



# MBA Program

## Proposed Regulations and Curriculum 2021 onwards

*As proposed by the 20<sup>th</sup> Board of Studies meeting (June 2021)*

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## PREAMBLE

### Vision & Mission of KCT Business School

#### Vision:

To be a school of excellence creating transformative educational experience shaping future leaders

#### Mission:

Education focused on disciplinary knowledge, problem solving, leadership, interpersonal skills, and wellbeing. Develop managers with professionalism and ethics.

### Values

**Be the Solution:** Brings in new ideas and solutions that push our thinking into new territory.

**Champion Change:** Identifies and implements external best practice, new ideas and plans that will prepare our organisation for the future.

**Agility:** successfully lead organizations in a world that's increasingly complex and uncertain.

**Trust:** Earns credibility and trust, influencing employees, members, and stakeholders to support organisation

### MBA program – PEOs and PLOs

The curriculum for the MBA program for 2021 batch was designed with several discussions with industry professionals, academic experts, entrepreneurs, alumni and students.

The curriculum was also developed and designed based on the Program Learning Outcomes and Program Educational Objectives which were developed through a series of discussions held with industry professionals, academic experts, entrepreneurs, alumni and students. **Program Educational Objectives**

Within a few years of obtaining a master's degree in Business Administration from KCT Business School, the recent graduate shall.

PEO1: Demonstrate managerial abilities to improve business performance by driving client centric culture in the organisation.

PEO2: Exhibit high level of competencies required to manage multiple business sectors across the globe.

PEO3: Demonstrate ability to implement best corporate governance practices as a true leader by maintaining social values and Business ethics.

PEO4: Exhibit entrepreneurial and lifelong learning qualities for achieving continuous success in business.

### Program Learning Outcomes

On completion of master's degree in Business Administration from KCT Business School, the student will be able to

PLO1: Demonstrate managerial competencies to overcome critical business challenges.

PLO2: Utilize conceptual, analytical, and critical thinking skills for effective decision making with a global perspective

PLO3: Exhibit appropriate leadership skills to work with multidisciplinary team for the achievement of organization goal.

PLO4: Practice appropriate professionalism and ethical behaviour for an assigned situation

PLO5: Adapt entrepreneurial and innovative thinking for business and socio-economic development.

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<b>Competencies - Holistic Knowledge, skill set and Behaviour level abilities that the student acquire on the completion of Master's degree in Business Administration</b>			
C1	Business Acumen	C2	Legal aspects of Business
C1.1	Business -Core Knowledge	C2.1	Business Law
C1.2	Functional Knowledge	C2.2	Intellectual property rights
C1.3	Business Strategy	C2.3	Exim Policy
C1.4	Global Perspective	C2.4	Company registration
C1.5	Technology skills	C2.5	Quality standard certification
C1.6	Business current affairs		
C3	Problem solving & Decision-Making Skills	C4	Leadership & Behavioural Skills
C3.1	Business Research	C4.1	Communication
C3.2	Analytic Thinking	C4.2	Leadership & Peer collaboration
C3.3	Innovation	C4.3	Negotiation
C3.4	Critical thinking	C4.4	Conflict Management
		C4.5	Emotional Resilience
C.5	Business Ethics & Social Responsibility		
C5.1	Corporate governance		
C5.2	Professional Behaviour		
C5.3	Ethical Social responsibility		
C5.4	Environmental consciousness		
C5.5	Sustainable practices		

### Performance Indicators

Concrete actions that the student is able to perform on the completion of Master's degree in Business Administration.

Competency code	Performance Indicators
<b>Business Acumen (C1)</b>	
C1.1	Demonstrate broad conceptual knowledge in various core managerial domains
C1.2	Demonstrate knowledge in the functional area of specialisation
C1.3	Provide evidence of practical application of Managerial knowledge to formulate an effective strategy to overcome the given Business challenges
C1.4	Demonstrate an ability to understand the emerging pattern in the global market and formulate strategies in line with these trends
C1.5	Display ability to use advanced technologies for executing various managerial functions
C1.6	Demonstrate knowledge in Business and economics current affair
<b>Legal aspects of Business (C2)</b>	
C2.1	Demonstrate an understanding of legal aspects of business
C2.2	Demonstrate knowledge on the procedure to be followed for obtaining Intellectual property rights
C2.3	Demonstrate an understanding of guidelines to be followed for import and export of goods
C2.4	Demonstrate knowledge on the procedural aspects to be followed for registering a company in India
C2.5	Demonstrate knowledge on the procedure to be followed for obtaining quality standard certificates

