.	6
IV	**Professional Image and Workplace Conduct:** Business attire, grooming, dress codes, workplace professionalism, diversity and inclusion, gender sensitivity, disability etiquette, social media ethics, and prevention of workplace harassment.	6
V	**Business Ethics and Cross-Cultural Etiquette:** Ethical behaviour in business, conflict management and resolution, corporate gift etiquette, multicultural communication, cultural sensitivity, and business etiquette in global contexts with reference to India and other countries.	6
CO	**Course Outcome**	**Bloom's Level**
CO1	Learn using business etiquette at work place	K1
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	K2
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	K3
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	K4

CO5	Become sensitive to new and emerging issues in etiquette	K5
Text Books		
1.	Sabath, A. M. (2019). Business Etiquette in Brief: The Competitive Edge for Today's Professional (2nd ed.). Career Press.	
2.	Post, P., Post, P. S., & Post, L. (2022). Emily Post's Business Etiquette (2nd ed.). Harper Business.	
3.	Bovee, C. L., & Thill, J. V. (2023). Business Communication Today (15th ed.). Pearson.	
Reference Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: 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.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	M	M	L	L	M	H	H	H
CO2	M	H	M	L	M	H	H	H
CO3	M	H	H	M	H	H	M	H
CO4	M	H	H	M	M	H	H	H
CO5	M	H	H	M	M	H	H	H
Avg	**M**	**H**	**M**	**L**	**M**	**H**	**H**	**H**

SPECIALIZATION AND ELECTIVE COURSES

SPECIALIZATION	FINANCE	
PAPER NAME	INVESTMENT ANALYSIS	
Course Objectives		
C1	Understand the fundamentals of investment, risk and return, investment alternatives, financial markets, and the regulatory framework governing investment decisions.	
C2	Examine the structure and functioning of primary and secondary securities markets, stock exchanges, market regulations, and emerging developments in digital and sustainable investing.	
C3	Apply fundamental and technical analysis techniques to evaluate investment opportunities using conventional and technology-enabled analytical tools.	
C4	Analyze commodity markets, derivatives, hedging strategies, and commodity price movements for effective investment and risk management.	
C5	Evaluate various alternative investment avenues and construct diversified investment portfolios based on risk-return objectives and prevailing market conditions.	
UNIT	**Details**	**Hours**
I	**Introduction** Investment: Meaning, Objectives and Importance – Investment versus Speculation – Investment versus Gambling – Investment versus Savings – Characteristics of Investments – Investment Process – Types of Investors – Investment Alternatives – Risk and Return: Types of Risk, Sources of Risk, Measurement of Risk and Return, Risk Premium – Financial Markets: Structure, Participants and Functions – Regulatory Framework – Role of SEBI – Introduction to Sustainable and ESG Investing.	12
II	**Securities Market** Primary Market – Public Issue, Rights Issue, Bonus Issue, Private Placement, Preferential Allotment – Book Building Process – Secondary Market – Stock Exchanges: BSE, NSE and OTCEI – Listing of Securities – Online Trading Mechanism – Settlement Process (T+1) – Circuit Breakers – Stop Loss Orders – Market Indices – Role of SEBI – Investor Protection Measures – Algorithmic Trading (Concept) – ESG-linked Securities – FinTech Applications in Securities Markets.	12
III	**Investment Analysis** Fundamental Analysis – Economic Analysis – Industry Analysis – Company Analysis – Financial Statement Analysis – Earnings Analysis – Valuation Approaches. Technical Analysis – Dow Theory – Chart Patterns – Trend Analysis – Support and Resistance Levels – Moving Averages – Exponential Moving Average – Relative Strength Index (RSI) – MACD – Oscillators – Market Indicators (Conceptual Understanding Only). Technology-enabled Investment Analysis – Robo-advisory Services – AI-based Stock Screening – Sentiment Analysis (Concept Only).	12
IV	**Commodity and Derivatives Market** Commodity Market – Nature and Features – Commodity Exchanges in India – Spot Market and Futures Market – Commodity Derivatives – Participants in Commodity Markets – Commodity Price Determinants – Commodity Indices – Hedging, Speculation and Arbitrage – Clearing and Settlement Mechanism – Green Commodities and Carbon Trading (Introduction).	12

V	**Alternative Investment Avenues** Bank Deposits – Post Office Savings Schemes – Government Securities – Treasury Bills – Mutual Funds: Types, NAV Computation and Performance Evaluation – Exchange Traded Funds (ETFs) – Real Estate Investment Trusts (REITs) – Infrastructure Investment Trusts (InvITs) – Gold and Silver ETFs – Real Estate – Foreign Exchange Market – P-Notes – Digital Assets and Cryptocurrency: Concepts, Risks, Regulatory Framework – Portfolio Diversification.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts of investment, risk, return, investment process, financial markets, and the regulatory framework governing investments.	K1
CO2	Examine the structure and operations of securities markets, stock exchanges, SEBI regulations, and emerging trends in digital and sustainable investing.	K2
CO3	Apply fundamental and technical analysis techniques to evaluate securities and support investment decision-making.	K3
CO4	Analyze commodity markets, derivatives, hedging strategies, and commodity price behaviour for investment and risk management.	K4
CO5	Evaluate alternative investment avenues and design diversified investment portfolios based on risk-return objectives and market conditions.	K5
Text Books		
1.	Prasanna Chandra. (2025). Investment Analysis and Portfolio Management (7th ed.). McGraw Hill.	
2.	S. Kevin. (2024). Security Analysis and Portfolio Management (4th ed.). PHI Learning.	
Reference Books		
1.	Fischer, D. E., & Jordan, R. J. (2022). Security Analysis and Portfolio Management (7th ed.). Pearson Education.	
2.	Reilly, F. K., & Brown, K. C. (2021). Investment Analysis and Portfolio Management (12th ed.). Cengage Learning.	
3.	Bodie, Z., Kane, A., & Marcus, A. J. (2023). Investments (13th ed.). McGraw Hill.	
4.	Sharpe, W. F., Alexander, G. J., & Bailey, J. V. Investments. Pearson Education.	
5.	Fabozzi, F. J. (2021). The Handbook of Fixed Income Securities. McGraw Hill.	
6.	SEBI. Investor Awareness and Securities Market Publications. (Latest Edition).	

CO-PO Mapping

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	M	M	L
CO2	H	H	M	M	M	M	H	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	M	M	M	M
CO5	H	H	H	H	H	M	M	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	MERCHANT BANKING AND FINANCIAL SERVICES	
Course Objectives		
C1	Understand the concepts, functions, and significance of merchant banking and its role in corporate finance and capital markets.	
C2	Examine the regulatory framework governing merchant banking, including SEBI regulations, registration requirements, and professional responsibilities.	
C3	Analyze the process of public issue management and the responsibilities of merchant bankers in managing capital market transactions.	
C4	Evaluate the various financial services offered by merchant bankers and financial institutions, including advisory, credit rating, stock broking, and electronic financial services.	
C5	Assess emerging financial services and innovative financing techniques to support corporate and individual financial decision-making.	
UNIT	**Details**	**Hours**
I	**Merchant Banking: Concepts and Functions** Merchant Banking – Meaning, Objectives and Evolution – Functions and Importance – Merchant Banking versus Commercial Banking – Corporate Advisory Services – Project Counselling – Loan Syndication – Issue Management – Underwriting – Portfolio Management – Depository Services – Fixed Deposit Broking – Merchant Banking in India.	12
II	**Regulatory Framework of Merchant Banking** Regulatory Environment – Role of SEBI – SEBI (Merchant Bankers) Regulations – Registration and Renewal Procedures – Categories of Merchant Bankers – Capital Adequacy Norms – General Obligations and Responsibilities – Code of Conduct – Inspection by SEBI – Penalties and Actions for Default – Investor Protection Measures – Recent Regulatory Developments.	12
III	**Public Issue Management** Public Issue Management – Meaning and Objectives – Types of Public Issues – Initial Public Offering (IPO) – Follow-on Public Offer (FPO) – Rights Issue – Bonus Issue – Private Placement – Book Building Process – Pricing of Issues – Prospectus – Role and Responsibilities of Lead Managers – Activities in Public Issue Management – SEBI Guidelines – Post-Issue Activities.	12
IV	**Financial Services** Financial Services – Meaning and Scope – Mergers and Acquisitions Advisory – Corporate Restructuring – Credit Rating Services – Stock Broking Services – Depository Services – Electronic and Digital Financial Services – Online Trading Platforms – Payment Systems – FinTech Applications in Financial Services – Wealth Management Services.	12
V	**Emerging Financial Services** Consumer Finance – Hire Purchase – Leasing: Types and Advantages – Mutual Funds: Types and Performance Evaluation – Bill Discounting and Bill Financing – Factoring and Forfaiting – Venture Capital – Angel Financing – Infrastructure Investment Trusts (InvITs) – Real Estate Investment Trusts (REITs) – Digital Lending – Buy Now Pay Later (BNPL) – Recent Trends in Financial Services.	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, functions, and services of merchant banking and its role in the financial system.	K1
CO2	Examine the regulatory framework governing merchant banking, including SEBI regulations, registration procedures, and code of conduct.	K2
CO3	Apply the principles and procedures of public issue management in capital market transactions.	K3
CO4	Analyze various financial services such as mergers and acquisitions advisory, stock broking, credit rating, and digital financial services.	K4
CO5	Evaluate emerging financial services and financing alternatives to recommend appropriate financial solutions for business organizations.	K5
Text Books		
1.	Gurusamy, S. (2023). Merchant Banking and Financial Services. Vijay Nicole Imprints Pvt. Ltd.	
2.	M. Y. Khan. (2022). Financial Services (10th ed.). McGraw Hill Education.	
Reference Books		
1.	Bhole, L. M., &Mahakud, J. (2021). Financial Institutions and Markets (7th ed.). McGraw Hill.	
2.	Saunders, A., & Cornett, M. M. (2022). Financial Markets and Institutions (9th ed.). McGraw Hill.	
3.	Gordon, E., & Natarajan, K. (2021). Financial Markets and Services. Himalaya Publishing House.	
4.	Machiraju, H. R. (2022). Merchant Banking: Principles and Practice. New Age International.	
5.	SEBI. SEBI (Merchant Bankers) Regulations and Investor Protection Guidelines (Latest Edition).	
6.	Reserve Bank of India. Reports on Trend and Progress of Banking in India (Latest Edition).	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	L	M	L	L
CO2	H	H	M	M	M	M	H	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	H	M	M	M
CO5	H	H	H	H	H	M	M	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	INSURANCE MANAGEMENT	
Course Objectives		
C1	Understand the principles of insurance, risk management, and the legal and regulatory framework governing insurance in India.	
C2	Examine the concepts, products, and underwriting practices of life and group insurance for effective risk protection and employee benefit planning.	
C3	Analyze health insurance systems, healthcare financing, and claims management in the context of emerging healthcare challenges.	
C4	Evaluate the scope and applications of general insurance products for managing personal and commercial risks.	
C5	Assess recent developments in the insurance industry, including InsurTech, digital insurance platforms, artificial intelligence, and data-driven insurance services.	
UNIT	**Details**	**Hours**
I	**Introduction to Insurance and Risk Management** Insurance – Meaning, Nature, Objectives and Functions – Principles of Insurance – Economic, Legal and Financial Principles – Risk: Meaning, Types, Classification, Assessment and Risk Management Techniques – Risk Transfer Mechanisms – Insurance Contract – Role of Insurance in Economic Development – Insurance Regulatory and Development Authority of India (IRDAI) – Insurance Market in India – Introduction to InsurTech and Digital Transformation in Insurance.	12
II	**Life Insurance and Group Insurance** Life Insurance – Nature and Importance – Types and Plans of Life Insurance – Premium Determination – Theory of Rating – Actuarial Principles – Mortality Tables – Underwriting Process – Physical and Moral Hazards – Policy Conditions – Nomination and Assignment – Group Insurance – Gratuity Schemes – Group Superannuation – Employee Benefit Plans – Experience Rating – Digital Policy Administration Systems.	12
III	**Health Insurance** Health Insurance – Nature and Scope – Healthcare Financing – Health Insurance Products – Individual and Group Health Insurance – Cashless Hospitalization – Claims Management Process – Third Party Administrators (TPAs) – Health Insurance in India – Ayushman Bharat and Government Health Insurance Schemes – Digital Health Insurance Platforms – AI and Data Analytics in Claims Processing.	12
IV	**General Insurance** General Insurance – Principles and Scope – Fire Insurance – Marine Insurance – Motor Insurance – Engineering Insurance – Aviation Insurance – Agricultural Insurance – Liability Insurance – Cyber Insurance – Industrial All Risk Policies – Property Insurance – Reinsurance – Risk Assessment and Claims Settlement Procedures.	12
V	**Emerging Trends in Insurance** Digital Insurance Ecosystem – InsurTech – Artificial Intelligence and Machine Learning in Insurance – Blockchain Applications – Internet of	12

	Things (IoT) in Insurance – Usage-Based Insurance – Telematics – Fraud Detection and Prevention – Automated Underwriting – Chatbots and Customer Relationship Management – Regulatory Technology (RegTech) – Sustainable Insurance and Climate Risk – Future of Insurance Industry.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the principles of insurance, risk management, and the legal and regulatory framework governing insurance.	K2
CO2	Examine life and group insurance products, underwriting principles, actuarial concepts, and employee benefit schemes.	K3
CO3	Apply health insurance concepts and claims management practices to evaluate healthcare financing and insurance solutions.	K3
CO4	Analyze various general insurance products and their application in managing personal, commercial, and industrial risks.	K4
CO5	Evaluate emerging trends in insurance, including InsurTech, AI-enabled insurance services, digital platforms, and regulatory developments.	K5
Text Books		
1.	Mishra, M. N., & Mishra, S. B. (2023). *Insurance: Principles and Practice* (Latest ed.). S. Chand Publishing.	
2.	Mathew, M. J. (2022). *Insurance Theory and Practice*. RBSA Publishers	
Reference Books		
1.	Rejda, G. E., & McNamara, M. J. (2021). *Principles of Risk Management and Insurance* (14th ed.). Pearson.	
2.	Vaughan, E. J., & Vaughan, T. M. (2022). *Fundamentals of Risk and Insurance* (12th ed.). Wiley.	
3.	Skipper, H. D., & Kwon, W. J. (2020). *Risk Management and Insurance: Perspectives in a Global Economy*. Wiley.	
4.	George E. Rejda & Michael McNamara. (2021). *Principles of Risk Management and Insurance*. Pearson.	
5.	IRDAI. *Annual Report and Insurance Regulatory Publications* (Latest Edition).	
6.	Swiss Re Institute. (2022). *Digital Insurance and InsurTech Trends*.	

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	M	M	M	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	H	M	M	M
CO5	H	H	H	H	H	M	M	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	
Course Objectives		
C1	Understand the concepts of investment, risk and return, investment alternatives, and the functioning of financial markets for informed investment decision-making.	
C2	Examine the structure and operations of securities markets, stock exchanges, trading mechanisms, and the regulatory framework governing capital markets.	
C3	Apply fundamental analysis techniques to evaluate economic, industry, and company performance for security valuation.	
C4	Analyze security price movements using technical analysis tools and market indicators to support investment decisions.	
C5	Evaluate portfolio management theories and models to construct, revise, and assess diversified investment portfolios.	
UNIT	**Details**	**Hours**
I	**Investment Environment** Investment – Meaning, Objectives and Importance – Investment Process – Investment Alternatives: Bank Deposits, Government Securities, Treasury Bills, Mutual Funds, Insurance Products, Provident Fund, Company Deposits, Real Estate, Gold and Silver, Exchange Traded Funds (ETFs) – Growth Investing and Value Investing – Risk and Return – Measurement of Risk and Return – Standard Deviation, Variance, Beta – Risk–Return Relationship – Time Value of Money.	12
II	**Securities Market** Financial Market – Structure and Functions – Market Participants – Primary Market – Public Issue, Rights Issue, Bonus Issue, Book Building Process – Secondary Market – Stock Exchanges: BSE, NSE and OTC Exchange – Trading Mechanism – Clearing and Settlement (T+1) – Market Indices – SEBI and Investor Protection – ESG Investing – Stop Loss Orders – Circuit Breakers – Algorithmic Trading (Concept) – Block Chain Applications in Capital Markets – Open Interest and Free Float – Digital Trading Platforms.	12
III	**Fundamental Analysis** Fundamental Analysis – Economic Analysis – Business Cycle – Economic Forecasting Techniques – Industry Analysis – Industry Classification – Industry Life Cycle – Porter's Five Forces Model – Company Analysis – Financial Statement Analysis – Earnings Analysis – Dividend Policy – Security Valuation Models – Graham and Dodd Investment Principles – Price Earnings Ratio, Price to Book Ratio, Dividend Yield and Other Valuation Ratios.	12
IV	**Technical Analysis** Fundamental Analysis versus Technical Analysis – Dow Theory – Efficient Market Hypothesis – Charting Techniques – Trend Analysis – Support and Resistance Levels – Reversal Patterns – Continuation Patterns – Moving Average – Exponential Moving Average – Relative Strength Index (RSI) – MACD – Oscillators – Volume Analysis – Market Indicators (Conceptual).	12

V	**Portfolio Management** Portfolio Management – Portfolio Selection – Diversification – Modern Portfolio Theory – Efficient Frontier – Capital Asset Pricing Model (CAPM) – Security Market Line (SML) – Arbitrage Pricing Theory (APT) (Introduction) – Portfolio Revision Strategies – Portfolio Performance Evaluation – Sharpe Ratio – Treynor Ratio – Jensen's Alpha – Behavioural Finance – AI-assisted Portfolio Management (Concept).	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts of investment, risk, return, investment alternatives, and financial markets for effective investment decisions.	K1
CO2	Examine the structure and functioning of securities markets, stock exchanges, trading systems, and the regulatory framework governing capital markets.	K2
CO3	Apply fundamental analysis techniques to evaluate securities based on economic, industry, and company analysis.	K3
CO4	Analyze stock price behaviour using technical analysis tools and market indicators to support investment decisions.	K4
CO5	Evaluate portfolio management models to construct, revise, and assess diversified investment portfolios.	K5
Text Books		
3.	Prasanna Chandra. (2025). Investment Analysis and Portfolio Management (7th ed.). McGraw Hill.	
4.	Kevin, S. (2024). Security Analysis and Portfolio Management (4th ed.). PHI Learning	
Reference Books		
7.	Reilly, F. K., & Brown, K. C. (2021). Investment Analysis and Portfolio Management (12th ed.). Cengage Learning.	
8.	Fischer, D. E., & Jordan, R. J. (2022). Security Analysis and Portfolio Management (7th ed.). Pearson Education.	
9.	Bodie, Z., Kane, A., & Marcus, A. J. (2023). Investments (13th ed.). McGraw Hill.	
10.	Ranganatham, M., &Madhumathi, R. (2021). Security Analysis and Portfolio Management. Pearson India.	
11.	Fabozzi, F. J. (2021). The Handbook of Portfolio Management. McGraw Hill.	
12.	CFA Institute. (Latest Edition). Investment Foundations Program Study Notes.	

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	M	M	M	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	H	M	M	M
CO5	H	H	H	H	H	M	M	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	DERIVATIVES MANAGEMENT	
Course Objectives		
C1	Understand the concepts, characteristics, participants, and applications of financial derivatives in modern financial markets.	
C2	Examine the structure, pricing, and trading mechanisms of forward and futures contracts for managing financial risk.	
C3	Apply option contracts and option trading strategies to hedge and speculate in financial markets.	
C4	Analyze option pricing models and derivative valuation techniques for informed investment and risk management decisions.	
C5	Evaluate derivative instruments traded in stock, commodity, currency, and interest rate markets and their role in portfolio and risk management.	
UNIT	**Details**	**Hours**
I	**Introduction to Financial Derivatives** Financial Derivatives – Meaning, Characteristics and Functions – Evolution of Derivatives Markets – Types of Derivatives: Forwards, Futures, Options and Swaps – Participants in Derivatives Markets – Hedgers, Speculators and Arbitrageurs – Exchange Traded and Over-the-Counter (OTC) Derivatives – Cash Market versus Derivatives Market – Settlement Mechanisms – Uses, Benefits and Risks of Derivatives – Regulatory Framework and Role of SEBI.	12
II	**Forward and Futures Contracts** Forward Contracts – Features, Advantages and Limitations – Futures Contracts – Types of Futures: Stock Futures, Index Futures, Currency Futures, Commodity Futures and Interest Rate Futures – Margin Requirements – Mark-to-Market (MTM) Process – Hedging, Speculation and Arbitrage Using Futures – Relationship among Spot Price, Forward Price and Futures Price – Cost of Carry Model – Delivery and Settlement Procedures.	12
III	**Options and Option Trading Strategies** Options – Meaning and Features – Types of Options – Call and Put Options – American and European Options – Exchange Traded and OTC Options – Option Contract Specifications – Intrinsic Value and Time Value – Option Payoff Profiles – Basic Option Trading Strategies – Options on Stocks, Stock Indices, Currencies and Futures – Comparison of Futures and Options.	12
IV	**Option Pricing Models** Principles of Option Pricing – Put-Call Parity – Binomial Option Pricing Model – Black-Scholes Option Pricing Model – Assumptions and Applications – Factors Affecting Option Premium – Forward and Futures Pricing Models – Cost of Carry Approach – Introduction to Greeks (Delta, Gamma, Theta, Vega and Rho) (Conceptual).	12
V	**Derivatives Trading and Risk Management** Commodity Derivatives – Currency Derivatives – Interest Rate Derivatives – Contract Specifications in NSE – Stock Options – Index Options – Stock Futures – Index Futures – Clearing and Settlement Process – Clearing Corporations – Risk Management in Derivatives Markets – Value at Risk (VaR) (Conceptual) – Algorithmic Trading and	12