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<b>Problem solving &amp; Decision-Making Skills(C3)</b>	
C3.1	Propose a solution to a real problem of significance in business by conducting research studies.
C3.2	Display ability to Use appropriate analytic techniques to gain meaningful insights from the data for solving complex business problems
C3.3	Display innovative thinking abilities in decision making
C3.4	Display critical thinking abilities in solving the decision making
<b>Leadership &amp; Behavioural Skills (C4)</b>	
C4.1	Display competence in oral and written communication
C4.2	Display ability to achieve the organisation goals by leading self and others (C4.P2)
C4.3	Practice negotiation skills to build a long-term relationship with various stakeholders of professional and personal life (C4.P3)
C4.4	Solve the conflicting issues arising within the team more constructively. (C4.P4)
C4.5	Display ability to Manage stressful situations that arise in personal and professional life with ease and bounce back from hardship quickly (C4.P5)
<b>Business Ethics &amp; Social Responsibility (C.5)</b>	
C5.1	Provide evidence on the practical application of ethical principles to formulate corporate governance practices
C5.2	Display Professionalism in behaviour
C5.3	Demonstrate an ability to understand and imbibe ethical codes in Business practices and formulate strategies that are beneficial for the society
C5.4	Demonstrate an understanding and concern on ecological issues and display environmentally friendly behaviour in personal and professional life
C5.5	Apply principles of sustainable development to formulate business practices for the known case studies

### Preamble

Based on KCT Business School Vision and Mission, along with MBA Program Educational Objectives and Program Learning Outcomes, the structure and curriculum were designed to align to the Choice Based Credit system (CBCS) suggested by UGC. The faculty team was formed into working groups based on functional areas/ specializations.

New structures, ideas and courses were presented to the Curriculum Redesign Steering Committee and discussed at length with each centre. The academic Model of the MBA program was designed as given below.

The program structure has Semester system which was designed based on the UGC's suggestion of CBCS and the courses were determined based on distribution of credits among the various types of courses vis-à-vis total credits. Several discussions were held to seek suggestions from stakeholders during January – May 2021

### Nomenclature

- **University:** University means the affiliating university, Anna University, Chennai, which will award the MBA degree.
- **Institution:** Institution means Kumaraguru College of Technology, Coimbatore, an autonomous institution affiliated to Anna University, Chennai. Head of the Institution means the Principal of the College who is responsible for all academic activities and for the implementation of relevant rules of this regulation.
- **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
- **Semester:** Each semester will consist of 90 working days. The Odd Semester may be scheduled from July to December and Even Semester from January to June.

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- **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed bouquet of courses offered by the Program. The requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- **Program:** Educational program leading to award of MBA Degree.
- **Course:** Usually referred to, as 'subject' is a component of a program. All courses need not carry the same weight. The courses define learning objectives, contents, and course learning outcomes.
- **Credit Hours:** The number of credit hours assigned to a course quantitatively reflects the outcomes expected, the mode of instruction, the amount of time spent in class, and the amount of outside preparatory work expected for the class. It determines the number of hours of instructions required per week.
- **Competencies:** Holistic Knowledge, skill set and Behaviour level abilities that the student acquire on the completion of master's degree in Business Administration
- **Performance Indicators:** concrete actions that the student able to perform on the completion of master's degree in Business Administration.
- **Examinations/ Assessments**
  - ▶ **Continuous Assessment Marks (CAM):** The formative assessments are the Continuous Assessment Marks (CAM) which assesses the students' learning during the course of study. This includes Continuous Assessment Tests (CAT) which may be paper/pencil based, computer based, report submission and viva voce. The other forms of assessments can be quiz, problem solving, cases, reports, presentations, simulations etc
  - ▶ **End Semester Exam (ESM):** ESM, which are the Summative Assessment occur at the end of end of the semester and assess whether students have achieved the intended learning outcomes. The forms of exams may be paper/pencil based, computer based or through project report & viva voce. In some courses it may be through presentations and other oral assessment methods.
- **Course Learning Outcomes:** Articulate what a student does that demonstrates progress towards learning goals.
- **Grade:** It is the product of grade point and the number of credits for a course.

## 1. MBA Program Structure

### 1.1 Duration and structure of the Program

The KCT.BS MBA is a full time two-year, four semester programs. The program can be completed in a minimum of 4 semesters and a maximum of 8 semesters.

Semester 1	Core (M)
Semester II	Core (M)
	Functional Core (B)
	Functional Optional (C)
Semester III	Open Elective (E)
	Core (M)
	Functional Optional (C)

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Semester IV	Open Elective (E)
	Project (J)
	Core (M)
	Functional Optional (C)
	Open Elective (E)
	Project (J)

### 1.2 Curriculum

The KCT.BS MBA curriculum, takes the student through an intellectual 'journey' - a series of experiences that will result in them learning what is intended for them. The curriculum is designed to be inclusive and flexible to cater to the diverse needs of the students. The curriculum has also been developed to be contextually relevant and is up to date, relevant, interesting, and stimulating for students.

### 1.3 Syllabus

A course syllabus is a document that explains what a student is going to study in that course. Each course will have a course code, course title, course prerequisites (if any), course objectives, Course learning outcome, short and detailed description of the topics the student will be exposed with timestamps, suggested text and reference books, and the mode of assessment adopted, details on the list of competencies that the students acquire through the course and the name of the faculty who designed the course. Course content developed by the course faculty has been validated by a Course Committee consisting of faculty members who have taught/ are teaching the course and industry mentors. This has been approved by the Board of Studies.

## 2. Credit System

Choice Based Credit System (CBCS) is followed which provides choice for students to select from the prescribed courses and Open Electives. The CBCS provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. It offers a 'cafeteria' approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses, and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

### 2.1 Credit Hours

Under the CBCS of UGC guidelines, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students. Credit is a unit by which the course work is measured. It determines the number of hours of instructions required per week. One Credit Unit will be equivalent to 10-12 hours of Classroom Teaching (Lecture-Tutorial) and 20-24 hrs of Lab practical's and 20-24 hrs of (Self work -Field work) and 50-60 hrs of Project work.

S.No	Course Delivery	One Credit Unit
1	Lecture (L)	10-12 Hours
2	Tutorial (T)	10-12 Hours
3	Practical (P)	20-24 Hours
4	Self-Work (SW)/ Field Work (FW)	20-24 Hours
5	Project Hours (J)	50-60 Hours

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**2.1.1 Lecture Credit Hours:**

Lecture Credit Hours: The term 'lecture' covers everything from the traditional model, where a faculty introduces concepts and methods to a group of students, to approaches that might be much more interactive. Application based learning including Individual / Group presentations, interview skills, case study analysis, aptitude building, group discussions, soft skill sessions, games, activities, also can be integrated with the lecture hours. Further It could also make use of a range of media and technologies for facilitating teaching and learning process. Lectures are assumed, in general, to involve larger groups of but size will vary depending upon the nature of what is being taught, the medium, the size of the overall student cohort, and practical concerns.

**2.1.2 Practice Credit Hours:**

All courses which require computer lab hours for providing a hands-on experience to students on application of various analytical tools will be included in practical credit hours.

**2.1.3 Project Credit Hours:**

Project hours would typically include preparation/ planning, hours spent in the field or on actual project, meetings & discussions with a supervisors / academic guide and preparation of report and presentation report.

**2.1.4 Tutorial credit Hours:**

Course related discussions held with either individual or small group of students by the faculty will be included in the tutorial credit hours. Providing a remedial teaching to improve the understanding level and other academic abilities are the basic objective of tutorial session. Discussions on the course content, course activities and assessment will be included in the tutorial credit hours.

**2.1.5 Field work Credit Hours**

Individual / group Studies executed by the students in the field to gain practical experience and knowledge through observation / survey / Interview will be included in field work credit hours. The Examples of fieldwork might include survey work, Interview and other forms of data collection, visits to a business or industrial site. The work might be unsupervised or supervised, and supervision could be provided by faculty. Some fieldwork may be conducted virtually. Fieldwork might be conducted in groups of various sizes, or by individuals, depending on the nature of the work involved.

**2.1.6 Self-work Credit Hours:**

Students learn and practice on the topics assigned by the course faculty by their own efforts outside the classroom and without direct supervision.

**2.2 Minimum Credits to be Earned.**

The total number of credits a student earns during the four semesters of study period is called the Total credits. A Student must earn minimum of 104 credits for successful completion of the MBA program. Further, the student must meet the course and credit distribution also as specified in 2.4. Credit flexibility is given in each semester for fast and slow learners, the students need to apply beforehand and this needs to be approved by the department.

**2.3 Earning Extra Credits**

A student may earn extra credits of up to a maximum of 6 credits. These course/ (s) can be taken in any semester through self-study / enroll in the course if offered. "Extra" courses are ones that do not count for degree credit. Such courses appear

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on a student's permanent academic record with the final course mark, and are noted as "EXT", but do not count as accumulated degree credits and are not included in calculating a student's Grade Point Average. Extra Credits may be earned either through the courses offered in the MBA program or the Flexible and Comprehensive Learning Framework (FCLF) offered by KCT.

#### 2.4 Types of Courses & Credit Distribution

Several types of courses are offered during the MBA program to build a holistic knowledge and skill set.

No	Type	Description	Mini Credits
1	Core (M)	Mandatory courses which are based on a central theme that focus to provide knowledge and analytical ability to understand the concepts of management.	58
2	Functional Core (B)	Elective courses that are considered mandatory for a student who desires to obtain a major specialization in a particular functional area	12
3	Functional Optional (C)	Courses which are offered in the functional areas other than the functional core subjects notified. Students can opt for such courses using CBCS scheme.	12
4	Open Electives (E)	Elective Courses that are offered other than the functional core courses as notified in the curriculum. Such courses can be opted by the students additionally from their major specialization / from other exclusive functional areas (to earn a minor specialisation) / across functional areas to gain up to 10 credits under CBCS scheme	10
5	Project (J)	Project work is a special course aims in improving student's ability to identify, analyse, research, and propose a solution to a real problem of significance in business organisation.	12
6.	Value added Courses (VA)	Online and other equivalent courses approved by the department from time to time which support overall program Learning Outcomes but does not carry any credit.	-
Total			104
7	Extra Credit courses (EXT)	Courses opted by the students beyond the threshold limit of the total credit required (>104) that are included in the grade sheet but excluded from aggregation of CGPA	06

#### 2.6 Credit Transfers

In general, it is KCT's policy to accept credits earned at recognized Universities, provided that such credits have been earned through university-level courses equivalent to the courses in specific programs of KCT.