	AI Applications in Derivatives Markets – Recent Trends in Derivatives Trading.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, characteristics, participants, and applications of financial derivatives and their role in risk management.	K1
CO2	Examine forward and futures contracts, their pricing, trading mechanisms, and hedging applications.	K2
CO3	Apply option contracts and option trading strategies to manage financial risk and investment decisions.	K3
CO4	Analyze option pricing models and derivative valuation techniques for pricing and risk assessment.	K4
CO5	Evaluate derivative instruments and formulate appropriate hedging and portfolio management strategies using financial derivatives.	K5
Text Books		
1.	John C. Hull &SankarshanBasu. (2023). Options, Futures and Other Derivatives (11th ed.). Pearson.	
2.	S. L. Gupta. (2022). Financial Derivatives: Theory, Concepts and Problems (3rd ed.). PHI Learning.	
Reference Books		
1.	Chance, D. M., & Brooks, R. (2022). An Introduction to Derivatives and Risk Management (11th ed.). Cengage Learning.	
2.	Patrick Boyle & Jesse McDougall. (2021). Trading and Pricing Financial Derivatives. De Gruyter.	
3.	Robert L. McDonald. (2021). Derivatives Markets (4th ed.). Pearson.	
4.	Aron Gottesman. (2020). Derivatives Essentials: An Introduction to Forwards, Futures, Options and Swaps. Wiley.	
5.	James A. Overdahl. (2020). Financial Derivatives. Wiley India.	
6.	National Stock Exchange of India (NSE). NSE Derivatives Market Module (Latest Edition).	
7.	Securities and Exchange Board of India (SEBI). Derivatives Market Regulations and Investor Education Publications (Latest Edition).	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	H	M	M	M
CO5	H	H	H	H	H	H	M	H
Average	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	**BANKING AND INSURANCE**	
Course Objectives		
C1	Understand the structure of the Indian financial system, banking institutions, and the regulatory framework governing banking and insurance sectors.	
C2	Examine the principles, operations, and lending practices of commercial banks, including risk management and financial inclusion initiatives.	
C3	Analyze the role of digital banking technologies and emerging financial innovations in transforming banking services.	
C4	Understand the principles of insurance, risk management, insurance contracts, and the regulatory framework governing the insurance industry.	
C5	Evaluate various life and general insurance products and their applications in managing personal and business risks.	
UNIT	**Details**	**Hours**
I	**Indian Financial System and Banking Structure** Indian Financial System – Structure and Components – Role of Financial Institutions – Commercial Banks – Cooperative Banks – Regional Rural Banks – Small Finance Banks – Payments Banks – Non-Banking Financial Companies (NBFCs) – Reserve Bank of India (RBI): Functions and Monetary Policy – Financial Inclusion – Pradhan Mantri Jan DhanYojana (PMJDY) – Self-Help Groups (SHGs) – Microfinance Institutions – Recent Developments in the Indian Financial System.	12
II	**Banking Operations and Credit Management** Banking – Meaning and Functions – Banker-Customer Relationship – Types of Bank Accounts – Deposit Products – Negotiable Instruments – Know Your Customer (KYC) – Anti-Money Laundering (AML) Guidelines – Principles of Lending – Credit Appraisal – Priority Sector Lending – Agricultural and MSME Finance – Credit Monitoring – Recovery Management – Non-Performing Assets (NPAs) – Basel Norms (Introduction) – Risk Management in Banks.	12
III	**Digital Banking and Financial Technology** Core Banking System (CBS) – Electronic Banking – Internet Banking – Mobile Banking – UPI – BHIM – IMPS – NEFT – RTGS – NACH – Debit Cards and Credit Cards – ATM and Cash Deposit Machines – Digital Payment Ecosystem – FinTech – Digital Wallets – Cyber Security in Banking – Blockchain Applications – Artificial Intelligence in Banking – Marketing of Banking Services – Financial Advisory Services.	12
IV	**Insurance Principles and Regulatory Framework** Insurance – Meaning, Nature and Importance – Principles of Insurance – Risk and Risk Management – Types of Risk – Risk Identification and Risk Assessment – Insurance Contract – Insurable Interest – Utmost Good Faith – Indemnity – Subrogation – Contribution – Proximate Cause – Insurance Regulatory and Development Authority of India (IRDAI) – Insurance Intermediaries – Insurance Advisors – InsurTech and Digital Insurance.	12
V	**Life and General Insurance** Life Insurance – Types of Life Insurance Policies – Term Insurance – Endowment Policies – Whole Life Policies – Money Back Policies – Unit Linked Insurance Plans (ULIPs) – Group Insurance – Employee Deposit Linked Insurance Scheme (EDLI).	12

	General Insurance – Fire Insurance – Marine Insurance – Motor Insurance – Health Insurance – Home Insurance – Travel Insurance – Crop Insurance – Liability Insurance – Cyber Insurance – Claims Settlement Process – Recent Trends in Insurance.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the structure of the Indian financial system, banking institutions, and the regulatory framework governing the banking sector.	K1
CO2	Examine banking operations, customer relationship management, lending practices, and risk management in commercial banks.	K2
CO3	Apply digital banking technologies and electronic payment systems to contemporary banking operations and customer services.	K3
CO4	Analyze the principles of insurance, insurance contracts, risk management, and the regulatory framework governing insurance.	K4
CO5	Evaluate life and general insurance products for managing individual, commercial, and organizational risks.	K5
Text Books		
1.	Jyotsna Sethi&Nishwan Bhatia. (2023). Elements of Banking and Insurance (3rd ed.). PHI Learning.	
2.	Muraleedharan, D. (2022). Modern Banking: Theory and Practice. PHI Learning.	
Reference Books		
1.	Indian Institute of Banking & Finance (IIBF). (2023). Principles and Practices of Banking. Macmillan Education.	
2.	Gopinath, M. N. (2022). Banking Principles and Operations (7th ed.). Snow White Publications.	
3.	Maheshwari, S. N., &Maheshwari, S. K. (2021). Banking Law and Practice. Kalyani Publishers.	
4.	Mishra, M. N., & Mishra, S. B. (2023). Insurance: Principles and Practice. S. Chand Publishing.	
5.	Rejda, G. E., & McNamara, M. J. (2021). Principles of Risk Management and Insurance. Pearson.	
6.	Reserve Bank of India. Annual Report and Master Circulars (Latest Edition).	
7.	Insurance Regulatory and Development Authority of India (IRDAI). Annual Report and Insurance Regulations (Latest Edition).	

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	M	M
CO4	H	H	M	H	M	M	H	M
CO5	H	H	H	H	H	M	H	H
Average	**H**	**H**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	BEHAVIOURAL FINANCE	
Course Objectives		
C1	Understand the foundations of behavioural finance and the influence of psychological factors on financial decision-making.	
C2	Examine behavioural finance theories and cognitive biases that affect investor behaviour and market outcomes.	
C3	Analyze behavioural decision-making models and paradoxes that explain deviations from rational financial behaviour.	
C4	Evaluate the Efficient Market Hypothesis (EMH) and compare traditional finance with behavioural finance perspectives.	
C5	Assess the role of arbitrage, investor sentiment, and emerging behavioural issues in financial markets and portfolio management.	
UNIT	**Details**	**Hours**
I	**Introduction to Behavioural Finance** Behavioural Finance – Meaning, Nature and Scope – Evolution of Behavioural Finance – Traditional Finance versus Behavioural Finance – Rationality and Investor Behaviour – Decision-Making Process – Heuristics – Cognitive Biases – Emotional Biases – Overconfidence – Anchoring – Representativeness – Availability Bias – Herd Behaviour – Limits to Arbitrage – Introduction to Behavioural Investing.	12
II	**Behavioural Finance Theories** Prospect Theory – Expected Utility Theory – Behavioural Portfolio Theory – SP/A (Security-Potential/Aspiration) Theory – Mental Accounting – Loss Aversion – Framing Effect – Regret Theory – Disposition Effect – Investor Sentiment – Speculative Bubbles – Market Anomalies – Empirical Evidence in Behavioural Finance.	12
III	**Behavioural Decision-Making and Financial Paradoxes** Decision Theory – Rational Decision-Making versus Behavioural Decision-Making – Nash Equilibrium – Keynesian Beauty Contest – Prisoner's Dilemma – Monty Hall Problem – St. Petersburg Paradox – Allais Paradox – Ellsberg Paradox – Bayesian Decision Theory (Introduction) – Behavioural Implications for Investment Decisions.	12
IV	**Efficient Market Hypothesis and Market Efficiency** Efficient Market Hypothesis (EMH) – Weak, Semi-Strong and Strong Forms of Market Efficiency – Random Walk Theory – Market Anomalies – Adaptive Market Hypothesis – Criticisms of EMH – Behavioural Explanations of Market Inefficiencies – Equilibrium Asset Pricing Models – Behavioural Asset Pricing – Role of Information in Financial Markets.	12
V	**Behavioural Investing and Contemporary Issues** Arbitrage and Limits to Arbitrage – Noise Traders – Professional Arbitrage – Long–Short Strategies – Investor Sentiment – Financial Bubbles – Speculative Behaviour – Behavioural Risks in Financial Markets – Sustainable and ESG Investing Behaviour – FinTech and Behavioural Finance – Artificial Intelligence and Robo-Advisory Services – Behavioural Aspects of Cryptocurrency and Digital Assets – Contemporary Trends in Behavioural Finance..	12

CO	Course Outcome	Bloom's Level
CO1	Explain the principles of behavioural finance and the impact of psychological biases on financial decision-making.	K1
CO2	Examine behavioural finance theories and investor biases influencing investment decisions and market behaviour.	K2
CO3	Analyze financial decision-making paradoxes and behavioural models to explain deviations from rational investment behaviour.	K3
CO4	Evaluate the Efficient Market Hypothesis and contrast traditional finance theories with behavioural finance perspectives.	K4
CO5	Assess the impact of arbitrage, investor sentiment, behavioural risks, and contemporary behavioural finance issues on financial markets.	K5
Text Books		
1.	Prasanna Chandra. (2022). Behavioural Finance (2nd ed.). McGraw Hill Education.	
2.	Parag Parikh. (2021). Value Investing and Behavioural Finance. McGraw Hill Education.	
Reference Books		
1.	Forbes, W. (2021). Behavioural Finance (2nd ed.). Wiley.	
2.	Shleifer, A. (2000). Inefficient Markets: An Introduction to Behavioural Finance. Oxford University Press.	
3.	Kapoor, S., &Prosad, J. M. (2019). Behavioural Finance. Sage Publications India.	
4.	Singh, R. (2020). Behavioural Finance. PHI Learning.	
5.	Ackert, L. F., &Deaves, R. (2019). Behavioural Finance: Psychology, Decision-Making and Markets (2nd ed.). Cengage Learning.	
6.	Kliestik, T., Valaskova, K., &Kovacova, M. (2021). Advances in Behavioural Finance and Economics. MDPI.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	H	M	L
CO2	H	H	M	M	M	H	H	M
CO3	H	H	H	M	M	H	M	M
CO4	H	H	M	H	M	H	H	M
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**M**	**M**	**M**	**H**	**M**	**M**

SPECIALIZATION	FINANCE	
PAPER NAME	INTERNATIONAL FINANCIAL MANAGEMENT	
Course Objectives		
C1	Understand the concepts, scope, and significance of international financial management and the global financial environment.	
C2	Examine the structure and functioning of foreign exchange markets, exchange rate systems, and international currency transactions.	
C3	Analyze foreign exchange exposure, exchange rate risk, and hedging techniques for effective international financial risk management.	
C4	Evaluate cross-border investment and financing decisions undertaken by multinational corporations (MNCs).	
C5	Assess the role of international financial institutions, international trade finance, and emerging trends in global financial markets.	
UNIT	**Details**	**Hours**
I	**International Financial Environment** International Financial Management – Meaning, Nature, Scope and Importance – Global Financial Environment – International Monetary System – Gold Standard – Bretton Woods System – Flexible and Fixed Exchange Rate Systems – Exchange Rate Regimes – Balance of Payments – International Capital Flows – Global Financial Integration.	12
II	**Foreign Exchange Market** Foreign Exchange Market – Structure and Functions – Participants in Forex Markets – Spot Market and Forward Market – Foreign Exchange Quotations – Bid and Ask Rates – Cross Exchange Rates – Currency Convertibility – Types of Foreign Exchange Transactions – Settlement Mechanisms – Foreign Exchange Arbitrage – Role of Central Banks – Foreign Exchange Market in India.	12
III	**Foreign Exchange Exposure and Risk Management** Foreign Exchange Exposure – Transaction Exposure – Translation Exposure – Economic Exposure – Operating Exposure – Interest Rate Risk – Country Risk – Political Risk – Hedging Techniques – Forward Contracts – Futures – Options – Currency Swaps – Purchasing Power Parity (PPP) – Interest Rate Parity (IRP) – International Fisher Effect – Exchange Rate Forecasting.	12
IV	**Cross-Border Investment and Financing Decisions** International Capital Budgeting – Evaluation of Foreign Investment Projects – Net Present Value (NPV) – Adjusted Present Value (APV) – Risk Analysis in International Investments – Cost of Capital for Multinational Corporations – International Sources of Finance – Eurocurrency Market – Euro Bonds – Foreign Direct Investment (FDI) – Foreign Portfolio Investment (FPI) – Financing Decisions of Multinational Corporations.	12
V	**International Financial Institutions and Emerging Trends** International Monetary Fund (IMF) – World Bank Group – International Bank for Reconstruction and Development (IBRD) – International Development Association (IDA) – International Finance Corporation (IFC) – Asian Development Bank (ADB) – Export-Import (EXIM) Bank	12

	– Export Credit Agencies – International Trade Finance – Letters of Credit – Factoring and Forfaiting – FinTech in International Finance – Sustainable Finance – Green Finance – Central Bank Digital Currencies (CBDCs) – Contemporary Issues in International Financial Management.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, scope, and evolution of international financial management and the global monetary system.	K1
CO2	Examine the structure and operations of foreign exchange markets, exchange rate mechanisms, and international currency transactions.	K2
CO3	Analyze foreign exchange exposure, exchange rate risks, and hedging techniques for international financial risk management.	K3
CO4	Evaluate cross-border investment and financing decisions using international capital budgeting techniques.	K4
CO5	Assess the role of international financial institutions, trade finance, and emerging developments in international financial management.	K5
Text Books		
1.	Madura, J. (2024). International Financial Management (14th ed.). Cengage Learning.	
2.	Apte, P. G., &Kapshe, S. (2023). International Financial Management (9th ed.). McGraw Hill Education	
Reference Books		
1.	Eun, C. S., & Resnick, B. G. (2023). International Financial Management (10th ed.). McGraw Hill.	
2.	Palanivelu, V. R., Sowndharya, K. S., Ravi, S., & Uma Maheswari, S. (2026). International Business. First Edition. Mumbai: Himalaya Publishing House. ISBN: 978-93-7105-476-8.	
3.	Bhalla, V. K. (2022). International Financial Management (6th ed.). S. Chand Publishing.	
4.	Machiraju, H. R. (2022). International Financial Management. Himalaya Publishing House.	
5.	Levi, M. D. (2021). International Finance (7th ed.). Routledge.	
6.	Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2022). Multinational Business Finance (15th ed.). Pearson.	
7.	World Bank Group. World Development Report (Latest Edition)	

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	H	H	M	M	M
CO4	H	H	H	H	H	H	M	H
CO5	**H**	**H**	**M**	**H**	**H**	**M**	**H**	**H**

SPECIALIZATION	FINANCE	
PAPER NAME	**FIN TECH AND INVESTMENT ANALYSIS**	
Course Objectives		
C1	Apply FinTech tools and analytical techniques to evaluate the performance of various financial asset classes.	
C2	Analyze the performance of exchange-traded investment products and construct diversified investment portfolios using market data.	
C3	Evaluate quantitative investment strategies, including momentum and value investing, using financial analytics and simulation techniques.	
C4	Apply valuation models and portfolio optimization techniques for investment decision-making using financial technology platforms.	
C5	Examine the evolution of the FinTech ecosystem, digital investment platforms, and emerging financial innovations in India and global markets.	
UNIT	**Details**	**Hours**
I	**Asset Class Performance Analysis** **Practical Exercises** 1. Analysis of risk and return of various asset classes (Equity, Gold, Government Securities, ETFs and Mutual Funds) using historical market data. 2. Computation of Risk Measures: Standard Deviation, Beta, Sharpe Ratio, Treynor Ratio and Jensen's Alpha. 3. Asset Allocation and Portfolio Diversification using Spreadsheet Tools. 4. Comparative analysis of different asset classes across various market cycles. 5. Preparation of an Investment Performance Report using MS Excel/Google Sheets/Python.	12
II	**Exchange-Traded Investment Products** **Practical Exercises** 1. Performance analysis of Exchange Traded Funds (ETFs) listed in India. 2. Comparative analysis of Equity ETFs, Gold ETFs and Index Funds. 3. Portfolio construction using leveraged investment strategies (Conceptual). 4. Market-neutral portfolio construction using NIFTY 50 benchmark. 5. Performance evaluation using Portfolio Performance Measures.	12
III	**Quantitative Investment Strategies (9 Hours)** **Practical Exercises** 1. Development and testing of Momentum Investing Strategy. 2. Sector-wise Momentum Analysis using NSE sectoral indices. 3. Construction of Market-Neutral Momentum Portfolio. 4. Comparative evaluation of momentum strategies across different industries. 5. Back-testing investment strategies using historical financial data.	12
IV	**Value Investing and Business Valuation** **Practical Exercises** 1. Value Investing using Price-to-Book, Price-to-Earnings and EV/EBITDA multiples.	12

	2. Construction of Hybrid Portfolio using Value and Momentum Strategies. 3. Business Valuation using Discounted Cash Flow (DCF) Method. 4. Valuation of a listed company using publicly available financial statements. 5. Portfolio Optimization using Risk-Return Analysis.	
V	**Fin Tech Ecosystem and Digital Investment Platforms** **Practical Exercises** 1. Study of the Indian FinTech Ecosystem and leading FinTech Companies. 2. Comparative analysis of Digital Payment Systems in India and other countries. 3. Analysis of Robo-Advisory Platforms and AI-based Investment Services. 4. Study of Digital Wealth Management and Online Brokerage Platforms. 5. Mini Project: Evaluation of an emerging FinTech business model and presentation of findings.	12

CO	**Course Outcome**	**Bloom's Level**
CO1	Apply FinTech tools to evaluate the risk and return characteristics of different asset classes using financial data analytics.	K1
CO2	Analyze the performance of exchange-traded investment products and construct diversified investment portfolios.	K2
CO3	Evaluate momentum-based investment strategies using financial market data and quantitative techniques.	K3
CO4	Apply value investing principles and business valuation techniques to construct optimized investment portfolios.	K4
CO5	Assess emerging FinTech innovations, digital investment platforms, and the evolving global financial ecosystem.	K5

Text Books

1.	Prasanna Chandra. (2025). Investment Analysis and Portfolio Management (7th ed.). McGraw Hill.
2.	Puschmann, T. (2021). FinTech: Business and Technology in Financial Services. Springer.

Reference Books

1.	Bodie, Z., Kane, A., Marcus, A. J., &Mohanty, P. (2023). Investments (12th ed.). McGraw Hill.
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and Beyond. Review of Financial Studies.
3.	Osterwalder, A., &Pigneur, Y. (2010). Business Model Generation. Wiley.
4.	Arner, D. W., Barberis, J., & Buckley, R. P. (2022). The Evolution of FinTech. Springer.
5.	Chishti, S., &Barberis, J. (2022). The FINTECH Book. Wiley.
6.	CFA Institute. (Latest Edition). Investment Foundations Program.
7.	SEBI. Investor Education and FinTech Publications (Latest Edition)

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	H	M	H	H	M	M	M
CO2	H	H	H	H	H	M	M	M
CO3	H	H	H	H	H	H	M	M
CO4	H	H	H	H	H	H	M	H
CO5	H	H	M	M	H	M	H	H
Average	**H**	**H**	**M**	**H**	**H**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	TALENT MANAGEMENT AND WORKFORCE PLANNING	
Course Objectives		
C1	To explore talent management as a strategic driver of organizational excellence and sustainable competitive advantage	
C2	To analyze workforce planning and talent acquisition for building a sustainable talent pipeline.	
C3	To examine contemporary performance management and employee development practices.	
C4	To evaluate contemporary approaches to employee engagement, talent retention, and leadership development.	
C5	To analyze succession planning as a strategic approach to ensuring leadership continuity and talent sustainability.	
UNIT	**Details**	**Hours**
I	**Foundations of Talent Management:** Concept, scope, and objectives of talent management – evolution from traditional Human Resource Management (HRM) to strategic talent management – talent management framework and lifecycle – talent as a source of sustainable competitive advantage – alignment of talent management with business strategy – workforce segmentation and identification of critical roles – challenges in talent management – ethical, diverse, equitable, and inclusive approaches to talent management.	12
II	**Workforce Planning and Talent Acquisition:** Workforce planning concepts and objectives – forecasting human resource demand and supply – job analysis, job design, and competency-based role design – employer branding and talent attraction – recruitment sources and contemporary recruitment methods – selection techniques and competency-based assessment methods – onboarding and employee socialization – employee integration and strategies for managing early attrition.	12
III	**Performance and Potential Management:** Strategic performance management systems – goal setting and performance appraisal methods – continuous performance feedback and coaching – integrating performance with rewards, learning, and employee development – potential assessment and succession readiness – identification and development of high-potential employees (HiPos) and talent pools – career planning and career pathing – managing employee performance in diverse, hybrid, and remote work environments.	12
IV	**Talent Development, Engagement, and Retention:** Talent development strategies and employee career growth – employee engagement and motivation – recognition and reward practices – leadership development and building a leadership pipeline – employee retention strategies – employee well-being initiatives – diversity, equity, and inclusion (DEI) in the workplace – work–life balance and sustainable employment practices.	12