Students can transfer credits from National or International Universities/ Industry/ Professional Bodies with the approval of Department, (KCT International office in case of Partner) and COE and transfer the credits for courses or field experiences.

##### 2.6.1 Types of Credit Transfers

**2.6.1.1 Direct Credit Transfer (DCT).** Credits earned from the National or International Universities/ Industry/ Professional Bodies will be transferred to the student after the equivalency process (no. of hours and course syllabi) is carried out by the appropriate committee. Students will be granted exemptions for registering in the equivalent course in their program at KCT because of having completed the same course (s) with another approved Institution. The course will be mapped with the

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course offered in the Department if 80% of the contents are common between courses and the Learning Hours will be transferred. Student should submit the syllabus of the course and the completed learning hours.

**2.6.1.2 Transfer of Learning Hours (LTH).** When courses are taken from approved National or International Universities/ Industry/ Professional Bodies but are not credited by the course offering body, the assessment will be carried out in KCT as per the assessment policy of the course/s. The Learning hours will be transferred, and the course mapped with the equivalent course (no. of hours and course content) at KCT. The course will be mapped with the course offered in the Department if there is 80% of common contents between courses and the Learning Hours will be transferred. Student should submit the syllabus of the courses and the completed learning hours.

**2.6.1.3 International Summer School.** A student may opt for International Summer Program in Business and Entrepreneurship/ in related domain for not less than 2 weeks and gain 1 extra credit upon submission of a report.

### 2.6.2 Norms for Credit Transfer

- Credits can be earned from National or International Universities/ Industry/ Professional Bodies with prior approvals of the Department.
- University Level Courses (ULC) equivalent to the courses in KCT are permitted for credit transfer.
- ULC should match the courses in specific programmes of KCT satisfying AICTE/ AU norms.
- Maximum of 8 credits can be earned from International / National recognized universities / Industry/ Professional Bodies, and the same can be transferred after normalizing process decided by Department committee.
- Credits for courses which have already been earned at KCT cannot be transferred.

## 2. 6.3 International Credit Transfer

**2.6.3.1 Eligibility:** The eligibility criteria to apply for International Exchange programs will be as per the norms of the partner/ host University.

### 2.6.3.2. Procedure for applying for International Exchange Programs

**2.6.3.2.1** Programs offered by partner Universities will be communicated to students by the KCT International Office through the department. Beyond the list of approved courses, based on interests and requirements, students can place a request to the department Head who will decide on the approval.

**2.6.3.2.2** A student who is interested in credit transfer will register with the department for specific courses and approvals of class advisor, the department head, KCT International Office and the Principal need to be obtained.

**2.6.3.2.3** Department/ Program Head shall communicate the details (student name & No, trade-off KCT course and the details of the course) that will be pursued with the International University to the COE through the KCT International office

**2.6.3.2.4** Applicants for credit transfer must complete the credit transfer application form, attach a copy of the qualification, statement of results (academic transcript) or statement of attainment and submit the application to the Department/ Program Head

**2.6.3.2.4** The Department/ Program Head who will audit the qualifications, statement of results (academic transcript) or statement of attainment and grant credit transfers for equivalent courses that have been completed at another approved Institution. Verified copies of qualifications, statement of results (academic transcript) and statements of attainment used as the basis for granting credit transfer must be placed in the student file.

**2.6.3.2.5** The completed credit transfer record must be signed by the student and the Department / Program Head and submitted to Controller of Examination who will transfer the approved credits and grades.

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### 3. Registration for Courses

#### 3.1 Registration Process

It is mandatory for all students to register every semester till the end of his/her study, for courses that he/she is going to study in the semester through a Course Registration process. The Course Registration will be carried out on a specific day as declared by the Department in advance. For valid reasons, late registration for a maximum of seven calendar days from the commencement of the semester may be permitted only with the approval of the Department Head. However, a student shall not be allowed to register for courses in a semester if the semester has already advanced beyond 20% of instructional days. Generally, students will be offered more courses than what a normal student is expected to take. The list of courses offered by will be announced prior to the registration. Depending on academic and nonacademic resources available, courses offered may vary each year. A course will be offered with contact classes if there are minimum of 15 registered students.

#### 3.2 Pre-requisite Courses

Some open elective courses may have specific prerequisites to be met before a student can register for the course in the current semester. Generally, the student is expected to have cleared all the prerequisite courses at the time of Course Registration.

#### 3.3 Audit Courses

Auditing a course allows a student to take a class to acquire knowledge without the benefit of a grade or credit for a course. Audited courses do not count toward completing degree requirements. Students interested to audit the course must register for the courses and get the approval from the faculty. They must attend classes regularly, complete assigned reading, and participate in discussions, but they are exempted from examinations. Audit courses will be included in the transcript with an indication, however, will not be included in CGPA

### 4. Attendance and Engagement

**4.1 Attendance Expectations** Students are expected to demonstrate effective engagement with the course throughout their studies. All students are expected to show patterns of attendance consistent with full engagement with a full-time course of study. This forms part of the contract between the student and KCT, and students should ensure that they are familiar with all course expectations.