V	**Succession Planning and Emerging Talent Challenges:** Concept and strategic importance of succession planning – leadership continuity and identification of critical positions – succession planning frameworks and succession readiness assessment – managing generational diversity in the workforce – digital transformation, artificial intelligence, and analytics in talent management – gig workforce and flexible employment models – talent shortages, workforce risks, and organizational resilience – emerging trends and the future of talent management..	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts and strategic significance of talent management in achieving organizational excellence.	K1
CO2	Explain workforce planning and talent acquisition processes for building an effective workforce..	K2
CO3	Analyze the application of performance management and employee development practices in achieving organizational goals.	K3
CO4	Assess the effectiveness of employee engagement and talent retention strategies in organizations.	K4
CO5	Critically evaluate succession planning initiatives and evolving talent management challenges.	K5
Text Books		
1.	Berger, L. A., & Berger, D. R. (2023). The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People (4th ed.). McGraw-Hill Education.	
2.	Cappelli, P. (2008). Talent on Demand: Managing Talent in an Age of Uncertainty. Harvard Business Press.	
3.	Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Human Resource Management Practice (16th ed.). Kogan Page	
Reference Books		
1.	Silzer, R., & Dowell, B. E. (Eds.). (2010). Strategy-Driven Talent Management: A Leadership Imperative. Jossey-Bass.	
2.	Cheese, P., Thomas, R. J., & Craig, E. (2008). The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance. Kogan Page.	
3.	Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). The War for Talent. Harvard Business School Press.	
4.	Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). HR from the Outside In: Six Competencies for the Future of Human Resources. McGraw-Hill Education.	
5.	Collings, D. G., Scullion, H., & Vaiman, V. (Eds.). (2024). The Routledge Companion to Talent Management (2nd ed.). Routledge.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	S	M	L	–	L	–	M	L
CO2	S	S	S	M	M	M	M	M
CO3	S	S	S	S	M	S	M	M
CO4	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S
Average	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	PERFORMANCE MANAGEMENT	
Course Objectives		
C1	To examine the strategic role of performance management systems in enhancing organizational performance.	
C2	To explore performance management practices that improve individual, team, and organizational performance.	
C3	To demonstrate the application of contemporary performance management practices in the workplace.	
C4	To design performance management systems that align with organizational goals and strategic priorities	
C5	To assess the effectiveness of strategic performance management frameworks through performance measurement and continuous improvement.	
UNIT	**Details**	**Hours**
I	**Foundations of Performance Management** Concept, objectives, and significance of performance management – evolution from traditional performance appraisal to continuous performance management – performance management cycle (planning, monitoring, developing, evaluating, and rewarding) – strategic performance management frameworks and models (including Aguinis' Performance Management Framework) – roles and responsibilities of managers, employees, and HR professionals – aligning performance management with organizational strategy – ethical issues and contemporary challenges in performance management.	12
II	**Performance Planning and Goal Setting** Performance planning process – goal-setting theory and SMART goals – aligning organizational, team, and individual goals – Key Result Areas (KRAs) and Key Performance Indicators (KPIs) – behavioural and results-oriented performance measures – competency mapping and competency frameworks – performance agreements and performance contracts.	12
III	**Performance Monitoring, Feedback, Coaching and Development** Performance monitoring and review discussions – continuous feedback mechanisms – upward, downward, and 360-degree feedback – coaching and mentoring for performance improvement – performance improvement plans (PIPs) – training needs identification based on performance outcomes – performance dashboards, pulse surveys, and digital performance monitoring tools – employee engagement and motivation through performance feedback	12
IV	**Performance Appraisal and Evaluation** Performance appraisal concepts and objectives – traditional and contemporary appraisal methods (graphic rating scales, Behaviourally Anchored Rating Scales (BARS), Management by Objectives (MBO), and forced distribution) – self-appraisal, peer appraisal, and multi-source appraisal – appraisal biases and rating errors (halo effect, horn effect,	12

	leniency, severity, central tendency, and recency effect) – calibration sessions and rating normalization – ratingless reviews and continuous evaluation – legal, ethical, and fairness issues in performance appraisal.	
V	**Performance Development, Rewards and Contemporary trends** Performance development plans and individual development planning – linking performance management with learning and development – performance-linked compensation, pay-for-performance, incentives, bonuses, and recognition programmes – talent management and succession planning – managing high performers and underperformers through performance improvement plans (PIPs) – evaluating the effectiveness of performance management systems – emerging trends in performance management.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Interpret the evolution and key models of performance management systems in organizational contexts.	K1
CO2	Analyze the performance management cycle in supporting organizational goals and strategic priorities.	K2
CO3	Design SMART goals, Key Performance Indicators (KPIs), and feedback mechanisms for organizational performance improvement.	K3
CO4	Analyze performance appraisal methods and appraisal biases to enhance evaluation effectiveness	K4
CO5	Critically evaluate performance development plans against best-practice standards and suggest enhancements.	K5
Text Books		
1.	Aguinis, H. (2023). Performance Management (5th ed.). Chicago Business Press.	
2.	Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance (7th ed.). Kogan Page.	
3.	Pulakos, E. D. (2009). Performance Management: A New Approach for Driving Business Results. Wiley-Blackwell	
Reference Books		
1.	Aguinis, H. (2019). Performance Management for Dummies. Wiley.	
2.	DeNisi, A. S., & Murphy, K. R. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? Oxford University Press.	
3.	Briscoe, D. R., Claus, L. M., & Rose, E. L. (2009). Performance Management Systems: Performance Measurement, Development and Reward. Routledge.	
4.	Bacal, R. (2012). Performance Management (2nd ed.). McGraw-Hill Education.	
5.	Smither, J. W., & London, M. (Eds.). (2009). Performance Management: Putting Research into Action. Jossey-Bass.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	M	M	S	M	S	M
CO4	S	S	S	S	M	M	S	M	M
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	**LEARNING AND DEVELOPMENT**	
Course Objectives		
C1	To understand the concepts and significance of Learning and Development (L&D) in organizational growth.	
C2	To develop knowledge of learning needs analysis and training programme design.	
C3	To explore various training and development methods adopted in organizations.	
C4	To understand digital learning approaches and emerging trends in workplace learning.	
C5	To assess the effectiveness of Learning and Development initiatives in improving employee performance.	
UNIT	**Details**	**Hours**
I	**Introduction to learning and development** Concept and scope of Learning and Development – evolution of training and development in organizations – role of L&D in improving employee performance and organizational effectiveness – alignment of learning with business goals – basic learning theories relevant to workplace learning: adult learning, experiential learning, and social learning – stakeholders in Learning and Development – overview of learning needs identification.	12
II	**Learning needs analysis and program design** Learning Needs Analysis (LNA): organizational analysis, task analysis, and individual analysis – identification of skill gaps and competency requirements – competency mapping and performance gaps – fundamentals of instructional design – ADDIE model – formulation of learning objectives using Bloom's taxonomy – selection of appropriate training methods and learning approaches.	12
III	**Training and development methods** On-the-job training methods: coaching, mentoring, job rotation, and job enrichment – off-the-job training methods: lectures, workshops, case studies, simulations, and role plays – leadership and managerial development programs – behavioral and soft skills training – factors influencing the selection of appropriate training methods.	12
IV	**Digital and contemporary practices in learning** Digital learning and virtual training platforms – learning management systems (LMS) – microlearning and mobile learning – use of artificial intelligence and digital tools in learning design – reskilling and upskilling initiatives in organizations – developing a continuous learning culture.	12
V	**Evaluation of learning and development** Importance of evaluating training programs – methods of training evaluation – Kirkpatrick's four levels of evaluation – measuring the impact of learning on employee performance and productivity – role of L&D in organizational change – continuous improvement of learning programs through feedback and evaluation	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concept and strategic importance of Learning and Development in organizations	K1
CO2	Analyze learning needs and training programme design in organizational contexts.	K2
CO3	Select and apply appropriate learning and development methods to enhance employee performance	K3
CO4	Assess contemporary Learning and Development practices for enhancing employee capability and organizational performance.	K4
CO5	Evaluate learning and development initiatives using appropriate assessment methods and performance outcomes.	K5
Text Books		
1.	Noe, R. A. (2023). Employee Training and Development (9th ed.). McGraw Hill Education.	
2.	Blanchard, P. N., & Thacker, J. W. (2023). Effective Training: Systems, Strategies, and Practices (7th ed.). SAGE Publications.	
3.	Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Human Resource Management Practice (16th ed.). Kogan Page.	
Reference Books		
1.	Werner, J. M., & DeSimone, R. L. (2012). Human Resource Development (6th ed.). Cengage Learning.	
2.	Swanson, R. A., & Holton, E. F. (2009). Foundations of Human Resource Development (2nd ed.). Berrett-Koehler Publishers.	
3.	Cascio, W. F. (2022). Managing Human Resources: Productivity, Quality of Work Life, Profits (12th ed.). McGraw Hill Education.	
4.	Phillips, J. J., & Phillips, P. P. (2016). Handbook of Training Evaluation and Measurement Methods (4th ed.). Routledge.	
5.	Blanchard, K., & Thacker, J. W. (2013). Training and Development: Managing Human Resource Development (6th ed.). Pearson Education.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	M	M	S	M	M	M
CO4	S	S	S	S	M	M	M	S	S
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	HUMAN RESOURCES DEVELOPMENT	
Course Objectives		
C1	To understand the concepts and developmental role of Human Resource Development (HRD) in organizations.	
C2	To examine the models and factors influencing employee learning and behaviour.	
C3	To understand human capacity development and the role of HRD initiatives in enhancing employee performance.	
C4	To develop knowledge of training needs analysis and employee development techniques.	
C5	To understand career planning, career development, and emerging trends in Human Resource Development.	
UNIT	**Details**	**Hours**
I	**Introduction:** Nature, Scope and Objectives of HRD - Evolution of HRD - HRM and HRD: Conceptual Differences and Relationship - Developmental Perspective of HRD - HRD at Macro and Micro Levels - Outcomes of HRD in National and Organizational Contexts - Organization of the HRD Function - Roles, Qualities and Competencies of HRD Professionals - Importance of HRD in the Contemporary Business Environment - Growth and Development of HRD in India- Emerging trends in HRD (Digital HRD)	12
II	**Human Resource Development System:**Human Resource Development System: HRD Mechanisms - HRD Climate and Culture - Employee Behaviour: Concept and Importance - Model of Employee Behaviour - Internal and External Factors Influencing Employee Behaviour - Learning and HRD: Learning Principles - Individual Differences in the Learning Process - Learning Strategies and Styles - Maximizing Learning - Recent Developments in Learning, Instructional Design and Cognitive Psychology.	12
III	**Developing Human Capacity:** Aptitude - Knowledge - Skills - Values - Human Relations Skills - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development - Evaluating HRD: Human Resource Accounting - HR Audit - HR Benchmarking - Impact Assessment of HRD Initiatives on Organizational Performance	12
IV	**Training and Development:** Meaning and Scope of Training, Education and Development - Training Needs Assessment (TNA) - Types of Training: Internal and External Training - On-the-Job Training, Job Shadowing, and Small Group Training Activities (SGTA) - Outbound and Attitudinal Training - Principles for Selecting Training Methods - Training Techniques for Different Organizational Levels - Evaluation of Training Effectiveness.	12
V	**Career Planning and Development:** Definition - Objectives - Importance - Career Planning and Career Development - Career Pathing - Principles and Theories of Career Planning - Career Planning Process - Succession Planning - Recent Trends in HRD: Training for Trainers and HRD Professionals - Goal-Directed Work Systems - Employee Engagement - Sustainable Human Development - Promoting Research and Innovation in HRD.	12

CO	Course Outcome	Bloom's Level
CO1	Apply HRD competencies to organizational development scenarios.	K1
CO2	Demonstrate the practical application of learning and behaviour concepts.	K2
CO3	Analyze the factors influencing human capacity development.	K3
CO4	Describe training needs and employee development practices.	K4
CO5	Analyze career planning and development practices in organizations.	K5
Text Books		
1.	Rao, T. V. (2014). Human Resource Development: Experiences, Interventions, Strategies. Sage Publications India Pvt. Ltd., New Delhi.	
2.	Werner, J. M., & DeSimone, R. L. (2023). Human Resource Development (9th ed.). Cengage Learning.	
3.	Nadler, L., & Nadler, Z. (1989). Developing Human Resources (3rd ed.). Jossey-Bass Publishers.	
Reference Books		
1.	Swanson, R. A., & Holton, E. F. III. (2022). Foundations of Human Resource Development (3rd ed.). Berrett-Koehler Publishers.	
2.	Noe, R. A. (2024). Employee Training and Development (9th ed.). McGraw-Hill Education.	
3.	Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Human Resource Management Practice (16th ed.). Kogan Page.	
4.	Blanchard, P. N., & Thacker, J. W. (2023). Effective Training: Systems, Strategies, and Practices (7th ed.). Pearson.	
5.	Rao, T. V. (1999). HRD Audit: Evaluating the Human Resource Function for Business Improvement. Response Books (Sage Publications India).	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	S	M	M	M
CO4	S	S	S	M	M	S	M	M	M
CO5	S	S	S	S	M	S	S	S	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	INDUSTRIAL AND LABOUR RELATIONS	
Course Objectives		
C1	To familiarize students with the fundamentals of Industrial Relations and their role in organizational functioning.	
C2	To explore the dynamics of industrial harmony and industrial conflicts.	
C3	To familiarize students with labour relations and joint consultation mechanisms.	
C4	To evaluate the role of trade unions in industrial relations.	
C5	To analyse collective bargaining and tripartite mechanisms for dispute resolution.	
UNIT	**Details**	**Hours**
I	Industrial Relations: Meaning, Nature, Scope and Objectives - Evolution and Changing Concepts of Industrial Relations - Parties to Industrial Relations - Factors Affecting Industrial Relations and Employee Stability - Application of Psychology to Industrial Relations - Code of Discipline and Code of Conduct - Contemporary Issues and Challenges in Industrial Relations.	12
II	Industrial Harmony and Conflict: Industrial Harmony - Importance and Measures for Promoting Harmonious Industrial Relations - Industrial Conflict: Causes of Industrial Disputes - Machinery for the Prevention and Settlement of Industrial Disputes - Negotiation - Conciliation - Mediation - Arbitration - Adjudication - Strikes - Lock-outs - Lay-off and Retrenchment - Grievance Redressal Procedure - Code of Discipline - Labour-Management Cooperation - Workers' Participation in Management.	12
III	Labour Relations: Concept and Changing Perspectives of Management– Labour Relations - Legal Framework Governing Labour Relations - Tripartite Consultation and Conventions - Social Justice in Labour Relations - Management Prerogatives and Their Limitations - Labour Responsibility and Productivity - Joint Consultation: Concept, Objectives and Types - Attitude of Management and Trade Unions towards Joint Consultation - Joint Consultation in India.	12
IV	Trade Unions: Concept, Growth and Development of Trade Unionism - Economic, Social and Political Factors Influencing Trade Unionism - Theories of Trade Unionism - Objectives and Functions of Trade Unions - Structure and Governance of Trade Unions - Problems and Role of Indian Trade Unions: Recognition, Leadership, Membership and Finance - Compulsory and Voluntary Membership - Political Participation - Trade Union Welfare Activities - Trade Union Legislation - Majority and Minority Unionism - Social Responsibility of Trade Unions - Role of Trade Unions in Economic and Social Development	12
V	Collective Bargaining: Meaning, Scope, Objectives, Subject Matter and Parties - Process, Methods and Tactics of Collective Bargaining - Administration of Collective Bargaining Agreements - Charter of Demands and Counter Demands - Fair and Unfair Labour Practices – Tripartite Machinery: Structure and Functions at the Central and State Levels - International Labour Organization (ILO): Objectives, Structure and Role in the Labour Movement - Industrial Health and Safety - Industrial Legislation.	12

CO	Course Outcome	Bloom's Level
CO1	Discuss the basic principles of Industrial Relations.	K1
CO2	Explain the concepts of industrial harmony and industrial conflicts.	K2
CO3	Apply the principles of labour relations and joint consultation in organizational settings.	K3
CO4	Examine the functions and challenges of Indian trade unions	K4
CO5	Analyze the role of collective bargaining and tripartite machinery in industrial relations.	K5
Text Books		
1.	Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2023). Dynamics of Industrial Relations in India (17th ed.). Himalaya Publishing House.	
2.	Monappa, A. (2017). Industrial Relations (2nd ed.). McGraw-Hill Education.	
3.	Punekar, S. D., Deodhar, S. B., & Sankaran, S. (2019). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House.	
Reference Books		
1.	Venkata Ratnam, C. S. (2017). Industrial Relations. Oxford University Press.	
2.	Michael, V. P. (2019). Industrial Relations and Labour Laws: Text and Cases. Himalaya Publishing House.	
3.	Dessler, G. (2020). Human Resource Management (16th ed.). Pearson.	
4.	Budd, J. W. (2020). Labor Relations: Striking a Balance (6th ed.). McGraw-Hill Education.	
5.	International Labour Organization (ILO). (2024). Rules of the Game: An Introduction to International Labour Standards (5th ed.). International Labour Office, Geneva.	

CO-PO Mapping

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	S	L	M
CO2	S	S	S	M	M	S	S	M	M
CO3	S	S	S	M	M	S	S	M	M
CO4	S	S	S	M	M	S	S	L	M
CO5	S	S	S	S	M	S	S	M	S
Overall	**S**	**S**	**S**	**M**	**M**	**S**	**S**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	**ORGANIZATIONAL DEVELOPMENT**	
Course Objectives		
C1	To understand the fundamentals of Organizational Development	
C2	To explore the design principles of Organizational Development.	
C3	To evaluate the role of organizational culture and reinforcement techniques.	
C4	To apply teamwork principles to organizational settings.	
C5	To explore the dimensions of well-being and work-life balance.	
UNIT	**Details**	**Hours**
I	**Introduction:** Meaning, Nature and Scope of OD - Evolution of OD - Values, Assumptions and Foundations of OD - Objectives and Characteristics of OD - Organizational Development Process - Phases of Managing Organizational Development - Organizational Diagnosis - Diagnostic Techniques: Questionnaires, Interviews, Observation and Task Force Methods - Collection, Analysis and Feedback of Diagnostic Information.	12
II	**Approaches:** Key Organizational Designs - Principles and Dimensions of Organizational Design - Differentiation and Integration - Organizational Structure and Its Determinants - Factors Influencing Organizational Structure - Approaches to Organizational Restructuring - Organizational Life Cycle**.**	12
III	**Organizational culture:** Meaning and Characteristics of Organizational Culture - Importance and Role of Organizational Culture - Functions and Effects of Organizational Culture - Role of Leaders in Shaping and Reinforcing Organizational Culture - Developing a Global Organizational Culture.	12
IV	**Groups & teams:** Work Groups and Teams - Group Behaviour and Team Dynamics - Team Building and Team Effectiveness - Emerging Trends in Work Organization - Quality of Work Life (QWL) - Career Development and Career Stage Model - Career Planning and Progression.	12
V	**Wellbeing:** Meaning and Approaches to Workplace Stress - Sources and Consequences of Workplace Stress - Stress Management Strategies - Workplace Well-Being and Work-Life Balance - Employee Wellness Programmes - Managerial Implications of Stress Management.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Discuss the principles of Organizational Development.	K1
CO2	Evaluate the Organizational Development process.	K2
CO3	Use reinforcement techniques to promote organizational culture.	K3
CO4	Describe the role of teamwork in organizations..	K4
CO5	Analyze workplace well-being and work-life balance strategies.	K5
Text Books		
1.	Cummings, T. G., & Worley, C. G. (2019). Organization Development and Change (11th ed.). Cengage Learning.	
2.	French, W. L., & Bell, C. H. (1999). Organization Development: Behavioral Science Interventions for Organization Improvement (6th ed.). Prentice Hall.	

3.	Rothwell, W. J., Stavros, J. M., Sullivan, R. L., & Sullivan, A. (2021). Practicing Organization Development: Leading Transformation and Change (5th ed.). Wiley.
Reference Books	
1.	Beckhard, R. (1969). Organization Development: Strategies and Models. Addison-Wesley.
2.	Burke, W. W. (2018). Organization Change: Theory and Practice (5th ed.). Sage Publications.
3.	Schein, E. H., & Schein, P. (2017). Organizational Culture and Leadership (5th ed.). Wiley.
4.	Luthans, F. (2021). Organizational Behavior: An Evidence-Based Approach (14th ed.). Information Age Publishing.
5.	Robbins, S. P., & Judge, T. A. (2023). Organizational Behavior (19th ed.). Pearson.

CO-PO Mapping

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	S	S	M	M
CO4	S	S	S	M	M	S	M	L	M
CO5	S	S	S	S	M	S	S	M	S
Overall	**S**	**S**	**S**	**M**	**M**	**S**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	COMPETENCY MAPPING	
Course Objectives		
C1	To explain the significance of competency-based frameworks.	
C2	To explore competency types and development methods.	
C3	To examine competency tools, frameworks, and clusters.	
C4	To assess competency implementation cycles and performance improvement.	
C5	To develop competency models for effective stakeholder engagement.	
UNIT	**Details**	**Hours**
I	**Introduction**: History and Origin of Competency - Meaning and Concept of Competency - Knowledge, Skills and Abilities (KSA) versus Competency - Reasons for the Popularity of Competency Approach - Competency and Economic Value Added (EVA) - Iceberg Model of Competency - Operant and Respondent Traits of Competency - Criticisms and Limitations of Competency Approach.	12
II	**Functions**: Functions and Importance of Competencies - Threshold Competencies - Differentiating Competencies - Generic or Core Competencies - Functional or Technical Competencies - Leadership and Managerial Competencies - Developing a Competency Matrix.	12
III	**Framework**: Sources of Competency Information - Competency Assessment Tools: Behavioural Event Interview (BEI), Behavioural Description Interview (BDI) and Benchmarking of Established Models - Competency Clusters - HR Generic Competency Model - Supervisory Generic Competency Model - Industry-Specific Competency Models.	12
IV	**Assessment:** HR Competency Audit - Role of Assessment Centres - Identifying Competency Gaps and Gap Closure Strategies - Integrating Competency Models into HR Practices - Competency-Based Recruitment and Selection - Competency-Based Performance Appraisal - Competency-Based Training and Development - Competency-Based Succession and Career Planning - Competency-Based Compensation and Benefits - Reassessing Competencies and Evaluating Return on Investment (ROI).	12
V	**Resistance and Implementation:** Understanding Resistance to Competency Implementation - Stakeholder Engagement and Confidence-Building Strategies - Stakeholder Mapping - Resolving Resistance - Clarifying Implementation Goals and Standards - Developing Action Plans - Defining Performance Effectiveness Criteria - Identifying Criterion Samples - Data Collection and Development of Interim Competency Models - Finalizing and Validating Competency Models.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Recognize the importance of competency-based frameworks.	K1
CO2	Describe the types and methods of competency.	K2
CO3	Analyze competency tools and competency clusters.	K3
CO4	Design audit plans for competency implementation cycles.	K4
CO5	Implement competency models for stakeholder engagement	K5

Text Books	
1.	Rao, T. V. (2007). Appraising and Developing Managerial Performance: A Competency-Based Approach. Excel Books, New Delhi.
2.	Dubois, D. D., & Rothwell, W. J. (2004). Competency-Based Human Resource Management. Davies-Black Publishing.
3.	Sanghi, Seema. (2020). The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations (3rd ed.). SAGE Publications.
Reference Books	
1.	Spencer, L. M., & Spencer, S. M. (1993). Competence at Work: Models for Superior Performance. John Wiley & Sons.
2.	Lucia, A. D., & Lepsinger, R. (1999). The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations. Jossey-Bass/Pfeiffer.
3.	Boyatzis, R. E. (1982). The Competent Manager: A Model for Effective Performance. John Wiley & Sons.
4.	Armstrong, Michael. (2023). Armstrong's Handbook of Human Resource Management Practice (16th ed.). Kogan Page.
5.	Cummings, T. G., & Worley, C. G. (2019). Organization Development and Change (11th ed.). Cengage Learning.

CO-PO Mapping

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	M	M
CO4	S	S	S	S	M	S	S	M	M
CO5	S	S	S	S	M	S	S	M	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	**HR ANALYTICS**	
Course Objectives		
C1	To explain HR Analytics processes and organizational impact.	
C2	To apply statistical techniques and HRM analytical tools for decision-making.	
C3	To evaluate the effectiveness of HR Analytics practices	
C4	To develop frameworks for measuring HR contribution.	
C5	To develop HR regulations and reporting frameworks.	
UNIT	**Details**	**Hours**
I	**Introduction to human resource analytics:** Meaning and importance of HR Analytics – HR indicators, metrics and data – HR Analytics process – Frameworks for HR Analytics: LAMP Framework and HCM 21 Framework – Application of analytical techniques for evaluating human capital impact on business.	12
II	**Statistics and Analytical Toolkits for HRM:** Statistical analysis for HRM – HR Analytics toolkits – Compensation KPIs – Power Interest Stakeholder Matrix – Data models – Creating dashboards – HR data analysis and reporting.	12
III	**Best Practices in HR analytics:** Staffing Analytics – Supply and Demand Forecasting – Total Compensation Analytics – Performance Analytics – Attrition Analytics – Learning and Development Analytics – Diversity Analytics – Employee Engagement Analytics – Employee Satisfaction Analytics.	12
IV	**Measuring HR contribution through analytics:** Measuring HR contribution – Developing HR Scorecard – Developing HR Analytics Unit – Building Analytics Culture – Analytics for Decision Making – Human Capital Analytics in the Value Chain – Balanced Scorecard – Return on Investment (ROI) Analysis – Predictive Analytics.	12
V	**HR regulations and reporting requirements:** HR policies, procedures and guidelines – Key HR regulations and reporting requirements – Linking organizational mission and goals with HR benchmarks and metrics – HR Analytics reporting and advisory practices – Four rules of reporting HR Analytics – Importance of data visualization in HR reporting.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Define the basic concepts, terminology, and components of HR Analytics.	K1
CO2	Apply statistical techniques and HR Analytics tools to interpret employee data and support HR decisions	K2
CO3	Evaluate HR Analytics best practices for their effectiveness in improving organizational performance.	K3
CO4	Explain various methods and metrics used to measure HR contribution.	K4
CO5	Analyze HR regulations and reporting requirements for ensuring compliance and operational effectiveness.	K5
Text Books		
1.	Ramesh, R. & Kumar, P. (2023). HR Analytics: A Practical Guide to Improving Human Resource Management Through Data Analysis. Sage Publications, New Delhi.	

2.	Bhattacharya, Deepak K. (2017). HR Analytics: Understanding Theories and Applications. Sage Publications India Pvt. Ltd., New Delhi.
3.	Edwards, Martin R. & Edwards, Kirsten (2019). Predictive HR Analytics: Mastering the HR Metric. Kogan Page, London
Reference Books	
1.	Fitz-enz, Jac & Mattox II, John. (2014). Predictive Analytics for Human Resources: Applications in Talent Acquisition, Management, and Retention. Wiley, New Jersey.
2.	Cascio, Wayne F. & Boudreau, John W. (2011). Investing in People: Financial Impact of Human Resource Initiatives. Pearson Education, New Jersey.
3.	Marler, Janet H. & Boudreau, John W. (2017). An Evidence-Based Review of HR Analytics. The International Journal of Human Resource Management, Taylor & Francis.
4.	Marr, Bernard. (2016). Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results. Wiley, Chichester.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	S	M
CO3	S	S	S	M	M	M	M	S	M
CO4	S	S	S	S	M	S	S	S	S
CO5	S	S	S	S	M	M	S	S	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	HUMAN RESOURCE MANAGEMENT	
PAPER NAME	STRATEGIC HRM	
Course Objectives		
C1	To provide an overview of strategic formulation, implementation, and evaluation processes.	
C2	To explain the tools and techniques used for Environmental Forecasting and strategic analysis.	
C3	To highlight the significance of Human Resource Strategy in improving organizational effectiveness.	
C4	To develop an understanding of integrating HR processes with organizational strategies.	
C5	To create awareness about the role of New Economic Policy in shaping HRM strategies.	
UNIT	**Details**	**Hours**
I	**Strategic Management:** Nature, scope, significance, and process – Dimensions of strategic decisions – Strategic Management Model and its components – Strategy Formulation: Developing company mission and objectives – Factors influencing strategy formulation – Environmental analysis – Porter's Five Forces Model.	12
II	**Environment Forecasting:** Environmental Forecasting – Analysis of Company Profiles – Formulation of Long-Term Objectives and Grand Strategies – Strategy Implementation – Institutionalizing Strategy – Role of Structure, Leadership and Culture – Strategy Evaluation – Corporate Strategy and Global Strategy.	12
III	**Human Resource Strategy (HRS):** Concept, Importance and Approaches – Linking HRS with Business Strategy – Strategic Role of HRM – Change Management Strategies – Training and Development Strategies – Talent Management Strategies – Organizational Performance and HRS – HR Metrics and Evaluation of HR Strategy – HRM Strategy Implementation and Challenges.	12
IV	**Strategic Human Resource Processes**: Strategic Human Resource Processes – Workforce Planning, Utilization and Employment Practices – Efficient Utilization of Human Resources – Managing Employee Shortages and Surpluses – Strategic Recruitment and Selection of Employees – Reward and Development Systems – Strategically Oriented Performance Management Systems – Strategic Compensation Systems and Employee Development – Implementation Challenges in Strategic HR Processes.	12
V	**New Economic Policy and HRM Strategy:** Role of Human Resources in Strategy Formulation – Integrating Human Resources into Strategic Decisions – Human Resource Strategy (HRS) and Human Resource Information Systems (HRIS) – Key Issues in Human Resource Strategy – Future Trends and Challenges in HRM Strategy.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Analyze strategic management practices to evaluate organizational performance and competitive advantage.	K1

CO2	Apply environmental forecasting techniques and corporate strategy concepts for business analysis.	K2
CO3	Develop innovative strategies and approaches to achieve sustainable organizational performance.	K3
CO4	Evaluate strategic HR processes for improving resource efficiency and organizational performance.	K4
CO5	Formulate HRM strategies aligned with New Economic Policy and changing business environments.	K5

Text Books	
1.	Azhar Kazmi (2022). Business Policy and Strategic Management. McGraw Hill Education, New Delhi.
2.	Jeffrey A. Mello (2023). Strategic Human Resource Management. Cengage Learning, Boston.
3.	Gary Dessler (2023). Human Resource Management. Pearson Education, New Delhi.
Reference Books	
1.	Charles W. L. Hill, Melissa A. Schilling & Gareth R. Jones (2023). Strategic Management: An Integrated Approach. Cengage Learning, Boston.
2.	John M. Ivancevich (2018). Human Resource Management. McGraw Hill Education, New York.
3.	Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson (2020). Strategic Management: Competitiveness and Globalization. Cengage Learning, Boston.
4.	Robert L. Mathis, John H. Jackson, Sean R. Valentine & Patricia Meglich (2023). Human Resource Management. Cengage Learning, Boston.
5.	T. V. Rao (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement. Response Books, Sage Publications, New Delhi.

CO-PO Mapping

COs / POs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	M	M	S	S	M	M
CO4	S	S	S	S	M	S	S	M	M
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	SERVICES MARKETING	
Course Objectives		
C1	To enhance understanding of the principles, characteristics, and applications of services marketing.	
C2	To understand the role of services marketing in the modern service-driven economy and delivery systems.	
C3	To examine service quality, customer satisfaction, and service gap approaches for effective service management.	
C4	To apply services marketing strategies across banking, hospitality, healthcare, and professional service sectors..	
C5	To familiarize students with emerging trends and innovations in services marketing.	
UNIT	Details	Hours
I	**Introduction to Services Marketing** Introduction to Services Marketing - Nature and Scope of Services - Characteristics of Services - Service Sector and Economic Development - Classification of Services - Service Marketing Mix (7Ps) - Designing Service Offerings - Role of People, Process and Physical Evidence - Contemporary Trends in Services Marketing	12
II	**Service Product and Pricing Strategies** Service Product Decisions - Developing New Service Offerings - Pricing of Services: Objectives, Strategies and Challenges - Managing Demand and Capacity - Distribution of Services - Role of Technology in Service Delivery - Case Study on Pricing Strategies in Airline and Telecom Services.	12
III	**Service Marketing Triangle** Service Marketing Triangle - Service Delivery System - Managing Service Encounters - Service Employees and Customer Roles - Managing Physical Evidence - Service Recovery and Complaint Handling - Technology-Enabled Services.	12
IV	**Service Quality and Customer Satisfaction** Concept of Service Quality - Gap Model of Service Quality - Measuring Service Quality (SERVQUAL) - Customer Satisfaction and Loyalty - Service Blueprint - Managing Customer Expectations - Service Quality Improvement Strategies - Case Study on Service Quality Assessment in Hospitality Sector.	12
V	**Applications of Services Marketing** Services marketing in banking and financial services - Hospitality and tourism services - Healthcare services - Professional services - Public utility and educational services - Emerging trends: e-services, self-service technologies and AI in services marketing - Case Study on Digital transformation in banking services.	12

CO	Course Outcome	Bloom's Level
CO1	Discuss the key concepts, characteristics, service sector categories, and significance of services marketing in economic growth.	K1
CO2	Explain the service marketing mix (7Ps), service delivery systems, service marketing triangle, and internal marketing practices	K2
CO3	Apply services marketing strategies including pricing, distribution, and service recovery to different service sectors	K3
CO4	Analyze service quality gaps using the SERVQUAL model, customer satisfaction issues, and service blueprinting techniques	K4
CO5	Critically evaluate service marketing strategies adopted by diverse service sectors, including technology-driven services	K5
Text Books		
1.	Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, Services Marketing: People, Technology, Strategy, Pearson Education.	
2.	Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler, Services Marketing: Integrating Customer Focus Across the Firm, McGraw Hill Education.	
3.	V. A. Parasuraman, Leonard L. Berry and Valarie A. Zeithaml, Delivering Quality Service: Balancing Customer Perceptions and Expectations, Free Press.	
Reference Books		
1.	Adrian Palmer, Principles of Services Marketing, McGraw Hill Education.	
2.	K. Douglas Hoffman and John E. G. Bateson, Services Marketing: Concepts, Strategies & Cases, Cengage Learning.	
3.	Ravi Shankar, Services Marketing: The Indian Perspective, Excel Books.	
4.	Christian Grönroos, Service Management and Marketing: Managing the Service Profit Logic, Wiley.	
5.	Harsh V. Verma, Services Marketing: Text and Cases, Pearson Education.	

CO–PO Mapping

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	**BRAND MANAGEMENT**	
Course Objectives		
C1	To provide insights into brand concepts	
C2	To provide insights into brand positioning strategies	
C3	To familiarize students with brand elements	
C4	To develop students' skills in evaluating brand performance using audits	
C5	To familiarize students with global brand management practices	
UNIT	**Details**	**Hours**
I	**Introduction** Definition of Brand - Importance of Brands - Branding Challenges and Opportunities - Brand Equity Concept - Brand Equity Models - Kapferer's Brand Identity Prism Model - Brands vs. Products - Constituents of a Brand: Brand Identity - Image and Personality - Strategic Brand Management Process.	12
II	**Brand Positioning** Brand Equity - Sources of Brand Equity - Competitive Advantage through Strategic Positioning of Brands - Points of Parity - Points of Difference - Brand Building: Designing Marketing Programmes to Build Brands - Role of Social Media in Brand Building - Steps in Brand Building.	12
III	**Brand Elements** Criteria for Choosing Brand Elements - Options and Tactics for Brand Elements - Image Dimensions - Brand Associations & Image - Brand Identity: Perspectives, Levels - Managing Brand Image - Stages - Functional, Symbolic and Experiential Brands - Brand Loyalty - Cult Brands.	12
IV	**Brand Valuation and Leveraging Brands** Conducting Brand Audits - Methods of Valuation - Customer Based Brand Equity Model - Brand Asset Valuator Model - Leveraging Brands: Brand Extensions - Brand Licensing - Co-branding - Developing a Brand Architecture Strategy - Brand Portfolios & Brand Hierarchies.	12
V	**Managing Brands Globally** Handling Name Changes and Brand Transfer - Brand Revitalization and Rejuvenation Strategies - Global Marketing Programmes - Building and Managing Brands across Boundaries - Branding Industrial Products, Services and Retailers - Indianization of Foreign Brands and Taking Indian Brands Global.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Identify the key concepts of brands, brand equity models, and strategic brand management processes.	K1
CO2	Apply brand positioning strategies and brand-building approaches using social media and marketing programmes.	K2

CO3	Analyze the criteria for selecting brand elements, managing brand image and associations, and differentiating functional, symbolic, and experiential brands.	K3
CO4	Assess brand valuation approaches, equity models, and strategic brand management practices for effective brand development.	K4
CO5	Assess global brand management strategies related to brand revitalization, rejuvenation, international branding, and sector-specific branding practices.	K5
Text Books		
1.	Harsh V. Verma, Brand Management: Text and Cases, Excel Books, New Delhi.	
2.	S. Ramesh Kumar, Managing Indian Brands: Marketing Concepts and Cases, Vikas Publishing House, New Delhi.	
3.	Y. L. R. Moorthi, Brand Management: The Indian Context, Vikas Publishing House, New Delhi.	
Reference Books		
1.	Kevin Lane Keller, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Pearson Education.	
2.	David A. Aaker, Building Strong Brands, Free Press.	
3.	Jean-Noël Kapferer, The New Strategic Brand Management: Advanced Insights and Strategic Thinking, Kogan Page.	
4.	Tilde Heding, Charlotte F. Knudtzen and Mogens Bjerre, Brand Management: Research, Theory and Practice, Routledge.	
5.	Richard Elliott, Susan Percy and Pervan, Strategic Brand Management, Oxford University Press	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	RETAIL MARKETING	
Course Objectives		
C1	Develop a clear understanding of retailing and its evolving role in the dynamic Indian market.	
C2	Analyze organized and unorganized retail formats, their evolution, and the growing impact of multinational retailers.	
C3	Build competencies in managing retail operations through effective store design, inventory control, merchandising, and pricing strategies.	
C4	Gain comprehensive knowledge of retail store management, emphasizing visual merchandising, store image, e-retail, and future retail innovations.	
C5	Apply retail marketing principles by integrating advertising, promotions, information technology, and retail management information systems	
UNIT	**Details**	**Hours**
I	**Introduction to Retailing** Overview of Retailing – Definition and Functions of Retailing – Types of Retailing – Forms of Retailing Based on Ownership – Retail Trends in India – Socioeconomic and Technological Influences on Retail Management – Challenges and Opportunities in Retailing.	12
II	**Retail Formats** Organized and Unorganized Retail Formats – Different Organized Retail Formats – Characteristics of Organized and Unorganized Retail Formats – Emerging Trends in Retail Formats – Role of Multinational Corporations (MNCs) in Organized Retail.	12
III	**Retail Operations** Choice of Retail Location – Retail Store Atmospherics (Internal and External) – Retail Store Positioning – Building Retail Store Image – Retail Service Quality Management – Inventory Management – Merchandise Management – Category Management – Retail Supply Chain Management – Retail Pricing Decisions – Merchandise Buying.	12
IV	**Retail Store Management** Visual Merchandising Management – Space Management – Retail Inventory Management – Retail Accounting and Audits – Retail Store Brands – Retail Advertising and Promotions – Retail Management Information Systems (RMIS) – E-Retail (Online Retail) – Emerging Trends in Retail Store Management.	12
V	**Retail Marketing Mix** Retail Marketing Mix – Setting Marketing Objectives – Retail Advertising and Promotions – Communication Effects of the Promotional Mix – Digital and Social Media Marketing in Retail – Role of Information Technology (IT) in Retailing – Retail Management Information Systems (RMIS).	12

CO	Course Outcome	Bloom's Level
CO1	Identify the definition, functions, types, forms, retail trends in India, and the socioeconomic and technological influences on retail management.	K1
CO2	Evaluate the impact of organized and unorganized retail formats, emerging trends, and MNCs on the retail industry	K2
CO3	Demonstrate the application of retail operations concepts in managing store location, atmospherics, inventory, merchandising, supply chain, and pricing decisions.	K3
CO4	Apply retail store management concepts to improve visual merchandising, space utilization, inventory management, retail branding, and e-retail practices.	K4
CO5	Critically evaluate retail marketing strategies and the role of promotional communication, information technology, and retail management information systems in achieving organizational objectives.	K5
Text Books		
1.	Levy, M., Weitz, B. A., & Grewal, D. (Latest Edition). Retailing Management. McGraw-Hill Education.	
2.	Berman, B., Evans, J. R., Chatterjee, P., & Srivastava, R. (Latest Edition). Retail Management: A Strategic Approach. Pearson Education.	
3.	Vedamani, G. G. (Latest Edition). Retail Management. Pearson Education India	
Reference Books		
1.	Pradhan, S. (Latest Edition). Retailing Management: Text and Cases. McGraw-Hill Education..	
2.	Dunne, P. M., Lusch, R. F., & Carver, J. R. (Latest Edition). Introduction to Retailing. Cengage Learning. Newman, A. J., & Cullen, P. (Latest Edition). Retailing: Environment and Operations. Cengage Learning.	
3.	Fernie, J., & Sparks, L. (Latest Edition). Logistics and Retail Management: Emerging Issues and New Challenges in the Retail Supply Chain. Kogan Page.	
4.	Bajaj, C., Tuli, R., & Srivastava, N. V. (Latest Edition). Retail Management. Oxford University Press.	

CO–PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	ADVANCED MARKETING RESEARCH AND CONSUMER BEHAVIOUR	
Course Objectives		
C1	To enable students to understand the concepts and process of market research..	
C2	To provide knowledge of sampling techniques and their role in conducting effective market research.	
C3	To familiarize students with the models of consumer behavior.	
C4	To foster knowledge of the determinants of consumer behavior.	
C5	To create awareness of the consumer decision-making process.	
UNIT	**Details**	**Hours**
I	Introduction to Marketing Research: Nature and Scope of Marketing Research – Marketing Research as an Aid to Marketing Decision Making – Scientific Method in Marketing Research – Marketing Research Process – Research Designs: Exploratory, Descriptive, and Causal – Primary and Secondary Data Collection Methods – Questionnaire Design and Construction.	12
II	Sampling and Applications of Marketing Research Sampling: Concept of Sampling – Sampling Process – Sampling Techniques (Probability and Non-Probability Sampling) – Sample Size Determination – Sampling Errors – Applications of Marketing Research: Motivation Research – Product Research – Advertising Research	12
III	Models of Consumer Behaviour: Models of Consumer Behaviour: Nicosia Model – Howard-Sheth Model – Engel–Blackwell–Miniard (EBM) Model – Environmental Influences on Consumer Behaviour: Culture – Social Class – Reference Groups – Family – Personal Influence and Opinion Leadership	12
IV	Individual Determinants and Consumer Decision Process Individual Determinants of Consumer Behaviour: Motivation and Involvement – Perception and Information Processing – Consumer Learning – Personality and Self-Concept – Attitude Theories and Attitude Change – Consumer Decision-Making Process: Problem Recognition – Information Search – Evaluation of Alternatives – Purchase Decision – Post-purchase Behaviour.	12
V	Multivariate Analysis and Forecasting: Multivariate Analysis: Factor Analysis – Cluster Analysis – Discriminant Analysis – Conjoint Analysis – Multidimensional Scaling – Multiple Regression Analysis – Model Building and Validation – Data Visualization Tools – Forecasting Techniques – Time Series Analysis – ARIMA Models.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Apply the basic concepts of marketing research to business decision-making.	K1
CO2	Explain the sampling techniques and their implications in marketing research.	K2
CO3	Analyze consumer behavior models and their applications in marketing.	K3
CO4	Identify the determinants of consumer behavior..	K4

CO5	Evaluate the consumer decision-making process in different marketing contexts..	K5
Text Books		
1.	Malhotra, N. K., & Dash, S. (Latest Edition). Marketing Research: An Applied Orientation. Pearson Education India..	
2.	Aaker, D. A., Kumar, V., Leone, R. P., Day, G. S., & Das, G. Marketing Research. Wiley India.	
3.	Schiffman, L. G., Kanuk, L. L., & Kumar, R. Consumer Behavior. Pearson Education.	
Reference Books		
1.	McDaniel, C., Jr., & Gates, R. Marketing Research. Wiley India.	
2.	Solomon, M. R.Consumer Behavior: Buying, Having, and Being. Pearson.	
3.	Hair, J. F., Bush, R. P., & Ortinau, D. J. Marketing Research. McGraw-Hill Education.	
4.	Burns, A. C., & Veeck, A. Marketing Research. Pearson.	
5.	Majumdar, R. Consumer Behaviour: Insights from the Indian Market. PHI Learning.	