**4.1.1** A student is expected to obtain 100% attendance in all courses. In case a student may need leave of absence due to ill-health or to attend some family emergency, he/she is permitted to maintain an attendance of 75% (i.e., absent for 25% of instructional hours) in each course. This 25% includes medical, personal, casual, and official on duty leave, leave of absence (OD) for organising events / seminars / workshops / competitions / participation in co-curricular / extracurricular events and any other valid reasons.

Attendance Eligibility to appear for End Semester Examination (ESE) for Regular semester

Test/Examination Type	Period of calculation	Minimum percentage of attendance required
End Semester Examination	From the date of commencement of the course to the last day of instruction.	75% (including On-duty and Medical Leave as approved by Mentor and HoD concerned)
Continuous Evaluation Courses	From the date of commencement of the course to the last day of instruction.	

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**4.1.2** Apart from 25% margin in attendance, an additional 10% relaxation in attendance shall be provided only for students who secure attendance greater than or equal to 65% and less than 75% in any of the courses offered in the current semester due to prolonged hospitalization / accident / specific illness) / Participation in Sports events (National/ International) In such cases, the student should have submitted the required documents before availing the leave, through his/her Mentor, to the Department Committee for approval to avail exemption from the prescribed attendance requirement. The decision of the Department Committee is final.

**4.1.3** Students who secure less than 65% of attendance in a course shall not be permitted to write the End Semester examination of the specific course. They are required to register for the course again when it is offered.

**4.1.4** If a student has a lack of attendance in 4 or more courses which have 4 or 3 credits (1 credit industry courses not considered) offered in a particular semester, he/she will be detained in that semester and hence cannot proceed to the next semester. He/she shall seek re-admission as per the norms of the affiliating University.

**4.1.5** The days of suspension of a student on disciplinary grounds will be considered as days of absence for calculating the percentage of attendance for each individual course.

**4.1.6** If a student has been unable to attend a test on account of illness/ any other reason, he/she will not be permitted to re-take the test but has to improve his performance in CAM through the other assessments-

#### **4.2.6 Temporary Break of Study from a Program**

**4.2.6.1** If a student intends to temporarily discontinue the program in the middle of the semester / year for valid reasons (such as accident or hospitalization due to prolonged ill health) and wish to rejoin the program in the next year, he / she shall apply in advance to the Principal through the Head of the Department stating the reasons. The application shall be submitted not later than the last date for registering for the semester examinations in that concerned semester. Break of study is permitted only once during the entire period of the degree program.

**4.2.6.2** The student permitted to rejoin the program after the break shall be governed by the rules and regulations in force at the time of rejoining.

**4.2.6.3** The duration specified for passing all the courses for the purpose of classification of degree shall be increased by the period of such break of study permitted.

**4.2.6.4** If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted Break of Study.

## **5. Assessments and Examination**

### **5.1 Assessment Weightages**

The program follows semester system, and the learning will be assessed continuously (formative) / and End of Semester (Summative) assessment.

Credits	Continuous Assessment		End Semester		
	Format	Marks	Format	Marks	Duration

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4 Credits	CAT (written/ computer based), and other course based assessments as indicated in course plan	50	Written/ Computer based Exam or Project Report & Viva Voce (as applicable and approved from time to time)	50	2 Hours
3 Credits	CAT (written/ computer based), and other course based assessments as indicated in course plan	50	Written/ Computer based Exam or Project Report & Viva Voce (as applicable and approved from time to time)	50	2 Hours
2 Credits	Decided by course committee and indicated in course plan	50	No End Semester Examination required	-	NA
1 Credit	Decided by course committee and indicated in course plan	50	No End Semester Examination required	-	NA

## 5.2 Requirements for Appearing for End Semester Examination

A Student who has fulfilled the following requirements will be eligible to appear for End Semester Exam.

**5.3.1** Attendance requirements as per Clause Nos.4.1.

**5.3.2** Registration for all eligible courses in the current semester and arrear examination (wherever applicable). Students who do not register will not be permitted to proceed to the subsequent semester.

## 5.3 Provision for Withdrawal from Examination

**5.3.1** A student may, for valid reasons (medically unfit / unexpected family situations), be granted permission to withdraw (after registering for the examinations) from appearing for any course or courses in the End Semester Examination of a particular semester. This facility can be availed only once during the entire duration of the degree program.

**5.3.2** Withdrawal from ESE will be valid only if the student is, otherwise, eligible to write the examination and the application for withdrawal is made prior to the examination in the course or courses concerned. The application for withdrawal should be recommended by the Head of the Department concerned and approved by the head of the institution.

## 5.4. Passing Minimum

**5.5.1** There is no minimum CAM requirement in a course

**5.5.2** Pass minimum for all courses is 50% (aggregate of CAM and ESM or CAM only or ESM only as applicable)

**5.5.3** When less than 50% is obtained in the end semester examinations/ aggregate, the term "RA" against the concerned course will be indicated on the grade sheet. If it is a 4-credit course, the student will reappear for supplementary exam conducted. If the course is assessed through CAM only, the student will reappear for the internal assessments in the semester to gain the minimum marks and credits.