CO-PO Mapping

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	ADVERTISING MANAGEMENT AND SALES PROMOTION	
Course Objectives		
C1	To familiarize students with the concepts, functions, and significance of advertising.	
C2	To equip students with the skills to select appropriate advertising media and prepare advertising budgets.	
C3	To develop students' understanding of advertising agency structure, functions, and operations.	
C4	To acquaint students with various sales promotion techniques and campaign planning.	
C5	To enhance students' understanding of the contribution of sales promotion to marketing success.	
UNIT	**Details**	**Hours**
I	**Foundations of Advertising and IMC:** Nature, scope and evolution of advertising; Role of advertising in marketing; Integrated Marketing Communications (IMC); Consumer behaviour and advertising response; Market segmentation, targeting and positioning; Advertising objectives; DAGMAR approach; Creative strategy; Message appeals; Copywriting; Brand storytelling; Creative execution	12
II	**Media Planning and Digital Advertising:** Advertising media—Print, Broadcast, Outdoor and Direct Media; Media planning, scheduling and budgeting; Reach, frequency and GRP; Digital advertising; Search Engine Marketing (SEM); Social media advertising; Influencer marketing; Content marketing; Mobile advertising; Programmatic advertising; AI-powered advertising; Advertising analytics and ROI measurement.	12
III	**Advertising Campaign Management:** Advertising agencies—structure, functions and compensation; Client-agency relationship; Campaign planning and execution; Creative production; Media buying; Coordination and campaign control; Public relations integration; International advertising; Advertising regulations; Advertising standards; Case studies on successful campaigns.	12
IV	**Sales Promotion Management:** Nature and objectives of sales promotion; Consumer-oriented and trade-oriented sales promotions; Sales force promotion; Trade fairs and exhibitions; Point-of-purchase promotion; Couponing, sampling, contests, loyalty programmes, rebates and premiums; Digital sales promotions; Event marketing; Budgeting, implementation and evaluation of promotional campaigns.	12
V	**Advertising Effectiveness, Ethics and Emerging Trends:** Measuring advertising effectiveness; Pre-testing and post-testing techniques; Sales promotion effectiveness; Marketing communication metrics; Advertising ethics and legal issues; ASCI guidelines; Consumer protection; Green advertising; Sustainable marketing communication; AI, Big Data, Personalization, Augmented Reality (AR), Virtual Reality (VR), Neuromarketing, and future trends in advertising and promotion.	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, principles, and strategic role of advertising and Integrated Marketing Communications in business.	K2
CO2	Develop media plans and advertising budgets using traditional and digital communication platforms.	K3
CO3	Evaluate advertising agency operations and formulate integrated advertising campaigns for organizations.	K4
CO4	Design and implement effective consumer and trade sales promotion programmes to achieve marketing objectives.	K5
CO5	Assess advertising and sales promotion effectiveness while addressing ethical, legal, and emerging technological issues.	K5
Text Books		
1.	Kazmi, S. H. H. & Batra, S., Advertising and Sales Promotion, 5th Edition, Excel Books, 2021.	
2.	Chunawalla, S. A., Advertising, Sales and Promotion Management, Himalaya Publishing House, 2022.	
3.	Gupta, S. L., Advertising and Sales Promotion Management, Sultan Chand & Sons, 2021.	
4.	Ramaswamy, V. S. & Namakumari, S., Marketing Management: Indian Context, McGraw Hill, Latest Edition.	
Reference Books		
1.	Integrated Advertising, Promotion, and Marketing Communications – Kenneth E. Clow and Donald E. Baack, Pearson Education.	
2.	Advertising: Principles and Practice – William F. Arens, Michael F. Weigold and Christian Arens, McGraw Hill Education.	
3.	Contemporary Advertising – Courtland L. Bovee, William F. Arens, David L. Brooks and Michael F. Weigold, McGraw Hill Education.	
4.	Advertising Management – Manendra Mohan, Tata McGraw Hill Education.	
5.	Kleppner's Advertising Procedure – Ron Lane, Karen King and Thomas Russell, Pearson Education.	

CO-PO Mapping

COs / POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	INDUSTRIAL MARKETING	
Course Objectives		
C1	To understand the concepts, scope, characteristics, and dynamics of industrial marketing and its business environment.	
C2	To develop knowledge of organizational buying behaviour and the decision-making process in industrial markets.	
C3	To identify and evaluate industrial marketing opportunities and emerging trends in business markets.	
C4	To understand and apply strategic approaches for developing effective business marketing strategies.	
C5	To familiarize students with customer relationship management practices and strategies for building sustainable industrial customer relationships.	
UNIT	**Details**	**Hours**
I	Meaning, nature, scope, and significance of industrial marketing – Business marketing perspective – Characteristics of industrial markets and industrial demand – Industrial marketing environment – Organizational buying behaviour – Buying centre concept – Organizational buying process and factors influencing industrial purchase decisions.	12
II	Concept and importance of organizational buying – Dimensions of organizational buying – Organizational buying behaviour – Buying centre roles and decision-making process – Factors influencing organizational purchase decisions.	12
III	Business marketing intelligence – Organizational market segmentation – Targeting industrial customers – Organizational demand analysis – Measuring market potential – Sales forecasting.	12
IV	Business marketing planning: strategic perspective – Managing business product lines – Business marketing channels – Industrial pricing strategies – Advertising, sales promotion, and personal selling functions – Controlling and evaluating industrial marketing strategies.	12
V	Concept and importance of CRM in industrial markets – Managing customer service and sales relationships – Selecting appropriate CRM strategies – Tools and technologies for capturing customer information – Managing customer relationships through conflict resolution.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Understand the concepts and environment of industrial marketing and organizational buying behaviour.	K1
CO2	Apply marketing intelligence, segmentation, and demand analysis techniques to identify business opportunities.	K2
CO3	Analyze business marketing strategies related to products, channels, pricing, and promotion.	K3
CO4	Evaluate CRM strategies and customer relationship practices in industrial markets.	K4
CO5	Develop integrated industrial marketing strategies for sustainable business relationships.	K5

Text Books	
1.	Havaldar, K. K. (2014). Industrial Marketing: Text and Cases. McGraw Hill Education, New Delhi.
2.	Kerin, R. A., & Hartley, S. W. (2022). Marketing: The Core / Business Marketing Management. McGraw Hill Education.
3.	Morris, M. H., Pitt, L. F., & Honeycutt, E. D. (2001). Business-to-Business Marketing: A Strategic Approach. Sage Publications.
Reference Books	
1.	Hutt, M. D., & Speh, T. W. (2021). Business Marketing Management: B2B (13th Edition). Cengage Learning.
2.	Anderson, J. C., Narus, J. A., & Narayandas, D. (2020). Business Market Management: Understanding, Creating, and Delivering Value (4th Edition). Pearson Education.
3.	Kotler, P., Keller, K. L., & Chernev, A. (2022). Marketing Management (16th Edition). Pearson Education.
4.	Reeder, R. R., Brierty, E. G., & Reeder, B. H. (1991). Industrial Marketing: Analysis, Planning and Control. Prentice Hall.
5.	Rosenbloom, B. (2013). Marketing Channels: A Management View (8th Edition). Cengage Learning.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	M	M	M	M	M	M
CO4	S	S	S	M	M	S	M	M	M
CO5	S	S	S	S	M	S	S	M	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	INTERNATIONAL MARKETING	
Course Objectives		
C1	To increase globalization by integrating the economies of different countries.	
C2	To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.	
C3	To assure sustainable management of resources globally.	
C4	To propel export and import of goods globally and distribute the profit among all participating countries.	
C5	To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.	
UNIT	**Details**	**Hours**
I	Meaning, nature, and scope of international marketing environment – Factors and dimensions influencing international marketing – Controllable and uncontrollable factors in international marketing – Impact of global economic, political, legal, cultural, and technological environments on international marketing decisions.	12
II	International product policy – International Product Life Cycle – Export pricing strategies – International marketing decisions: market selection, market entry, and marketing mix decisions – International marketing research: Marketing Information System (MIS), market research, research methodology, international research strategies, desk and field research, market-oriented information, international marketing intelligence, and competitive intelligence.	12
III	International Trade Agreements and Regulations: International sales contracts and standard contract clauses; INCOTERMS; major laws governing international trade; role of the Indian Council of Arbitration (ICA) and International Chamber of Commerce (ICC) in trade dispute resolution; international trade liberalization; GATT, WTO, GATS, and UNCTAD; regional trade agreements and economic integration—Free Trade Areas, Preferential Trade Agreements (PTA), Customs Unions, European Union (EU), ASEAN, SAFTA, BIMSTEC, and USMCA (formerly NAFTA); role of international financial institutions—World Bank, IMF, IFC, and MIGA; international trade in services, counter trade, and world commodity markets.	12
IV	India's Foreign Trade and Export Management: Trends and policy framework of India's foreign trade; India's commercial relations and trade agreements; institutional framework for export promotion; export finance and assistance; Export Processing Zones (EPZs) and Special Economic Zones (SEZs); export opportunities for MSMEs; role of EXIM Bank, ECGC, Commodity Boards, STC, and MMTC; export procedures and documentation; customs clearance, quality control, pre-shipment inspection, export packing and containerization; international shipping and logistics; project exports and joint ventures; marine insurance; overseas marketing; export payment methods and Letters of Credit (LC).	12
V	World Trade and India: Globalization and its impact on international trade – Role of Multinational Enterprises (MNEs) in global business – Overview of India’s Export–Import Policy – Objectives and significance	12

	of export promotion policies – Role, functions, and importance of Export Promotion Councils in facilitating India's foreign trade.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Understand the international marketing environment, global factors, and their influence on international business decisions.	K1
CO2	Apply international marketing strategies, research methods, and market entry decisions for global markets.	K2
CO3	Analyze international trade agreements, institutions, regulations, and global trade practices.	K3
CO4	Evaluate India's foreign trade policies, export procedures, documentation, and export promotion mechanisms.	K4
CO5	Develop strategic perspectives on globalization, multinational enterprises, and international trade opportunities.	K5
Text Books		
1.	Francis Cherunilam (2021). International Business: Text and Cases. PHI Learning, New Delhi.	
2.	R. L. Varshney & B. Bhattacharyya (2018). International Marketing Management: An Indian Perspective. Sultan Chand & Sons, New Delhi.	
3.	P. K. Vasudeva (2020). International Marketing. Excel Books, New Delhi.	
Reference Books		
1.	Palanivelu, V. R., Sowndharya, K. S., Ravi, S., & Uma Maheswari, S. (2026). International Business. First Edition. Mumbai: Himalaya Publishing House. ISBN: 978-93-7105-476-8.	
2.	Philip R. Cateora, John L. Graham & Mary C. Gilly (2020). International Marketing (18th Edition). McGraw Hill Education.	
3.	Warren J. Keegan & Mark C. Green (2020). Global Marketing (10th Edition). Pearson Education.	
4.	Michael R. Czinkota, Ilkka A. Ronkainen & Michael H. Moffett (2021). International Business. Wiley.	
5.	Rakesh Mohan Joshi (2018). International Marketing. Oxford University Press, New Delhi.	
6.	Daniels, J. D., Radebaugh, L. H., Sullivan, D. P., & Salwan, P. (2022). International Business: Environments and Operations (17th Edition). Pearson Education.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	L	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	M	M	M	S	M	M
CO4	S	S	S	S	M	M	S	M	M
CO5	S	S	S	S	M	S	S	M	S
Avg	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**M**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	**DIGITAL MARKETING**	
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	
UNIT	**Details**	**Hours**
I	Concept and significance of digital marketing – Digital marketing versus traditional marketing – Online marketing environment and ecosystem – Digital marketing mix – E-products and e-services – Online segmentation, targeting, and positioning (STP) – E-pricing strategies – E-promotion techniques – Affiliate marketing – Content marketing tools and strategies – Market influence analytics in the digital ecosystem.	12
II	Search Engine Optimization and Search Engine Marketing: Concept and importance of SEO – Keyword strategy – SEO planning and success factors – Search engine functioning and ranking process – On-page and off-page optimization techniques – Search Engine Marketing (SEM) – Components and strategies of SEM.	12
III	Social Media and Performance Marketing: Social media marketing concepts and channels – Email marketing and SMS marketing strategies – Social media strategy development – Web PR and online reputation management – Google Ads/AdWords – Pay-Per-Click (PPC) advertising – Video SEO – Conversion optimization monitoring – Digital marketing trends analysis – Dashboards and performance measurement – Audience segmentation – Navigation analysis using funnel reports and heat maps.	12
IV	Search and Web Analytics: Concept and importance of search analytics – Trends and challenges in web analytics – Web 2.0 and multichannel marketing – Web mining and predictive analytics – Web data sources and architecture – Clickstream data, online surveys, and usability research – Clickstream data collection, web server log analysis, and page tagging – Web metrics and KPIs: page views, visitor analysis, content performance, engagement, and conversion – Mapping business objectives with web analytics – Data collection architecture – OLAP, web data exploration, reporting, and introduction to Splunk.	12
V	Google Analytics: Introduction, features, and capabilities of Google Analytics – Working mechanism of Google Analytics – Implementation and setup process – Navigating Google Analytics interface – Generating and interpreting analytics reports – Google metrics and performance indicators – Using visitor data for website improvement – Identifying and tracking Key Performance Indicators (KPIs) – Integration of Google Analytics with third-party applications.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Understand the concepts, tools, and strategies of digital marketing and online marketing ecosystems.	K1

CO2	Apply SEO, SEM, social media marketing, and digital promotion techniques for improving online visibility and customer engagement.	K2
CO3	Analyze search analytics, web metrics, KPIs, and digital data sources for evaluating marketing performance.	K3
CO4	Evaluate web analytics tools, Google Analytics reports, and digital dashboards for data-driven marketing decisions.	K4
CO5	Develop integrated digital marketing strategies using analytics, optimization techniques, and emerging digital trends.	K5
Text Books		
1.	Chaffey, D., & Ellis-Chadwick, F. (2022). Digital Marketing: Strategy, Implementation and Practice (8th Edition). Pearson Education.	
2.	Ryan, D. (2021). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (5th Edition). Kogan Page.	
3.	Bhatia, P. S. (2020). Fundamentals of Digital Marketing. Pearson Education India.	
Reference Books		
1.	Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for Humanity. Wiley.	
2.	Kingsnorth, S. (2022). Digital Marketing Strategy: An Integrated Approach to Online Marketing (3rd Edition). Kogan Page.	
3.	Kaushik, A. (2010). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. Sybex.	
4.	Strauss, J., & Frost, R. (2019). E-Marketing (8th Edition). Routledge. .	
5.	Miller, M. (2020). Digital Marketing with Google Analytics and Google Ads. Pearson Education.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	S	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	S
CO5	S	S	S	S	M	S	S	S	S
Overall	**S**	**S**	**S**	**M**	**M**	**M**	**M**	**S**	**M**

SPECIALIZATION	MARKETING MANAGEMENT	
PAPER NAME	MARKETING ANALYTICS	
Course Objectives		
C1	To familiarize the students to the basic concepts of Marketing analytics.	
C2	To provide insights on Business Strategies.	
C3	To throw light on Product and Price analytics.	
C4	To elucidate on distribution analytics.	
C5	To create awareness and importance of sales analytics.	
UNIT	**Details**	**Hours**
I	Introduction to marketing analytics – Concepts, importance, and applications of marketing analytics models – Marketing insights and decision-making – Sources of marketing data – Data preparation and treatment of outliers – Market sizing and demand estimation – PESTLE analysis and Porter's Five Forces analysis – Market segmentation, targeting, and positioning (STP) – Marketing analytics tools and techniques: Regression analysis, Cluster analysis, and Perceptual mapping techniques	12
II	Business Strategy and Operations Analytics: Introduction to analytics-based strategy formulation – Strategic models and frameworks for decision-making – Scenario planning and strategic decision models – Strategic metrics and performance indicators – Business operations analytics – Forecasting techniques – Predictive analytics – Data mining applications – Balanced Scorecard – Critical Success Factors (CSFs).	12
III	Product and Price Analytics: Introduction to product analytics – Product performance metrics and evaluation – Attribute preference testing – Conjoint analysis model – Decision tree model – Product portfolio analysis and resource allocation – Product/service metrics – Price analytics: Pricing techniques and strategies – Pricing assessment – Profitable pricing decisions – Pricing for business markets – Price discrimination.	12
IV	Distribution and Promotion Analytics: Distribution analytics – Characteristics of distribution channels – Retail location selection – Channel evaluation and selection – Multi-channel distribution strategies – Promotion analytics – Promotion budget estimation and allocation – Advertising value equivalence model – Promotion metrics for traditional media – Social media promotion metrics.	12
V	Sales Analytics: Introduction to sales analytics – E-commerce sales models – Sales metrics, profitability metrics, and support metrics – Rapid decision-making models – Data-driven presentations and visualization – Contemporary issues, challenges, and opportunities in the application of marketing analytics across different sectors.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Understand the concepts, frameworks, and applications of marketing analytics for business decision-making.	K1
CO2	Apply analytical tools and techniques for market analysis, segmentation, targeting, and positioning decisions.	K2

CO3	Analyze business strategies, product, price, distribution, promotion, and sales data using marketing analytics models.	K3
CO4	Evaluate marketing performance using metrics, dashboards, forecasting, and predictive analytics techniques.	K4
CO5	Develop data-driven marketing strategies by integrating analytics tools for effective decision-making across business sectors.	K5
Text Books		
1.	Winston, W. L. (2020). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley.	
2.	Bhatia, P. S. (2020). Fundamentals of Digital Marketing and Marketing Analytics. Pearson Education India.	
3.	Kumar, V., & Reinartz, W. (2018). Customer Relationship Management: Concept, Strategy, and Tools (3rd Edition). Springer.	
Reference Books		
1.	Kotler, P., Keller, K. L., & Chernev, A. (2022). Marketing Management (16th Edition). Pearson Education.	
2.	Lilien, G. L., Rangaswamy, A., & De Bruyn, A. (2017). Principles of Marketing Engineering and Analytics. DecisionPro.	
3.	Wedel, M., & Kannan, P. K. (2016). Marketing Analytics for Data-Rich Environments. Journal of Marketing.	
4.	Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate Data Analysis (8th Edition). Cengage Learning.	
5.	Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2020). Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (4th Edition). Pearson Education.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	S	M	L	–	L	–	M	M	M
CO2	S	S	S	M	M	M	M	M	M
CO3	S	S	S	S	M	M	M	S	M
CO4	S	S	S	S	M	M	S	S	M
CO5	S	S	S	S	M	S	S	S	S
Overall	S	S	S	M	M	M	M	S	M

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	DATABASE MANAGEMENT SYSTEMS AND CLOUD COMPUTING	
Course Objectives		
C1	Develop a comprehensive understanding of database concepts, architectures, and design principles.	
C2	Examine data models and their application in organizational database design.	
C3	Apply database administration techniques to ensure security, integrity, and recovery.	
C4	Interpret cloud computing concepts, service characteristics, and implementation challenges.	
C5	Evaluate cloud deployment models for organizational computing needs.	
UNIT	**Details**	**Hours**
I	**Database Management System – Overview** Database system - Economic Justification of Database Approach - Advantages - Components of Database Management System - Terminologies of database systems - Data structure: Location methods - Types of pointers - Stack - Queue - sorted list - Ring - Inverted list - Multi-List - Database Design: Steps of database design - Normalization - 1NF, 2NF, 3NF - Case problems for design of conceptual data model - Data Volume and Usage Analysis	12
II	**Data Model and Implementation** Data model: Hierarchical data model - Network data model - Relational data model - E-R model. Implementation design: Guidelines for mapping conceptual data model into hierarchical data model - Network data model and Relational data model - Program design guidelines (DAD) - Network database management systems - DDL and DML of IDMS	12
III	**Database Administration** Database Administration: Functions of DBA - Security Mechanism: Authorization - Encryption - Concurrency control - Problem of concurrency control - Resource locking - deadlock/Deadly embrace - Database recovery: Restore/Return - backward recovery - Forward recovery.	12
IV	**Cloud Computing – Overview** Origins of Cloud computing - Cloud components - Essential characteristics - On-demand self-service, Broad network access - Location independent resource pooling - Rapid elasticity - Measured service - Comparing cloud providers with traditional IT service providers - Roots of cloud computing - Challenges and risks in cloud adoption.	12
V	**Cloud Insights and Deployment Models** Architectural influences - High-performance computing - Utility and Enterprise grid computing - Cloud scenarios - Benefits: scalability,	12

	simplicity, vendors, security - Limitations - Sensitive information - Application development - security level of third party - security benefits - Regulatory issues: Government policies - Cloud deployment model: Public clouds - Private clouds - Community clouds - Hybrid clouds - Advantages of Cloud computing.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain database concepts and normalization techniques.	K1
CO2	Apply data modeling approaches to database design problems.	K2
CO3	Demonstrate database administration practices for secure and reliable systems.	K3
CO4	Analyze cloud computing models and organizational applications.	K4
CO5	Assess suitable cloud deployment strategies based on business requirements.	K5
Text Books		
1.	Elmasri, R., & Navathe, S. B. (2017). Fundamentals of Database Systems (7th ed.). Pearson.	
2.	Silberschatz, A., Korth, H. F., & Sudarshan, S. (2019). Database System Concepts (7th ed.). McGraw-Hill Education.	
3.	Buyya, R., Broberg, J., & Goscinski, A. (2011). Cloud Computing: Principles and Paradigms. Wiley.	
Reference Books		
1.	Coronel, C., Morris, S., & Rob, P. (2022). Database systems: Design, implementation, and management (14th ed.). Cengage Learning.	
2.	Karthikeyan, N. &Manjula, K.A. (2011). UnderstandingDatabase management systems. Acme Learning Private Limited.	
3.	Ramakrishnan, R., &Gehrke, J. (2003). Database management systems (3rd ed.). Tata McGraw-Hill.	
4.	Rittinghouse, J. W., &Ransome, J. F. (2016). Cloud computing: Implementation, management, and security. CRC Press.	
5.	Silberschatz, A., Korth, H. F., &Sudarshan, S. (2019). Database system concepts (7th ed.). Tata McGraw-Hill.	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	M
CO2	H	H	M	M	H	M	H	M
CO3	M	H	M	M	H	M	H	M
CO4	M	H	M	M	H	M	H	H
CO5	M	H	M	M	H	M	H	H
CO6	H	H	H	M	H	M	H	H
Avg	**M**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	ARTIFICIAL INTELLIGENCE AND DESIGN THINKING IN BUSINESS DECISIONS	
Course Objectives		
C1	Build a strong foundation in artificial intelligence and its business applications.	
C2	Examine AI strategies, maturity models, and organizational adoption.	
C3	Explore AI-driven solutions across functional business areas.	
C4	Develop design thinking skills for innovative problem solving.	
C5	Evaluate design thinking tools to support business innovation.	
UNIT	**Details**	**Hours**
I	**Foundations of Artificial Intelligence in Business** Artificial Intelligence (AI), Machine Learning (ML), Deep Learning (DL) for Business Transformation - Evolution of AI in Business (From Rule-based Systems to Machine Learning & Generative AI) -Discriminative vs. Generative AI for business needs - AI as a General Purpose Technology - AI vs. Automation vs. Digitalization - AI-first Firms vs. Traditional Firms - AI-in-a-Vacuum vs. AI-for-Everything - AI in Business Value Creation (Efficiency, Personalization, Innovation, and Revenue Models)	12
II	**Strategic AI Deployment in Business** Levels of AI Adoption in Business: From Proof of Concept (PoC) to Production - AI Maturity Models - Incremental vs. Radical AI Innovations - AI as a Strategic Asset - Data as Fuel for AI and Decision-Making Paradigms - AI Factory (Components, Outputs) - AI Ecosystem (Stakeholders, Business Processes Amenable to AI, Scalability, Cost Structures, AI RoI Measurement) - Barriers to AI Adoption	12
III	**Application Areas of AI in Business Domains** AI in Marketing - AI in Sales - AI in Operations & Supply Chain Management - AI in Customer Relationship Management - AI in Human Resource Management - AI Startups - Generative AI in Business Functions - Generative AI Tools in Business Practice	12
IV	**Design Thinking Approach and Concepts** Definition of Design Thinking - Business uses of Design Thinking - Fundamental Concepts: Empathy - Ethnography - Divergent Thinking - Convergent Thinking - Visual Thinking - Assumption Testing - Prototyping - Time for Learning and Validation; Design Thinking Resources: People - Place - Materials - Organizational Fit	12
V	**Design Thinking Processes, Tools and Methods** Double Diamond Process - 5 Stage d.school Process - Design Thinking Tools and Methods - Visualization - Journey Mapping - Value Chain Analysis - Mind Mapping - Brainstorming - Concept Development - Assumption Testing - Rapid Prototyping - Customer Co-Creation - Learning Launch - Design Thinking Application: Design Thinking Applied to Product Development	12

CO	Course Outcome	Bloom's Level
CO1	Describe AI concepts and their role in business transformation.	K1
CO2	Explain strategic AI adoption frameworks.	K2
CO3	Apply AI techniques to solve business challenges.	K3
CO4	Analyze business problems using design thinking principles.	K4
CO5	Design innovative AI-enabled business solutions.	K5
Text Books		
1.	Chopra, A., & Joseph, J. (2023). Artificial Intelligence in Business: A Practical Guide to Strategy and Implementation. BPB Publications.	
2.	Ries, E. (2021). The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture and Drive Long-Term Growth. Currency.	
3.	Lewrick, M., Link, P., & Leifer, L. (2020). The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods. Wiley.	
Reference Books		
1.	Russell, S., & Norvig, P. (2021). Artificial Intelligence: A Modern Approach (4th ed.). Pearson.	
2.	Mollick, E. (2024). Co-Intelligence: Living and Working with AI. Portfolio.	
3.	Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019). Organizational Decision-Making Structures in the Age of Artificial Intelligence. California Management Review.	
4.	Brown, T. (2009). Change by Design: How Design Thinking Creates New Alternatives for Business and Society. Harper Business.	
5.	Plattner, H., Meinel, C., & Leifer, L. (Eds.). (2011). Design Thinking: Understand – Improve – Apply. Springer.	

CO–PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	M	M
CO2	H	H	M	M	H	M	H	M
CO3	M	H	M	M	H	M	H	M
CO4	M	H	M	M	H	M	H	H
CO5	M	H	M	M	H	M	H	H
CO6	H	H	H	M	H	M	H	H
Avg	**M**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	E-COMMERCE AND DIGITAL BUSINESS PROCESS	
Course Objectives		
C1	Understand the concepts and scope of e-commerce and digital business.	
C2	Examine major e-commerce models and digital business frameworks.	
C3	Develop knowledge of digital retailing and electronic services.	
C4	Understand electronic payment systems and EDI technologies.	
C5	Evaluate security, legal, and ethical aspects of digital commerce.	
UNIT	**Details**	**Hours**
I	**E-Commerce and Information Technology** Overview of developments in Information Technology - Digitalization and Business Transformation - E-Commerce: definition and Scope - Electronic Market - Electronic Data Interchange - Internet Commerce - Benefits and limitations of E-Commerce - Generic framework for E-Commerce - Architectural framework of Electronic Commerce - Web based E-Commerce Architecture and Digital Transformation	12
II	**Types and Models of E-Commerce** Types of E-Commerce - B2C, B2B, C2B, C2C, M-Commerce, U-Commerce; Elements of E-Commerce Business Model - B2C Business Models: E-Tailer- Community Provider - Content Provider - Portal - Transaction Broker - Market Creator - Service Provider; B2B Business Models: Net Market Places - E-Distributor - E-Procurement - E-Exchanges - Industry Consortia - E-Commerce Industrial Networks (Single Firm and Industry wide)	12
III	**Consumer E-Commerce and Digital Transformation** E-Retailing: Traditional retailing and E-retailing - Benefits of E-retailing - Influencing success factors - Models of E-retailing - Features of E-retailing; E-services: Categories of E-services - Web-enabled services - Matchmaking services - Information-selling on the web - E-entertainment - E-Auctions and other Digital services - E-Consulting (Education, Medical and Legal consultation)	12
IV	**Electronic Data Interchange and Digital Payment System** Electronic Data Interchange: Benefits of EDI - EDI technology - EDI standards - EDI communications - EDI Implementation - EDI Agreements - EDI Security; Digital Payment Systems - Need of Digital Payment System - Use of Digital Payment system and the protocols used - Electronic Fund Transfer - secured electronic transaction protocol for net banking, mobile banking and card payments. Digital economy: Methods of payments on the net - Electronic Cash, Digital Currency, Cheques and Digital Payment Instruments	12
V	**Security and Issues in E-Commerce and Digital Process** Threats in Computer Systems: Virus - Cyber Crime - Network Security: Encryption - Protecting Web server with a Firewall - Firewall and the Security Policy - Network Firewalls and Application Firewalls - Proxy	12

	Server; Understanding Ethical, Social and Political issues in E-Commerce: Model for Organizing the issues - Basic Ethical Concepts - Candidate Ethical principles - Privacy and Information Rights: Information collected at E-Commerce Websites - The Concept of Privacy - Legal protections - Intellectual Property Rights: Types and Governance.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain e-commerce concepts and business models.	K1
CO2	Differentiate e-commerce transaction models.	K2
CO3	Apply digital commerce practices.	K3
CO4	Analyze electronic payment and security mechanisms.	K4
CO5	Evaluate ethical and legal issues in digital business.	K5
Text Books		
1.	Laudon, K. C., & Traver, C. G. (2024). E-Commerce 2024: Business, Technology, Society (19th ed.). Pearson.	
2.	Turban, E., King, D., Lee, J. K., Liang, T. P., & Turban, D. (2018). Electronic Commerce: A Managerial and Social Networks Perspective (9th ed.). Springer.	
3.	Chaffey, D. (2022). Digital Business and E-Commerce Management (8th ed.). Pearson.	
Reference Books		
1.	Schneider, G. P. (2022). Electronic Commerce (13th ed.). Cengage Learning.	
2.	Kalakota, R., & Whinston, A. B. (1997). Electronic Commerce: A Manager's Guide. Addison-Wesley.	
3.	Bharat Bhasker. (2017). Electronic Commerce: Framework, Technologies and Applications (4th ed.). McGraw Hill Education.	
4.	Stallings, W. (2017). Cryptography and Network Security: Principles and Practice (7th ed.). Pearson.	
5.	Rainer, R. K., Prince, B., & Watson, H. J. (2022). Introduction to Information Systems (9th ed.). Wiley.	

CO–PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	H	M	L	L	M	M	M	M
CO2	H	H	M	M	H	M	H	M
CO3	M	H	M	M	H	M	H	M
CO4	M	H	M	M	H	M	H	H
CO5	M	H	M	M	H	M	H	H
CO6	H	H	H	M	H	M	H	H
Avg	**M**	**H**	**M**	**M**	**H**	**M**	**H**	**H**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	SYSTEM ANALYSIS AND DESIGN	
Course Objectives		
C1	Understand system analysis and development methodologies.	
C2	Explain CASE tools and project management concepts.	
C3	Apply fact-finding techniques and system modeling.	
C4	Design effective inputs, outputs, and user interfaces.	
C5	Evaluate software design, implementation, and case studies.	
UNIT	**Details**	**Hours**
I	**Fundamentals of System Analysis** Introduction to System-System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.	12
II	**Case Tool and its System Process** Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organizations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project.	12
III	**Review and Selection Fact-Finding Techniques** Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Leveling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.	12
IV	**The Essentials of Design Designing Effective Output:** Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives, Types of user interface, Designing Accurate Data – Entry Procedures: Objectives, Effective coding, Data-Entry Method, Ensuring data quality through input validation.	12
V	**Quality Assurance through Software Engineering** Design of Software, Software design and documentation: Structured Flowcharts, HIPO, Warnier /Orr Diagrams Managing Quality Assurance: Level of Assurance, Level of Test Implementation of Information System: Training Strategies, Conversion, Post Implementation Review Case Studies - Financial Accounting System - Payroll System – Library System - Inventory System - Online Banking System - Railway Reservation system(Input, Output, DFD)	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Describe SDLC and analysis concepts.	K1
CO2	Use CASE tools and DFDs.	K2
CO3	Analyze requirements and documentation.	K3
CO4	Design quality information systems.	K4

CO5	Evaluate implementation and quality assurance.	K5
Text Books		
1.	V. Rajaraman, Analysis and Design of Information Systems; PHI, 2018	
2.	JB Dixit, Structured system Analysis and Design; Laxmi Publications, 2007	
3.	Arunesh Goyal, System Analysis and Design, PBI Learning, 2011	
Reference Books		
1.	Dr.VK JAIN, System Analysis and Design hand book, Dream tech Press,2000	
2.	PreetiGupta;StructuredSystemAnalysisandDesign;FirewallMedia;2005	
3.	HofferJ.A,George J.F, Valacich J.S, Modern Systems Analysis and Design, Pearson Education,6th Edition,2011	
4.	Alan Dennis and Barbara Wixom, Roberta M. Roth, Systems Analysis and Design Wiley, 2018.	
5.	Whitten J.L, Bentley L.D, Systems Analysis and Design Methods, McGrawHill, 2005.	
6.	Kenneth E.Kendall, Julie E.Kendall, Systems Analysis and Design,Pearson	
7.	Elias M. Awad, System Analysis and Design,Galgotia Publications Pvt.Ltd, 2010	

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	L	M
CO2	H	H	M	M	H	M	M	M
CO3	M	H	H	M	H	M	M	M
CO4	M	H	H	M	H	M	M	H
CO5	H	H	H	M	H	M	M	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	CLOUD COMPUTING	
Course Objectives		
C1	Understand the evolution, concepts, architecture, and business models of cloud computing.	
C2	Examine cloud service models, deployment models, virtualization technologies, and cloud infrastructure.	
C3	Evaluate major cloud platforms and enterprise cloud applications, including AWS, Microsoft Azure, and Google Cloud.	
C4	Analyze cloud security, governance, compliance, reliability, and risk management in cloud environments.	
C5	Assess cloud adoption strategies, organizational transformation, emerging trends, and the future of cloud computing in business.	
UNIT	**Details**	**Hours**
I	**Foundations of Cloud Computing** Evolution of computing: centralized, distributed, cluster, grid, and cloud computing – History and evolution of cloud computing – Distributed computing concepts – System models for distributed and cloud computing – Cloud architecture and ecosystem – Software environments for cloud computing – Business drivers, benefits, limitations, and enterprise applications of cloud computing.	12
II	**Cloud Infrastructure and Virtualization** Introduction to cloud computing – Characteristics and essential properties of cloud computing – Cloud service models (IaaS, PaaS, SaaS, FaaS) – Deployment models (Public, Private, Hybrid, Community, Multi-cloud) – Cloud infrastructure: compute, storage, networking, APIs, and data services – Virtualization concepts and technologies – Types of virtualization – Hypervisors – Containers and container orchestration – High Availability (HA), Disaster Recovery (DR), migration of virtual machines, and business continuity.	12
III	**Cloud Platforms and Enterprise Applications** Cloud application development and cloud-native computing – Cloud programming environments – Parallel and distributed computing concepts – Enterprise cloud platforms – Amazon Web Services (AWS) – Microsoft Azure – Google Cloud Platform (GCP) – Emerging cloud platforms and services – Cloud applications in business, finance, healthcare, manufacturing, education, e-commerce, and analytics.	12
IV	**Cloud Security and Governance** Cloud identity and access management: authentication, authorization, and accounting – Cloud data management, provenance, and metadata – Cloud reliability, availability, and fault tolerance – Cloud security architecture – Privacy, governance, compliance, and regulatory requirements – Risk management – Cloud federation, interoperability, service-level agreements (SLAs), and security standards.	12
V	**Cloud Strategy and Emerging Trends** Cloud adoption strategy and organizational readiness – Change management in cloud transformation – Legal, ethical, and regulatory issues in cloud computing – Cloud service management and production readiness – Cloud economics and cost optimization – Edge computing and serverless computing – AI-enabled cloud services – Cloud for IoT, mobile	12

	computing, and smart devices – Future trends and digital transformation through cloud computing.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, evolution, architecture, and business models of cloud computing.	K1
CO2	Analyze cloud infrastructure, virtualization technologies, deployment models, and cloud services.	K2
CO3	Evaluate enterprise cloud platforms and their applications across various business domains.	K3
CO4	Assess cloud security, governance, compliance, privacy, and risk management practices.	K4
CO5	Recommend cloud adoption strategies and assess emerging cloud technologies for organizational transformation.	K5
Text Books		
1.	Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, Latest Edition.	
2.	Nayan B. Ruparelia, Cloud Computing, MIT Press, Latest Edition.	
3.	M.N. Rao, Cloud Computing, PHI Learning, Latest Edition.	
Reference Books		
1.	Rajkumar Buyya, James Broberg & Andrzej Goscinski, Cloud Computing: Principles and Paradigms, Wiley, Latest Edition.	
2.	Barrie Sosinsky, Cloud Computing Bible, Wiley, Latest Edition.	
3.	Tim Mather, Subra Kumaraswamy & Shahed Latif, Cloud Security and Privacy, O'Reilly Media, Latest Edition.	
4.	Kai Hwang, Geoffrey C. Fox & Jack J. Dongarra, Distributed and Cloud Computing: From Parallel Processing to the Internet of Things, Morgan Kaufmann, Latest Edition.	
5.	Thomas Erl, Ricardo Puttini & Zaigham Mahmood, Cloud Computing: Concepts, Technology & Architecture, Pearson, Latest Edition.	

CO-PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1				S		M	S	S
CO2	S			M	S			
CO3	M	S	S			S	M	
CO4					S	M	S	S
CO5	S	M	M	S			S	
Avg	**S**	**M**	**S**	**M**	**S**	**M**	**S**	**S**

PECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	**ENTERPRISE RESOURCE PLANNING (ERP)**	
Course Objectives		
C1	Understand ERP concepts and modules.	
C2	Explain IT-enabled data management.	
C3	Examine ERP marketplace.	
C4	Understand ERP implementation.	
C5	Explore open-source ERP and future trends.	
UNIT	**Details**	**Hours**
I	**Enterprise Resource Planning (ERP):** Evolution and origin of ERP – Concept, objectives, scope, and significance of ERP – ERP architecture and conceptual model – Evolution from MRP and MRP II to ERP – Structure and components of ERP systems – Business process integration through ERP – ERP implementation scenario and adoption in India – Core ERP modules (Finance, Human Resources, Production, Sales & Marketing, Materials Management, Supply Chain, and Customer Relationship Management) – Benefits, challenges, limitations, and success factors of ERP – Emerging trends in ERP, including Cloud ERP, Mobile ERP, AI-enabled ERP, and Industry 4.0 integration.	12
II	**Advancements in IT and Organizational Data Management:** Role of Information Technology in business transformation – Data management concepts and enterprise data architecture – Data warehousing: concepts, architecture, and applications – Data mining: techniques and business applications – Online Analytical Processing (OLAP): concepts, multidimensional analysis, and decision support – Product Lifecycle Management (PLM): concepts, stages, and enterprise integration – Integration of ERP with Business Intelligence (BI), Customer Relationship Management (CRM), and Supply Chain Management (SCM) – Emerging technologies in enterprise data management, including Big Data, Artificial Intelligence (AI), and Cloud Computing.	12
III	**ERP Marketplace and Functional Modules:** ERP market overview and global trends – ERP marketplace dynamics and changing business environment – Leading ERP vendors and cloud-based ERP solutions – Selection and evaluation of ERP systems – Functional modules of ERP: Finance and Accounting, Human Resource Management, Production and Operations, Materials Management, Sales and Distribution, Procurement, Inventory Management, Quality Management, and Project Management – Integration of ERP with Supply Chain Management (SCM), Customer Relationship Management (CRM), Business Intelligence (BI), and e-Commerce – Enterprise-wide process integration and business applications.	12
IV	**ERP Implementation and Critical Success Factors:** Business process mapping and Business Process Re-engineering (BPR) – ERP implementation life cycle: planning, system selection, design, configuration, testing, deployment, training, and post-implementation	12

	support – Roles and responsibilities of consultants, vendors, management, and employees – ERP project management and implementation strategies – Selection and evaluation of ERP systems – Critical Success Factors (CSFs) for successful ERP implementation – Common causes of ERP implementation failure – Risk management, performance evaluation, and best practices – ERP implementation case studies and lessons learned.	
V	**ERP Implementation and Practical Applications:** ERP and e-Commerce integration – ERP implementation life cycle and project management – Organizational readiness, change management, and integrating ERP into organizational culture – Critical Success Factors (CSFs) and common implementation challenges – Future trends in ERP: Cloud ERP, Mobile ERP, Artificial Intelligence (AI), Machine Learning (ML), Internet of Things (IoT), Blockchain, and Industry 4.0 – Hands-on orientation using an open-source ERP platform (e.g., ERPNext or Odoo): system navigation, master data management, business transactions, report generation, and workflow management.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain ERP fundamentals.	K1
CO2	Describe IT support for ERP.	K2
CO3	Assess ERP implementation.	K3
CO4	Evaluate ERP success factors.	K4
CO5	Apply ERP concepts.	K5
Text Books		
1.	Enterprise Resource Planning (ERP) Text and Case Studies, Mr. C.S.V. Murthy, Himalaya Publication, 2008.	
2.	Dr. Ashim Raj Singla, Enterprise Resource Planning 2nd Edition, Cengage Learning, 2019.	
3.	S. Sadagopan, ERP-A Managerial Perspective, McGraw Hill,1999.	
Reference Books		
1.	K Ganesh; Sanjay Mohapatra; AnbuShankar,S P; Enterprise Resource Planning: Fundamentals of Design and Implementation; Springer; 2014	
2.	S Parthasarathy; Enterprise Resource Planning: A Managerial and Technical Perspective; NewAge Publications; 2007	
3.	Alexis Leon , Enterprise Resource Planning McGraw Hill, 2nd Edition, 2018	
4.	David L. Olson , Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2008.	
5.	F. Robert Jacobs and D. Clay Whybark, Why ERP? A primer on SAP Implementation, McGraw Hill, 2000.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	M	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	M	M	H	M	H	M
CO4	M	H	H	M	H	M	H	H
CO5	M	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**M**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	**DATA WAREHOUSING**	
Course Objectives		
C1	To understand data warehouse concepts.	
C2	To explain data mining fundamentals.	
C3	To apply association rule mining.	
C4	To understand classification methods.	
C5	To evaluate clustering techniques.	
UNIT	**Details**	**Hours**
I	**Data warehouse:** Introduction to Data warehouse, Difference between operational database systems and data warehouses, Data warehouse Characteristics, Data warehouse Architecture and its Components, Extraction-Transformation-Loading, Logical(Multi-Dimensional), Data Modeling, Schema Design, Star and Snow-Flake Schema, Fact Constellation, Fact Table, Fully Addictive, Semi-Addictive, Non-Addictive Measures; Fact-Less-Facts, Dimension Table Characteristics; OLAP Cube, OLAP Operations, OLAP Server Architecture-ROLAP, MOLAP and HOLAP.	12
II	**Data Mining:** Fundamentals of data mining, Data Mining Functionalities, Classification of Data Mining systems, Data Mining Task Primitives, Integration of a Data Mining System with a Database or Data Warehouse System, Major issues in Data Mining. Data Pre-processing: Need for Pre-processing the Data, Data Cleaning, Data Integration &Transformation, Data Reduction, Discretization and Concept Hierarchy Generation.	12
III	**Association Rules:** Problem Definition, Frequent Item Set Generation, The APRIORI Principle, Support and Confidence Measures, Association Rule Generation; APRIOIRI Algorithm, The Partition Algorithms, FP-Growth Algorithms, Compact Representation of Frequent Item Set-Maximal Frequent Item Set, Closed Frequent Item Set.	12
IV	**Classification:** Problem Definition, General Approaches to solving a classification problem, Evaluation of Classifiers , Classification techniques, Decision Trees-Decision tree Construction, Methods for Expressing attribute test conditions, Measures for Selecting the Best Split, Algorithm for Decision tree Induction; Naive-Bayes Classifier, Bayesian Belief Networks; K- Nearest neighbour classification Algorithm and Characteristics, prediction: Accuracy and Error measures, Evaluating the accuracy of a classifier or a predictor, Ensemble methods.	12
V	**Clustering:** Clustering Overview, A Categorization of Major Clustering Methods, partitioning methods, hierarchical methods, , partitioning clustering-k-means algorithm, pam algorithm; hierarchical clustering agglomerative methods and divisive methods, Basic Agglomerative Hierarchical Clustering Algorithm, Key Issues in Hierarchical Clustering, Strengths and Weakness, Outlier Detection.	12

CO	Course Outcome	Bloom's Level
CO1	Describe SDLC and analysis concepts.	K1
CO2	Use CASE tools and DFDs.	K2
CO3	Analyze requirements and documentation.	K3
CO4	Design quality information systems.	K4
CO5	Evaluate implementation and quality assurance.	K5
Text Books		
1.	P Chandra, MK Gupta, Comprehensive survey on data warehousing research, International Journal of Information Technology, Springer	
2.	Paulraj Ponniah, Data warehousing Fundamentals, Wiley Publications. 2nd Edition, 2012	
Reference Books		
1.	Parteek Bhatia; Data mining and data warehousing; Principles and Practical applications; Cambridge University Press; 2019	
2.	Arshad khan; Data warehousing 101 : Concepts and Implementation; iUniverse; 2003	
3.	Prabhu CSR; Data warehousing: Concepts, Techniques and Products; PHI Universal; 2008	
4.	George M. Marakas, Modern Data Warehousing, Mining and Visualization, Pearson Publications. 3rd Impression, 2009	
5.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2006	
6.	W.H.Inmon, Building the Data Warehouse, 4th edition Wiley India Pvt. Ltd, 2005.	
7.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011	