**5.5.4** For a student who is absent for theory / practical / project viva- voce, the term "AB" will be indicated against the corresponding course. The student can reappear for the supplementary exam, as announced by the COE.

**5.5.5** The letter grade "W" will be indicated for the courses for which the student has been granted authorized withdrawal.

**5.5.6** If a student fails to clear a course in 2 attempts (1 regular + 1 supplementary/arrears) in a particular course through supplementary / end semester exams, the CAM of that course is considered null and void. The students' performance in

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the end semester exam alone and the result will be declared (that is, the student must score a minimum of 50 out of 100 in the end semester exam for being declared to have passed in that course).

## 5.5. Supplementary Exam

**5.6.1** The arrear course (practical / theory) examinations of odd semesters will be conducted soon after the publication of odd semester regular exam (Nov / Dec) results. Similarly, the arrear course examinations of even semesters will be conducted soon after the publication of even semester regular exam (April / May) results. The failed candidates in the regular examinations should compulsorily register for all the practical / theory courses in the supplementary examinations.

**5.6.2** The institution will conduct only the odd semester exams (one regular exam + one supplementary exam for arrears of the odd semesters) during November / December and will conduct only the even semester exams (one regular exam + one supplementary exam for arrears of the even semesters) during April / May of an academic year.

**5.6.3** Students who have completed the fourth semester will be eligible for attending the special supplementary exam for all semester arrear papers (from I to IV semesters) in the ensuing even semester examination session soon after their IV semester regular examination results. Students who have less than three arrears (theory courses only) are eligible to appear for the special supplementary exam. However, students who have failed in courses due to disciplinary action will not be permitted to take special supplementary exam.

**5.6.4** Controller of Examination (COE) will publish a schedule of supplementary examinations after the last date of registering for the examinations. The pattern of evaluation will be the same as that of end semester examinations.

**5.6.5** The revaluation of answer script will not be applicable for supplementary exam, however challenge of evaluation of answer script is allowed. The Arrear examination will be termed as supplementary examinations and such appearance in supplementary exam will be treated as another attempt and will be reflected in the grade sheet.

## 5.6. Grievance Redressal in Evaluation

Students who are not satisfied with the grades awarded can seek redressal by the methods given below. These are applicable only for theory courses in regular and arrear end semester examinations. All applications should be submitted to COE along with the payment of the prescribed fee.

No.	Redressal Sought	Process	
		Regular Exam	Arrear exam
1	Re totaling	Apply for Photocopy of answer book / Then apply for the totaling (within 5 days of declaration of results)	Apply for Photocopy of answer book / Then apply for the totaling
2	Revaluation	Apply for Photocopy of answer book / Then apply for revaluation after course expert recommendation (within 5 days of declaration of results)	Not Permitted
3	Challenge of Evaluation	Apply for Photocopy of answer book / Then apply for revaluation after course expert recommendation / Next apply for the challenge of Evaluation (within 3 days of publication of revaluation of results)	Apply for Photocopy of answer book / Then apply for challenge of Evaluation after course expert recommendation

### 5.6.1 Challenge of Evaluation

- A student may make an appeal to the COE for the review of answer scripts after paying the prescribed fee.
- COE will issue the photocopy of answer script to the student.

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- c) The course faculty, who has not done the assessment will evaluate the script and HOD will recommend.
- d) A Committee consisting of 2 experts appointed by COE will review and declare the result.
- f) If the result is in favor of the student, the fee collected will be refunded to the student.
- h) The final mark will be announced by COE.

## 5.7 Classification of Performance

### 5.7.1 Grades and grade Points.

Classification of performance of students in the examinations pertaining to the courses in a program is done based on the numerical value of a Cumulative Grade Point Average (CGPA). The concept of CGPA is based on Marks, Credits, Grade and Grade points assigned for different mark ranges. Table below shows the relation between the range of marks, Grades and Grade points assigned.

Range of Marks	Grade	Grade Points (GP)
91-100	O (Outstanding)	10
81-90	A+ (Excellent)	9
71 - 80	A (Very Good)	8
61 - 70	B+ (Good)	7
50 - 60	B (Average)	6
< 50	RA (Fail)	0
Absent	AB	
SA	Shortage of Attendance	
Withdrawal from examination	W	-

### 5.7.2 Semester Grade Point Average (SGPA)

On completion of a semester, each student is assigned a Semester Grade Point Average which is computed as below for all courses registered by the student during that semester.

$$\text{Semester Grade Point Average} = \frac{\sum (C_i \times GP_i)}{\sum C_i}$$

Where  $C_i$  is the credit for a course in that semester and  $Gp_i$  is the Grade Point earned by the student for that course. The SGPA is rounded off to two decimals.

### 5.7.3 Cumulative Grade Point Average (CGPA)

The overall performance of a student at any stage of the Degree program is evaluated by the Cumulative Grade Point Average (CGPA) up to that point of time.

$$\text{Cumulative Grade Point Average} = \frac{\sum (C_i \times Gp_i)}{\sum C_i}$$

Where  $C_i$  is the credit for a course in any semester and  $Gp_i$  is the grade point earned by the student for that course. The CGPA is rounded off to two decimals.