CO-PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	H	M	L	M
CO2	H	H	M	M	H	M	M	M
CO3	M	H	H	M	H	M	M	M
CO4	M	H	H	H	H	M	M	H
CO5	M	H	H	H	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	**DECISION SUPPORT SYSTEM**	
Course Objectives		
C1	To provide insights on components and characteristics of DSS.	
C2	To throw light on modeling process, model directory and model base management system.	
C3	To familiarize on data structure and data base languages.	
C4	To create awareness and importance of dialog management, user interface and visual	
C5	To elucidate on development of decision support system. interactive modeling.	
UNIT	**Details**	**Hours**
I	**Decision Support Systems (DSS):** Concept and nature of decision making – Types and levels of managerial decisions – Decision-making process and models – Decision Support System (DSS): Concept, objectives, need, and evolution – Components of DSS – Characteristics and capabilities of DSS – Classification of DSS – Applications of DSS in business functions (Marketing, Finance, HR, Operations, and Supply Chain) – Benefits, limitations, and emerging trends in DSS, including AI-enabled decision support.	12
II	**Model Management:** Model – Modeling Process – Types of Models – Optimization – Simulation – Heuristic: Descriptive – Predictive Model Base – Modeling Languages – Model Directory, Model Base Management System – Model Execution, Integration and Command Processing – Model Packages.	12
III	**Data Management Systems:** Role of data in Decision Support Systems (DSS) – Database concepts and database architecture – Sources of data: internal, external, structured, semi-structured, and unstructured data – Data directory and metadata management – Data structures and database languages (SQL) – Query processing and query facilities – Data Management Systems (DMS) and Database Management Systems (DBMS) – DBMS as a DSS development tool – Data warehousing, data integration, and data quality – Security, privacy, and governance in data management.	12
IV	**Dialog Management:** Concept and importance of dialog management in Decision Support Systems – User Interface (UI): principles, design, and usability – Graphical User Interfaces (GUI), graphics, and multimedia applications – Visual Interactive Modeling (VIM) for decision support – Natural Language Processing (NLP) in DSS – Speech recognition and speech understanding technologies – Conversational interfaces and intelligent assistants – User interface design issues, challenges, accessibility, and best practices.	12
V	**Development of Decision Support Systems (DSS):** DSS development life cycle – Planning and requirements analysis – Software and hardware requirements – Data acquisition and data preparation – Model acquisition and model management – Dialog (user interface) development – System integration – Testing, validation, and performance evaluation – User training, implementation, maintenance, and emerging trends in cloud-based and AI-enabled DSS.	12

CO	Course Outcome	Bloom's Level
CO1	Have insights on components and characteristics of DSS.	K1
CO2	Possess knowledge on DSS architecture; approaches to development; and models in DSS.	K2
CO3	Possess knowledge on Group DSS and Executive Information Systems (EIS).	K3
CO4	Have better understanding on AI and expert	K4
CO5	Learn and understand on development of decision support system.	K5
Text Books		
1.	Sitansu S Mittra; Decision Support Systems: Tools and Techniques; Wiley; 1986	
2.	RamanathanSugumaran; John Degroote; Spatial Decision Support System: Principles and Practices; Taylor and Francis; 2011	
Reference Books		
1.	V S Janakiraman; Sarukesi, K; Decision Support Systems; PHI; 2008	
2.	B Ravindranath; Decision Support Systems and Data Warehouses; NewAge International; 2003	
3.	Efraim Turban, Jay E. Aronson, Ting-Peng Liang, Ramesh Sharda, Decision Support & Business Intelligent Systems, Pearson Education, 8th Edition, 2007	
4.	Mallach, Efrem G, Decision Support & data Warehouse Systems –McGraw-Hill, 2002	
5.	Marakas, George. M, Decision Support Systems in the 21st century – Pearson Education, 1999 Daniel J Power, Decision Support Systems – Concepts and Resources for Managers: Quorum Books, 2002	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	H	M	L	M
CO2	H	H	M	M	H	M	M	M
CO3	M	H	H	M	H	M	M	M
CO4	M	H	H	H	H	M	M	H
CO5	H	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	SYSTEM MANAGEMENT	
PAPER NAME	**INTERNET OF THINGS (IoT)**	
Course Objectives		
C1	To provide insights to the students on the basic concepts of IoT	
C2	To throw light on the various models related to IoT architecture.	
C3	To familiarize on the design and building blocks of IoT.	
C4	To create awareness and importance of data analytics tools for IoT.	
C5	To elucidate on IoT related case-studies and real world applications.	
UNIT	**Details**	**Hours**
I	**Introduction to Internet of Things (IoT):** Evolution and concept of IoT – Architecture of IoT: Physical and Logical Design – IoT ecosystem and enabling technologies (Sensors, RFID, Wireless Sensor Networks, Cloud Computing, Edge Computing, Big Data, AI, and Communication Protocols) – IoT communication models – IoT levels and deployment templates – Domain-specific IoT applications in Smart Homes, Smart Cities, Healthcare, Agriculture, Manufacturing, Transportation, Retail, and Industry 4.0 – Benefits, challenges, security, privacy, and future trends in IoT.	12
II	**IoT Architecture:** Overview of IoT architecture and design principles – Standard IoT architectures: ETSI, IETF, and OGC – IoT Reference Model – Domain Model – Information Model – Functional Model – Communication Model – IoT Reference Architecture and architectural layers – Interoperability, scalability, security, and integration challenges – Business applications of IoT architecture across Smart Cities, Healthcare, Manufacturing, Agriculture, Logistics, and Retail.	12
III	**Building IoT Systems:** IoT system architecture and components – Logical design of IoT using Python – IoT physical devices and endpoints – Characteristics and building blocks of IoT devices – Sensors, actuators, controllers, and communication modules – Raspberry Pi architecture and features – Programming Raspberry Pi using Python for IoT applications – Overview of other IoT devices and development boards (Arduino, ESP32, NodeMCU, BeagleBone) – Business applications and prototype development using IoT devices.	12
IV	**IoT Data Platforms and Analytics:** Introduction to IoT data platforms and data analytics – Big Data concepts for IoT – Apache Hadoop ecosystem and distributed data processing – Hadoop MapReduce for batch data analytics – Workflow management using Apache Oozie – Apache Spark for real-time and in-memory analytics – IoT analytics tools and platforms – Introduction to Chef for infrastructure automation and device management – Setting up Chef – Business intelligence, visualization, and data-driven decision making in IoT.	12
V	**Case Studies and Real-World Applications:** Real world design constraints - IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Asset management – Smart Cities - Environment - Productivity Applications.	12

CO	Course Outcome	Bloom's Level
CO1	Infer the basic concepts of IoT.	K1
CO2	Comparison on the various models related to IoT architecture.	K2
CO3	Recall the design and building blocks of IoT.	K3
CO4	Assess the importance of data analytics tools for IoT.	K4
CO5	Analyse the IoT related case-studies and real world applications.	K5
Text Books		
1.	Bahga, A., & Madisetti, V. K. (2015). Internet of Things: A Hands-on Approach. Universities Press.	
2.	(Raj, P., & Raman, A. C. (2017). The Internet of Things: Enabling Technologies, Platforms, and Use Cases. CRC Press.	
3.	Minoli, D. (2013). Building the Internet of Things with IPv6 and MIPv6: The Evolving World of M2M Communications. Wiley.	
Reference Books		
1.	Holler, J., Tsiatsis, V., Mulligan, C., Avesand, S., Karnouskos, S., & Boyle, D. (2014). From Machine-to-Machine to the Internet of Things: Introduction to a New Age of Intelligence. Academic Press.	
2.	Buyya, R., & Dastjerdi, A. V. (Eds.). (2016). Internet of Things: Principles and Paradigms. Morgan Kaufmann.	
3.	Uckelmann, D., Harrison, M., & Michahelles, F. (Eds.). (2011). Architecting the Internet of Things. Springer.	
4.	Marz, N., & Warren, J. (2015). Big Data: Principles and Best Practices of Scalable Realtime Data Systems. Manning Publications.	
5.	Vermesan, O., & Friess, P. (Eds.). (2014). Internet of Things – From Research and Innovation to Market Deployment. River Publishers.	

CO PO MAPPING

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	H	M	M	M
CO2	H	H	M	M	H	M	M	M
CO3	M	H	H	M	H	M	H	M
CO4	M	H	H	H	H	M	H	H
CO5	H	H	H	M	H	M	H	H
Avg	**H**	**H**	**M**	**M**	**H**	**M**	**H**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	**DESIGN THINKING**	
Course Objectives		
C1	Understand the concepts, principles, process, and significance of Design Thinking in business, innovation, and entrepreneurship.	
C2	Develop the ability to identify customer needs through empathy, user research, and problem-framing techniques.	
C3	Apply creative ideation tools and collaborative approaches to generate innovative solutions for organizational and societal challenges.	
C4	Design, develop, and evaluate prototypes through iterative testing and user feedback.	
C5	Assess strategies for implementing, scaling, and managing innovation using Design Thinking in contemporary organizations.	
UNIT	**Details**	**Hours**
I	**Introduction to Design Thinking** Design Thinking – Meaning, Definition, Nature and Scope – Evolution of Design Thinking – Principles and Characteristics – Design Thinking Process – Human-Centered Innovation – Design Thinking versus Traditional Problem Solving – Applications in Business, Entrepreneurship, Public Services and Social Innovation – Role of Design Thinking in Digital Transformation and Industry 5.0 – Design Thinking for Sustainable Development Goals (SDGs).	12
II	**Empathy and Problem Definition** Understanding Customers and Users – Empathy in Design Thinking – User-Centered Research Methods – Observation, Interviews, Surveys and Field Studies – Stakeholder Analysis – Empathy Mapping – Customer Journey Mapping – User Personas – Problem Identification – Problem Framing – Design Brief Preparation – "How Might We" Statements – Opportunity Identification.	12
III	**Ideation and Creative Problem Solving** Creativity and Innovation – Divergent and Convergent Thinking – Brainstorming Techniques – SCAMPER – Mind Mapping – Reverse Thinking – Six Thinking Hats – Design Sprint – Idea Prioritization – Concept Development – Feasibility Analysis – Value Proposition Design – Business Model Canvas – Collaborative Innovation and Cross-functional Teams.	12
IV	**Prototyping and Testing** Prototype – Meaning and Importance – Types of Prototypes (Low-Fidelity and High-Fidelity) – Rapid Prototyping – Service Prototyping – Digital Prototyping Tools – Storyboarding – Wireframing – Prototype Testing – User Feedback Collection – Usability Testing – Iterative Design – Minimum Viable Product (MVP) – Design Validation.	12
V	**Design Thinking for Innovation and Business Transformation** Innovation Implementation – Innovation Management – Resource Planning – Pilot Testing – Commercialization Strategies – Change Management – Scaling Innovation – Organizational Innovation Culture – Storytelling and Pitching – Measuring Innovation Performance – Lean Startup Approach – Open Innovation – Artificial Intelligence in Design Thinking – Future Trends in Innovation Management.	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, principles, stages, and applications of Design Thinking in business and management.	K1
CO2	Analyze customer needs and business problems using empathy, user research, and problem-definition tools.	K2
CO3	Apply ideation techniques and creative problem-solving methods to develop innovative business solutions.	K3
CO4	Develop and evaluate prototypes by incorporating user feedback through iterative testing.	K4
CO5	Design implementation and innovation strategies for commercializing and scaling new products, services, and business models.	K5
Text Books		
1.	Brown, T. (2019). Change by Design: How Design Thinking Creates New Alternatives for Business and Society (Revised ed.). Harper Business.	
2.	Soni, P. (2022). Design Your Thinking: The Mindsets, Toolsets and Skill Sets for Creative Problem Solving. Penguin Random House India.	
Reference Books		
1.	Liedtka, J., & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Toolkit for Managers. Columbia Business School Publishing.	
2.	Kelley, T., & Kelley, D. (2013). Creative Confidence. Crown Business.	
3.	Lewrick, M., Link, P., &Leifer, L. (2022). The Design Thinking Toolbox (2nd ed.). Wiley.	
4.	Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2020). Value Proposition Design. Wiley.	
5.	Ries, E. (2017). The Lean Startup. Penguin Books.	
6.	Martin, R. (2010). The Design of Business: Why Design Thinking is the Next Competitive Advantage. Harvard Business Review Press.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	M	L	M	M	M	L
CO2	H	H	H	M	H	M	M	M
CO3	H	H	H	H	H	M	M	M
CO4	H	H	H	H	H	H	M	H
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**H**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	**BUSINESS MODEL CANVAS**	
Course Objectives		
C1	Understand the concept, components, and strategic importance of business models in entrepreneurship and organizational success.	
C2	Develop a comprehensive understanding of the Business Model Canvas (BMC) framework for designing, analyzing, and evaluating business models.	
C3	Examine how organizations create, deliver, and capture value through customer-centric business models.	
C4	Apply business model innovation tools to evaluate and improve existing and emerging business models.	
C5	Design innovative and sustainable business models by integrating entrepreneurial thinking, digital technologies, and value creation strategies.	
UNIT	**Details**	**Hours**
I	**Introduction to Business Models** Business Model – Meaning, Nature and Importance – Evolution of Business Models – Business Model versus Business Strategy and Business Plan – Introduction to the Business Model Canvas (BMC) – Nine Building Blocks of the Business Model Canvas – Business Models for Startups and Established Organizations – Digital Business Models – Platform Business Models – Case Studies of Successful Business Models.	12
II	**Customer Segments and Value Proposition** Customer Segments – Types and Characteristics – Market Segmentation – Target Customer Identification – Customer Needs Analysis – Value Proposition – Designing Customer Value – Value Proposition Canvas – Product-Market Fit – Customer Pain Points and Gain Creators – Value Innovation – Blue Ocean Strategy (Introduction) – Case Studies.	12
III	**Channels and Customer Relationships** Channels – Communication, Distribution and Sales Channels – Direct and Indirect Channels – Omnichannel Strategy – Customer Relationships – Customer Acquisition, Retention and Loyalty – Customer Experience (CX) – Customer Lifetime Value (CLV) – Digital Customer Relationship Management (CRM) – Social Media Engagement – Role of Artificial Intelligence in Customer Relationship Management.	12
IV	**Revenue Streams and Key Resources** Revenue Streams – Revenue Models – Pricing Strategies – Subscription, Freemium, Licensing, Advertising, Transaction Fee and Asset Sale Models – Key Resources – Physical, Financial, Human, Intellectual and Digital Resources – Key Capabilities – Resource Optimization – Sustainable Resource Management – Revenue Analytics – Financial Viability of Business Models.	12
V	**: Key Activities, Key Partnerships and Business Model Innovation** Key Activities – Value Chain Analysis – Key Partnerships – Strategic Alliances – Supplier Relationships – Ecosystem Partnerships – Cost Structure – Fixed and Variable Costs – Cost-driven and Value-driven Models – Business Model Innovation – Lean Startup – Minimum Viable Product (MVP) – Business Model Testing and Pivoting – Sustainable and Circular Business Models – Future Trends in Business Model Innovation.	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, components, and significance of business models and the Business Model Canvas framework.	K1
CO2	Analyze customer segments, value propositions, channels, and customer relationships for effective value creation.	K2
CO3	Apply the Business Model Canvas framework to analyze and develop business models for organizations and startups.	K3
CO4	Evaluate the interrelationship among the nine building blocks of the Business Model Canvas to improve business performance.	K4
CO5	Design innovative, sustainable, and scalable business models using the Business Model Canvas and related entrepreneurial tools.	K5
Text Books		
1.	Osterwalder, A., &Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley.	
2.	Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value Proposition Design. Wiley.	
Reference Books		
1.	Ries, E. (2017). The Lean Startup. Crown Business.	
2.	Blank, S., & Dorf, B. (2020). The Startup Owner's Manual. K&S Ranch.	
3.	Johnson, M. W. (2018). Seizing the White Space. Harvard Business Review Press.	
4.	Slywotzky, A. J. (1996). Value Migration. Harvard Business School Press.	
5.	Kim, W. C., & Mauborgne, R. (2015). Blue Ocean Strategy (Expanded ed.). Harvard Business Review Press.	
6.	Gassmann, O., Frankenberger, K., &Csik, M. (2020). The Business Model Navigator. Pearson Education.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	M	L	M	M	M	L
CO2	H	H	H	M	H	M	M	M
CO3	H	H	H	H	H	M	M	M
CO4	H	H	H	H	H	H	M	H
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**H**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	BUSINESS DOCUMENTATION AND RECORD MANAGEMENT FOR ENTREPRENEURS	
Course Objectives		
C1	Understand the significance of systematic business documentation and record management for entrepreneurial success and business sustainability.	
C2	Develop knowledge of financial, operational, and administrative records required for managing entrepreneurial ventures.	
C3	Examine the legal, statutory, and regulatory documentation necessary for establishing and operating businesses.	
C4	Apply digital tools and information systems for efficient documentation, record maintenance, and data management.	
C5	Utilize business records for managerial decision-making, statutory compliance, financial reporting, and business growth.	
UNIT	**Details**	**Hours**
I	**Business Documentation and Record Management (9 Hours)** Business Documentation – Meaning, Nature and Importance – Record Management in Entrepreneurial Ventures – Principles of Record Keeping – Types of Business Records – Documentation Lifecycle – Information Systems for Small Businesses – Business Information Flow – Record Management Policies – Documentation Challenges in MSMEs – Role of Documentation in Business Sustainability and Decision-Making.	12
II	**Financial and Operational Records** Financial Record Management – Basic Accounting Records – Cash Book – Journal – Ledger – Purchase Book – Sales Book – Petty Cash Book – Invoices – Receipts – Vouchers – Bills – Bank Statements – Bank Reconciliation Statement – Income and Expense Records – Inventory Records – Payroll Records – Introduction to Accounting Software for Entrepreneurs.	12
III	**Legal and Statutory Documentation** Business Registration Procedures – UDYAM Registration – PAN, TAN and GST Registration – Business Licenses and Permits – Tax Documentation – GST Returns and Compliance – Labour Law Documentation – Employee Records – Contracts and Agreements – Intellectual Property Documentation – Digital Signature Certificates (DSC) – Documentation for Regulatory Compliance, Audits and Inspections.	12
IV	**Digital Documentation and Information Management** Digital Record Management – Electronic Document Management Systems (EDMS) – Spreadsheet Applications – Cloud-Based Storage – Accounting Software (Tally, Zoho Books, QuickBooks – Overview) – Enterprise Resource Planning (ERP) Basics – Data Backup and Recovery – Cybersecurity in Business Documentation – Digital Archiving – Data Privacy and Confidentiality – Paperless Office Practices.	12
V	**Business Records for Decision-Making and Enterprise Growth** Business Records for Financial Analysis – Performance Measurement – Budgeting and Cost Control – Inventory Management Records – Documentation for Bank Loans and MSME Financing – Investor Documentation – Project Reports – Documentation for Startup India,	12

	Stand-Up India and Government Schemes – Business Reporting Dashboards – Designing an Integrated Documentation System – Case Studies on Documentation Practices in Successful Enterprises.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the importance of business documentation, record management, and information systems in entrepreneurial ventures.	K1
CO2	Apply accounting principles to prepare and maintain financial and operational records for small businesses.	K2
CO3	Analyze legal, statutory, and regulatory documentation requirements for business establishment and compliance.	K3
CO4	Utilize digital tools and software applications for effective business record management and information security.	K4
CO5	Evaluate the role of business records in financial reporting, managerial decision-making, compliance, and enterprise growth.	K5
Text Books		
1.	Khanka, S. S. (2022). Entrepreneurial Development. S. Chand Publishing.	
2.	Longenecker, J. G., Petty, J. W., Hoy, F., &Palich, L. E. (2022). Small Business Management: Launching and Growing Entrepreneurial Ventures. Cengage Learning.	
3.	Tally Education Pvt. Ltd. (2022). Basic Accounting and Business Record Management. Tally Education	
Reference Books		
1.	Scarborough, N. M., & Cornwall, J. R. (2020). Essentials of Entrepreneurship and Small Business Management. Pearson.	
2.	Desai, V. (2021). Entrepreneurship Development and Management. Himalaya Publishing House.	
3.	Maheshwari, S. N., &Maheshwari, S. K. (2022). Financial Accounting. Vikas Publishing House.	
4.	Gupta, R. L., &Radhaswamy, M. (2021). Advanced Accountancy. Sultan Chand & Sons.	
5.	Tulsian, P. C., &Tulsian, B. (2023). Financial Accounting. McGraw Hill.	
6.	Ministry of MSME, Government of India. MSME Guidelines and UDYAM Registration Manual (Latest Edition).	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	M	H	M
CO4	H	H	M	H	H	H	M	M
CO5	H	H	H	H	H	H	H	M
CO6	H	H	H	H	H	H	H	H
Avg	**H**	**H**	**H**	**M**	**H**	**M**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	INTRODUCTION TO ENTREPRENEURSHIP	
Course Objectives		
C1	Understand the concepts, characteristics, process, and significance of entrepreneurship in economic and social development.	
C2	Identify entrepreneurial opportunities through market analysis, innovation, and business model development.	
C3	Develop knowledge of innovation, entrepreneurial marketing, and business development strategies for new ventures.	
C4	Apply demand forecasting, marketing, and sales management techniques to entrepreneurial ventures.	
C5	Evaluate entrepreneurial challenges and formulate strategies for sustainable business growth and competitive advantage.	
UNIT	**Details**	**Hours**
I	**Foundations of Entrepreneurship** Entrepreneurship – Meaning, Nature, Scope and Importance – Characteristics of Entrepreneurs – Types of Entrepreneurs – Entrepreneurial Competencies – Entrepreneurship and Economic Development – Entrepreneurial Ecosystem – Startup Culture in India – Government Initiatives (Startup India, Stand-Up India, MSMEs) – Entrepreneurial Marketing – Value Creation and Value Delivery – Emerging Trends and Challenges in Entrepreneurship.	12
II	**Opportunity Identification and Business Model Development** Entrepreneurial Opportunity Recognition – Creativity and Opportunity Identification – Market Analysis – Customer Need Assessment – Competitor Analysis – Business Environment Analysis – Business Model Development – Business Model Canvas – Lean Startup Concept – Innovation in Products and Services – Entrepreneurial Ecosystem and Stakeholder Engagement.	12
III	**Innovation and Entrepreneurial Marketing** Innovation – Types of Innovation – Adoption and Diffusion of Innovation – Design Thinking for Entrepreneurs – Entrepreneurial Marketing – Pricing Strategies – Costing for New Ventures – Branding and Positioning – Sales Promotion – Digital Marketing – Social Media Marketing – Customer Relationship Management – Marketing Challenges in Scaling Startups.	12
IV	**Demand Forecasting and Sales Management** Demand Forecasting – Methods of Demand Forecasting – Sales Forecasting – Distribution Strategies – Channel Management – Sales Planning – Sales Process – Sales Presentation – Negotiation Skills – Handling Customer Objections – Relationship Marketing – Customer Retention – Public Policy and Ethical Marketing Practices.	12
V	**Business Development and Growth Strategies** Business Development Process – SWOT Analysis – Business Growth Strategies – Competitive Advantage – Strategic Alliances – Scaling Entrepreneurial Ventures – Funding Sources for Startups – Risk Management – Sustainable Entrepreneurship – Social Entrepreneurship – Family Business Management – Case Studies of Successful Entrepreneurs – Emerging Trends in Entrepreneurship.	12