### 5.7.4 Issue of Grade Sheet

- Separate grade sheet for each semester will be given to the students by the COE after the publication of the results.
- After the completion of the program a consolidated grade sheet will be issued to the student.

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- No separate grade sheet for special supplementary examination will be issued to the students by the COE after the publication of special supplementary examination result. The result of the special supplementary examination will get reflected only in the consolidated statement of grade (that is, consolidated grade sheet)

## 6. Eligibility for the Award of Degree

A student shall be declared to be eligible for the award of MBA Degree provided the student has successfully completed the course requirements and has passed all the prescribed examinations in all the four semesters within a maximum period of 4 years reckoned from the commencement of the first semester to which the candidate was admitted.

## 7. Classification and Award of Degree

The degree awarded to eligible students will be as follows.

S.No.	Class Awarded	Criteria
01.	First class with distinction	a) Should have passed the examination in all the courses of all the four semesters in First Appearance within three years, which includes authorized break of study of one year (if availed). Withdrawal from examination will not be considered as an appearance. b) Should have secured a CGPA of not less than 8.50. c) Should NOT have been prevented from writing end Semester examination due to lack of attendance in any of the courses.
02.	First class	a) Should have passed the examination in all the courses of all four semesters within three years, which includes one year of authorized break of study (if availed) or prevention from writing the End Semester Examination due to lack of attendance. b) Should have secured a CGPA of not less than 7.00
03.	Second class	a) All other students (not covered in clauses at S.No.1 & 2 who qualify for the award of the degree shall be declared to have passed the examination in Second Class.

The award of Degree will be approved by the Academic Council of the Institution. The degree will be issued by Anna University, Chennai. The consolidated Grade Sheet will be issued by the Institution.

## Program Structure

	Course Code	Course Type	Course Title	Credits	Credit Hours					
					L	T	P	SW	FW	PJ
Sem I	P21MBM1400	Core	Managerial Economics	3	2				2	
	P21MBM1501	Core	Accounting for Management	3	1	1		2		
	P21MBM1102	Core	Data Analysis	2	1	1				
	P21MBM1103	Core	Principles and Practices of Management	2	2					
	P21MBM1604	Core	Human Resource Management	4	2	1			2	
	P21MBM1105	Core	Business Research Methods	3	2	1				
	P21MBM1506	Core	Financial Management	4	2	1		2		
	P21MBM1507	Core	Marketing Management	4	2	1		2		
	P21MBM1608	Core	Operations Management	4	2	1			2	

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	Course Code	Course Type	Course Title	Credits	Credit Hours						
					L	T	P	SW	FW	PJ	
Sem II	P21MBM2109	Core	Entrepreneurship Mindset & Methods	2	1	1					
	P21MBM2010	Core	Organisational Behaviour	2	2						
	P21MBM2611	Core	Applied Management Research	3	1	1			2		
	P21MBM2012	Core	Business communication	2	2						
	Functional Core*				12						
	Open Elective **				4						

	Course Code	Course Type	Course Title	Credits	Credit Hours						
					L	T	P	SW	FW	PJ	
Sem III		Project	Corporate Project/ Industry Research Project/ Business Plan/Internship)	6							
		Core	Strategic Management	4							
		Core	Sustainable Development	3							
		Core	Capstone Simulation	1							
		Core	Professional Development	2							
	Functional Optional*				*						
	Open Elective **				**						

	Course Code	Course Type	Course Title	Credits	Credit Hours					
					L	T	P	SW	FW	PJ
Sem IV		Core	Business Ethics	3						
		Core	Legal aspects of Business	3						
		Core	International Business Management	3						
		Project	Social Immersion Project	6						
		Core	Professional Development	1						
	Functional Optional*				*					
Open Elective **				**						