CO	Course Outcome	Bloom's Level
CO1	Explain the concepts, characteristics, entrepreneurial process, and role of entrepreneurship in economic development.	K1
CO2	Analyze entrepreneurial opportunities through market assessment, customer analysis, and business model development.	K2
CO3	Apply innovation and entrepreneurial marketing strategies to develop competitive products and services.	K3
CO4	Evaluate demand forecasting, sales management, and marketing strategies for entrepreneurial ventures.	K4
CO5	Design sustainable business development strategies to address entrepreneurial challenges and support venture growth.	K5
Text Books		
1.	Khanka, S. S. (2022). Entrepreneurial Development. S. Chand Publishing.	
2.	Kuratko, D. F. (2023). Entrepreneurship: Theory, Process and Practice (12th ed.). Cengage Learning	
Reference Books		
1.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). Entrepreneurship (12th ed.). McGraw Hill.	
2.	Roy, R. (2022). Entrepreneurship (3rd ed.). Oxford University Press.	
3.	Scarborough, N. M., & Cornwall, J. R. (2022). Essentials of Entrepreneurship and Small Business Management. Pearson.	
4.	Longenecker, J. G., Petty, J. W., Hoy, F., &Palich, L. E. (2022). Small Business Management. Cengage Learning.	
5.	Manimala, M. J. (2021). Entrepreneurship Theory at Crossroads. DreamTech Press.	
6.	Desai, V. (2022). Entrepreneurship Development and Management. Himalaya Publishing House.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	M	M	M	H	M	L
CO2	H	H	H	M	H	M	M	M
CO3	H	H	H	H	H	M	H	M
CO4	H	H	M	H	H	H	M	M
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**H**	**M**	**H**	**H**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	ENTREPRENEURIAL MARKETING & SALES STRATEGY	
Course Objectives		
C1	Understand the concepts, principles, and practices of entrepreneurial marketing and sales management in new venture creation.	
C2	Identify entrepreneurial opportunities through market analysis, customer discovery, and innovative business models.	
C3	Develop the ability to conduct feasibility analysis and prepare business plans for entrepreneurial ventures.	
C4	Examine various sources of entrepreneurial finance, venture capital, and funding strategies for startups.	
C5	Formulate marketing, sales, and business growth strategies to address entrepreneurial challenges and sustain competitive advantage.	
UNIT	**Details**	**Hours**
I	**Introduction to Entrepreneurial Marketing (9 Hours)** Entrepreneurship – Meaning, Nature and Scope – Entrepreneurial Marketing: Concept, Characteristics and Importance – Entrepreneurial Mindset – Entrepreneurial Competencies – Ethics and Social Responsibility – Role of Entrepreneurship in Economic Development – Types of Startups – Entrepreneurial Ecosystem – Emerging Trends in Entrepreneurial Marketing – Digital Entrepreneurship.	12
II	**Opportunity Recognition and Customer Discovery** Entrepreneurial Opportunity Identification – Customer Discovery Process – Market Opportunity Assessment – Customer Need Analysis – Competitor Analysis – Value Proposition – Business Model Development – Business Model Canvas – Entrepreneurial Decision Making – Entrepreneurial Leadership – Lean Startup Approach – Entrepreneurial Marketing Orientation.	12
III	**Creativity, Innovation and Business Planning** Creativity and Innovation – Design Thinking – Idea Generation Techniques – Opportunity Evaluation – Intellectual Property Rights (IPR) – Patents, Copyrights, Trademarks and Trade Secrets – Feasibility Analysis: Product, Market, Organizational and Financial Feasibility – Business Plan Preparation – Executive Summary – Marketing Plan – Sales Forecast – Financial Projections.	12
IV	**Entrepreneurial Finance and Sales Strategy** Industry Attractiveness Analysis – Porter's Five Forces Model – Competitor Intelligence – Entrepreneurial Finance – Personal Financing – Angel Investors – Venture Capital – Crowdfunding – Bank Finance – Government Startup Schemes – Pricing Strategies – Sales Planning – Customer Acquisition Strategies – Digital Sales Channels – CRM for Startups.	12
V	**Business Growth and Entrepreneurial Sales Management** Business Growth Strategies – Internal and External Growth – Scaling Startups – Customer Retention Strategies – Relationship Marketing – Sales Force Management – Digital Marketing Analytics – Brand Building	12

	– Growth Hacking – Managing Entrepreneurial Challenges – Sustainable Business Growth – Case Studies on Successful Startups.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts, principles, and role of entrepreneurial marketing and sales strategy in venture creation.	K1
CO2	Analyze entrepreneurial opportunities using customer analysis, market research, and business model development.	K2
CO3	Apply feasibility analysis and business planning techniques for launching entrepreneurial ventures.	K3
CO4	Evaluate various sources of entrepreneurial finance, venture capital, and funding alternatives for startups.	K4
CO5	Design entrepreneurial marketing, sales, and growth strategies to address business challenges and achieve sustainable competitive advantage.	K5
Text Books		
1.	Lodish, L. M., Morgan, H. L., &Kallianpur, A. (2022). Entrepreneurial Marketing. John Wiley & Sons.	
2.	Nijssen, E. J. (2021). Entrepreneurial Marketing: An Effectual Approach. Routledge.	
Reference Books		
1.	Crane, F. G. (2022). Marketing for Entrepreneurs. Sage Publications.	
2.	Beaver, G. (2021). Small Business, Entrepreneurship and Enterprise Development. Pearson Education.	
3.	Kotler, P., Keller, K. L., &Chernev, A. (2022). Marketing Management (16th ed.). Pearson.	
4.	Osterwalder, A., &Pigneur, Y. (2010). Business Model Generation. Wiley.	
5.	Ries, E. (2017). The Lean Startup. Crown Business.	
6.	Kuratko, D. F. (2023). Entrepreneurship: Theory, Process and Practice (12th ed.). Cengage Learning.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	M	H	M	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	H	M	H	H	M	M
CO4	H	H	M	H	H	H	H	M
CO5	H	H	H	H	H	H	H	H
Average	H	H	M	M	H	H	M	M

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	FINANCIAL INSTITUTIONS AND FUNDING FOR ENTREPRENEURS	
Course Objectives		
C1	Understand the principles of financial planning and funding requirements for entrepreneurial ventures.	
C2	Develop knowledge of working capital management and short-term financing for startups and small businesses.	
C3	Examine the role of financial institutions and development banks in promoting entrepreneurship and MSMEs.	
C4	Understand taxation, GST compliance, government incentives, and financial support schemes available for entrepreneurs.	
C5	Evaluate financial distress, industrial sickness, and turnaround strategies for sustainable business growth.	
UNIT	**Details**	**Hours**
I	**Financial Planning and Entrepreneurial Finance** Financial Planning – Meaning, Objectives and Importance – Financial Needs of Startups – Sources of Finance – Own Capital and Borrowed Capital – Commercial Banks – NBFCs – Microfinance Institutions – Angel Investors – Venture Capital – Private Equity – Crowdfunding – Startup India Seed Fund Scheme – Government Grants and Subsidies – Financial Planning for New Ventures.	12
II	**Working Capital Management** Working Capital – Meaning, Importance and Types – Operating Cycle – Assessment of Working Capital Requirements – Factors Determining Working Capital – Cash Management – Inventory Management – Receivables Management – Sources of Working Capital Finance – Working Capital Financing by Banks – Working Capital Monitoring and Control – Practical Working Capital Estimation	12
III	**: Financial Institutions for Entrepreneurial Development** Development Financial Institutions (DFIs) – SIDBI – NABARD – EXIM Bank – National Small Industries Corporation (NSIC) – State Financial Corporations (SFCs) – State Industrial Development Corporations (SIDCs) – Industrial Development Bank of India (Historical Perspective) – IFCI – LIC – Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) – Mudra Yojana – PMEGP – Role of Financial Institutions in MSME Development.	12
IV	**GST and Government Support for Entrepreneurs** Introduction to GST – GST Framework in India – Registration Process – Input Tax Credit – GST Returns – Composition Scheme – Digital GST Compliance – Tax Planning for Small Businesses – Government Incentives for MSMEs – Tax Benefits for Startups – Startup India Initiatives – Export Incentives – Digital Tax Filing Systems.	12
V	**Industrial Sickness and Business Turnaround** Industrial Sickness – Meaning and Characteristics – Early Warning Signals – Causes of Business Failure – Financial Distress – Business Revival Strategies – Turnaround Management – Insolvency and Bankruptcy Code (IBC) – Business Restructuring – Risk Management –	12

	Sustainable Financial Practices – Case Studies on Successful Business Revival.	
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the principles of financial planning and various sources of entrepreneurial finance.	K1
CO2	Apply working capital estimation and management techniques to meet the financial requirements of entrepreneurial ventures.	K2
CO3	Analyze the role of financial institutions and development banks in supporting startups, MSMEs, and entrepreneurial development.	K3
CO4	Evaluate GST provisions, taxation benefits, government incentives, and funding schemes available for entrepreneurs.	K4
CO5	Design financial strategies to address industrial sickness, business turnaround, and sustainable enterprise growth.	K5
Text Books		
1.	Khanka, S. S. (2022). Entrepreneurial Development. S. Chand Publishing.	
2.	Charantimath, P. M. (2022). Entrepreneurship Development and Small Business Enterprises (4th ed.). Pearson India.	
Reference Books		
1.	Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2023). Entrepreneurship (12th ed.). McGraw Hill.	
2.	Timmons, J. A., & Spinelli, S. (2021). New Venture Creation: Entrepreneurship for the 21st Century. McGraw Hill.	
3.	Kuratko, D. F. (2023). Entrepreneurship: Theory, Process and Practice (12th ed.). Cengage Learning.	
4.	Desai, V. (2022). Entrepreneurship Development and Management. Himalaya Publishing House.	
5.	Pandey, I. M. (2022). Financial Management (12th ed.). Pearson India.	
6.	Ministry of MSME, Government of India. MSME Schemes and Startup India Handbook (Latest Edition)	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	M	H	M	M
CO2	H	H	M	M	H	H	M	M
CO3	H	H	H	H	H	M	H	M
CO4	H	H	M	H	H	H	H	M
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**M**	**H**	**H**	**H**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	EFFECTIVE BUSINESS PLAN PREPARATION	
Course Objectives		
C1	Develop the knowledge and skills required for entrepreneurial team formation, leadership, and venture planning.	
C2	Understand the structure, components, and preparation of a comprehensive business plan supported by feasibility analysis.	
C3	Analyze business models and strategic frameworks for creating sustainable entrepreneurial ventures.	
C4	Examine unit economics, funding sources, cost management, and financial planning for startups.	
C5	Design market entry, operational, financial, and growth strategies for successful business ventures.	
UNIT	**Details**	**Hours**
I	**Entrepreneurial Team Formation and Venture Planning** Entrepreneurial Teams – Importance of Team Building – Founder and Co-founders – Leadership in Startups – Team Roles and Responsibilities – Delegation of Work – Team Planning – Entrepreneurial Leadership – Mentorship and Advisory Boards – Organizational Structure for Startups – Building High-Performance Teams	12
II	**Business Plan and Feasibility Analysis** Business Plan – Meaning, Objectives and Importance – Components of a Business Plan – Executive Summary – Business Opportunity Assessment – Feasibility Analysis: Product, Market, Technical, Financial and Organizational Feasibility – Minimum Viable Product (MVP) – Value Proposition – Digital Presence for Startups – Guidelines for Preparing an Effective Business Plan – Investor Expectations.	12
III	**Business Models and Business Strategy** Business Model – Concept and Importance – Business Model Canvas (BMC) – Lean Canvas – Value Creation and Value Capture – Customer Segments – Revenue Models – Cost Structure – Strategic Resources – Strategic Partnerships – Competitive Advantage – Business Strategy Formulation – Risk Analysis – Business Model Innovation.	12
IV	**Startup Finance and Funding** Unit Economics – Pricing Strategies – Cost Analysis – Break-even Analysis – Profitability Assessment – Financial Planning – Startup Funding Sources – Bootstrapping – Friends and Family Funding – Angel Investors – Venture Capital – Crowdfunding – Bank Finance – Government Startup Schemes – Investor Pitch Preparation – Financial Projections.	12
V	**Business Plan Implementation and Venture Growth** Go-to-Market Strategy – Marketing Plan – Digital Marketing – Viral Marketing – Sales Strategy – Customer Acquisition – Operations Planning – Human Resource Planning – Budget Preparation – Cash Flow Management – Financial Performance Measurement – Business Growth Strategies – Pitching to Investors – Business Plan Presentation – Case Studies on Successful Startups.	12
CO	**Course Outcome**	**Bloom's Level**

CO1	Explain the principles of entrepreneurial team formation, leadership, and venture planning.	K1
CO2	Apply feasibility analysis and prepare comprehensive business plans for entrepreneurial ventures.	K2
CO3	Analyze business models and strategic frameworks for developing sustainable enterprises.	K3
CO4	Evaluate startup funding options, unit economics, cost structures, and financial viability of business ventures.	K4
CO5	Design an investor-ready business plan incorporating marketing, operations, financial projections, budgeting, and growth strategies.	K5
Text Books		
1.	Chheda, R., & Mathews, F. (2019). Business Planning and Entrepreneurial Management. Himalaya Publishing House.	
2.	Abrams, R. M. (2023). The Successful Business Plan: Secrets and Strategies (8th ed.). Planning Shop	
Reference Books		
1.	Fayolle, A. (2018). Entrepreneurship and New Value Creation. Cambridge University Press.	
2.	Kuratko, D. F. (2023). Entrepreneurship: Theory, Process and Practice (12th ed.). Cengage Learning.	
3.	Osterwalder, A., &Pigneur, Y. (2010). Business Model Generation. Wiley.	
4.	Ries, E. (2017). The Lean Startup. Crown Business.	
5.	Ramachandran, K. (2021). Entrepreneurship Development. McGraw Hill Education.	
6.	Scarborough, N. M., & Cornwall, J. R. (2022). Essentials of Entrepreneurship and Small Business Management. Pearson.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	M	H	M	M
CO2	H	H	M	M	H	H	M	M
CO3	H	H	H	H	H	M	H	M
CO4	H	H	M	H	H	H	H	M
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**M**	**M**	**H**	**H**	**M**	**M**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	ENTREPRENEURIAL INNOVATION MANAGEMENT & DESIGN THINKING	
Course Objectives		
C1	Understand the concepts, principles, and process of entrepreneurial innovation and design thinking.	
C2	Develop the ability to identify, evaluate, and transform business opportunities into innovative ventures.	
C3	Apply design thinking tools and business model innovation techniques to solve organizational and societal problems.	
C4	Build competencies in developing business models, entrepreneurial finance, pitching, and new venture creation.	
C5	Design customer-centric innovation strategies that create sustainable value through collaboration and digital transformation.	
UNIT	**Details**	**Hours**
I	**Entrepreneurial Innovation and Opportunity Recognition** Concept of Entrepreneurship and Innovation – Innovation Management Process – Types of Innovation – Entrepreneurial Mindset – Opportunity Recognition and Opportunity Evaluation – Industry and Market Analysis – Creativity Techniques – Innovation Ecosystem – Emerging Trends in Entrepreneurship.	12
II	**Entrepreneurial Strategy and New Venture Creation** Business Strategy for Start-ups – Business Model Development – Business Planning – Financial Forecasting – Entrepreneurial Finance – Sources of Funding – Venture Capital – Angel Investment – Business Pitching – Negotiation Skills – New Venture Creation Process.	12
III	**Business Model Innovation and Digital Transformation** Business Model Innovation – Business Model Canvas – Four Box Business Model Framework – Value Proposition Design – White Space Strategy – Creating and Transforming Markets – Digital Transformation – Platform Business Models – Circular Economy Business Models – Challenges in Business Model Implementation.	12
IV	**Design Thinking for Innovation** Introduction to Design Thinking – Principles and Process – Empathy and User Research – Problem Definition – Ideation Techniques – Brainstorming – Customer Journey Mapping – Prototyping – Testing and Validation – Co-creation – Design Thinking for Products, Services, and Business Models.	12
V	**Innovation Strategy and Value Creation** Value Creation and Value Delivery – Innovation Strategy – Open Innovation – Sustainable Innovation – Managing Innovation Projects – Organizational Innovation Culture – Innovation Metrics – Commercialization of Innovation – Scaling Innovation – Case Studies on Successful Innovative Enterprises.	12
CO	**Course Outcome**	**Bloom's Level**

CO1	Explain the concepts of entrepreneurial innovation, opportunity recognition, and innovation management.	K1
CO2	Apply opportunity evaluation techniques, market research, and business planning tools for entrepreneurial ventures.	K2
CO3	Analyze business model innovation frameworks and digital transformation strategies for sustainable enterprises.	K3
CO4	Develop innovative solutions using Design Thinking tools, customer empathy, prototyping, and testing techniques.	K4
CO5	Evaluate innovation strategies, value creation processes, and organizational innovation practices for competitive advantage.	K5
Text Books		
1.	Brown, T. (2019). Change by Design: How Design Thinking Creates New Alternatives for Business and Society (Revised ed.). Harper Business.	
2.	Osterwalder, A., &Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons.	
3.	Tidd, J., & Bessant, J. (2021). Managing Innovation (7th ed.). Wiley	
Reference Books		
1.	Liedtka, J., & Ogilvie, T. (2011). Designing for Growth: A Design Thinking Toolkit for Managers. Columbia Business School Publishing.	
2.	Martin, R. L. (2009). The Design of Business. Harvard Business Review Press.	
3.	Kawasaki, G. (2015). The Art of the Start 2.0. Penguin Random House.	
4.	Blank, S., & Dorf, B. (2020). The Startup Owner's Manual. K&S Ranch.	
5.	Ries, E. (2011). The Lean Startup. Crown Business.	
6.	Soni, P. (2022). Design Your Thinking. Penguin Random House India.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	L	M	M	M	L
CO2	H	H	M	M	M	M	M	M
CO3	H	H	M	H	H	M	M	M
CO4	H	H	H	H	H	M	M	H
CO5	H	H	M	H	H	H	H	M
CO6	**H**	**H**	**H**	**H**	**H**	**H**	**H**	**H**

SPECIALIZATION	ENTREPRENEURSHIP DEVELOPMENT	
PAPER NAME	**MANAGING START-UPS**	
Course Objectives		
C1	Understand the entrepreneurial ecosystem	
C2	Develop the ability to assess start-up capital requirements	
C3	Analyze various sources of entrepreneurial finance	
C4	Examine the challenges associated with start-up growth	
C5	Evaluate harvesting and exit strategies	
UNIT	**Details**	**Hours**
I	**Entrepreneurial Ecosystem and Start-up Opportunities** Concept of Start-ups and Entrepreneurship – Innovation and Opportunity Recognition – Idea Generation Techniques – Design Thinking and Business Ideation – Business Opportunity Identification – Start-up Economy – Entrepreneurial Ecosystem – Government Initiatives for Start-ups in India (Startup India, Stand-Up India, MSME Schemes, Digital India, Atal Innovation Mission) – Emerging Trends in Entrepreneurship.	12
II	**Start-up Planning, Capital Requirements and Legal Framework** Start-up Capital Requirements – Estimation of Initial Investment and Working Capital – Financial Forecasting and Cash Flow Planning – Business Model Development – Value Chain Positioning – Risk Assessment and Launch Strategies – Legal Forms of Business – Business Registration – Intellectual Property Rights (IPR) – GST Registration – Labour Laws – Regulatory Compliance for Start-ups.	12
III	**Entrepreneurial Finance and Funding Sources** Feasibility Analysis – Financial Feasibility – Sources of Entrepreneurial Finance – Equity Financing – Debt Financing – Venture Capital – Angel Investors – Seed Funding – Crowdfunding – Incubators and Accelerators – Government Financial Assistance – Strategic Alliances – Financial Metrics for Start-ups.	12
IV	**Managing Growth and Sustainability of Start-ups** Stages of Start-up Growth – Growth Strategies – Scaling Business Operations – Organizational Structure for Start-ups – Leadership and Team Building – Organizational Effectiveness – Innovation Management – Managing Change – Sustainable Business Models – ESG and Social Entrepreneurship – Reasons for Start-up Failure – Risk Management.	12
V	**Harvesting and Exit Strategies** Business Valuation – Harvesting Strategies – Exit Planning – Mergers and Acquisitions – Initial Public Offerings (IPO) – Strategic Sale – Buyback – Liquidation – Bankruptcy Procedures – Succession Planning – Entrepreneurial Learning from Failure – Case Studies of Successful Start-up Exits.	12
CO	**Course Outcome**	**Bloom's Level**
CO1	Explain the concepts of the entrepreneurial ecosystem, start-up environment, government initiatives, and innovation-driven entrepreneurship.	K1
CO2	Apply financial planning techniques to estimate capital requirements, develop financial assumptions, and ensure legal compliance for start-ups.	K2

CO3	Analyze alternative funding sources, including venture capital, angel investment, crowdfunding, bootstrapping, debt financing, and strategic partnerships.	K3
CO4	Evaluate strategies for managing start-up growth, organizational effectiveness, leadership succession, and sustainable value creation.	K4
CO5	Design appropriate harvesting and exit strategies for entrepreneurial ventures, considering business valuation, acquisitions, IPOs, and liquidation.	K5
Text Books		
1.	Kuratko, D. F. (2022). Entrepreneurship: Theory, Process, and Practice (12th ed.). Cengage Learning.	
2.	Allen, K. R. (2021). Launching New Ventures: An Entrepreneurial Approach (9th ed.). Cengage Learning.	
Reference Books		
1.	Fisher, S., & Duane, J. (2016). The Startup Equation: A Visual Guidebook for Building Your Startup. McGraw-Hill Education.	
2.	Rai Chaudhuri, A. (2010). Managing New Ventures: Concepts and Cases. Prentice Hall India.	
3.	Kuratko, D. F., & Hornsby, J. S. (2017). New Venture Management: The Entrepreneur's Roadmap (2nd ed.). Routledge.	
4.	Ries, E. (2011). The Lean Startup. Crown Business.	
5.	Blank, S., & Dorf, B. (2020). The Startup Owner's Manual. K&S Ranch.	
6.	Bhowmik, S. R., &Bhowmik, M. (2007). Entrepreneurship. New Age International Publishers.	

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	H	M	L	M	M	H	M	M
CO2	H	H	M	M	H	M	M	M
CO3	H	H	M	H	H	M	H	M
CO4	H	H	H	H	H	M	H	H
CO5	H	H	H	H	H	H	H	H
Average	**H**	**H**	**M**	**H**	**H**	**M**	**H**	**M**