\* Functional Core & Optional – 12 credits each

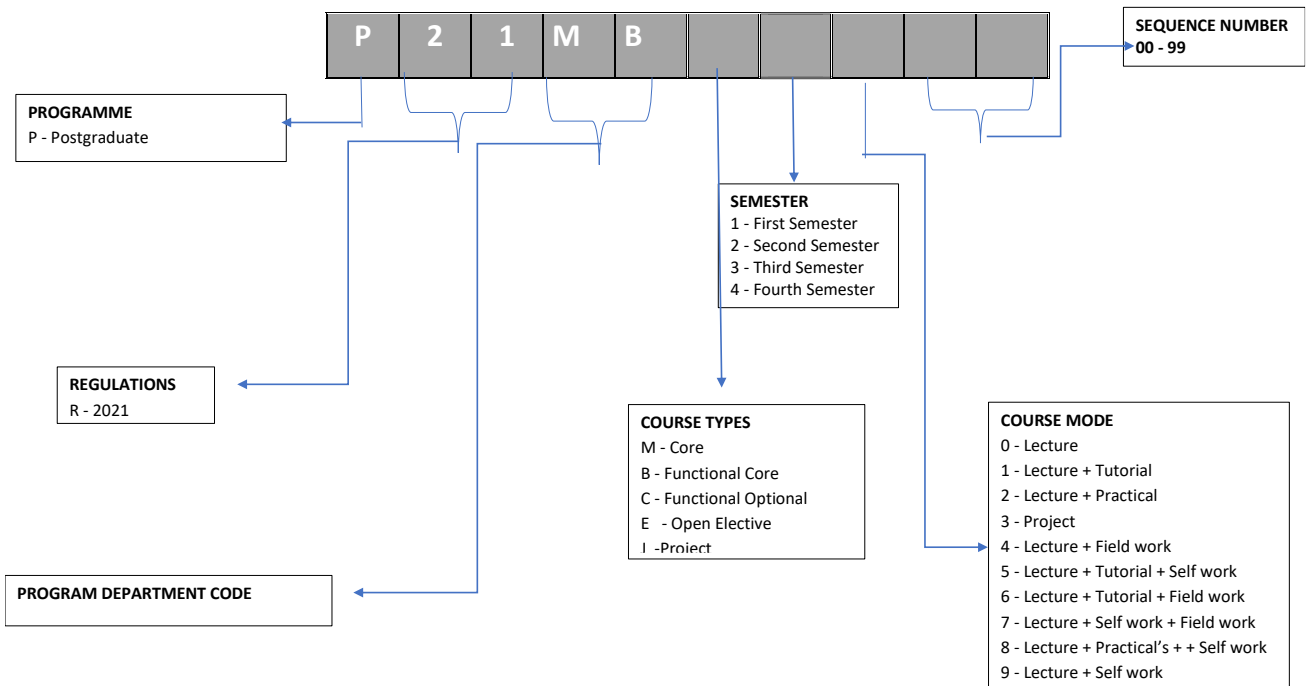
\*\* Open Elective – 10 credits

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### COURSE CODE NUMBERING SCHEME



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# SEMESTER-1

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A handwritten signature in blue ink, appearing to read "Mary Cherian", written over a horizontal line.

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Course Title		Managerial Economics			
Course Code		P21MBM1400			
Credit Units		3			
<b>Course Objectives:</b>					
This course imparts the students' a rational approach in understanding how individuals and business units deal with the fundamental problems of scarce resources, competition, and Price fixation. It introduces with the macroeconomic concepts that enables the students to understand the role of monetary and fiscal policies in the economic development.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	-	-	2	3
Pre – Requisites		None			
<b>Course learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
CLO1: Explain the role of managerial economics in decision making.					
CLO2: Infer the demand and supply conditions and assess the position of a company.					
CLO3: Summarise the competitive strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.					
CLO4: Outline the National Income, Impact of Business cycles and the role of monetary and fiscal policy in the promoting the economic development.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Managerial Economics</b>					5%
Introduction of Managerial Economics - Scope, Relationship with other Disciplines					
<b>Module II: Microeconomics Concepts and Demand &amp; Supply</b>					20%
Microeconomics -Firms and Managerial Objectives Demand, Law of Demand, Determinants of demand, Elasticity of demand, Law of diminishing marginal utility - Exceptions of Demand - Demand forecasting techniques (only theory) Supply, Law of Supply, Elasticity of Supply					
<b>Module III: Productions functions &amp; cost- output relationship</b>					15%
Production functions – Short and long run laws of production, law of returns to scale Cost - types of cost, short and long run cost output relationship, Economies, and diseconomies of Scale					
<b>Module IV: Market structures &amp; Price- output relationship</b>					25%
Market Structure - Perfect Competition, monopoly, duopoly, oligopoly, Monopolistic market structures - characteristics & Price - Output determination, Pricing Methods					
<b>Module V: Macroeconomics Concepts – Business cycle</b>					20%
Macroeconomics - nature & importance. National Income - concepts - GNP, GDP, NNP. Business cycle - Phases of Business Cycle - Controlling Trade Cycle. -Inflation & Unemployment. Inflation - Definition, Kinds and effects of Inflation, Demand Pull & Cost Push Inflation - Policy Measures to control. Unemployment- Causes & Consequences					
<b>Module VI: Monetary and Fiscal Policy – objectives, controlling mechanisms</b>					15%
Indian Financial System, Fiscal Policy: Definition, Objectives. Monetary Policy- Meaning, Scope, Instruments					

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<b>Pedagogy for course Delivery *</b>				
The course would be conducted on discussion mode and has field study part of it. The sessions will incorporate the news article discussion in addendum.				
<b>End Semester Examination Scheme</b>				
Theory (%)		Practical / Project (%)		
100%				
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30	20			
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.1	C1. P1	PL01	PE01
CL02	C1.1	C1. P1	PL01	PE01
CL03	C1.1	C1. P1	PL01	PE01
CL04	C1.6	C1. P6	PL01	PE01
Reference Books				
D N Diwedi Managerial Economics. Eighth Edition, Vikas Publication ,2018.				
Piyali Ghosh Geetika, Purba Roy Chowdhury, Managerial Economics, Third edition, McGraw-Hill Education 2017.				
Course Design		Dr S.Sangeetha		

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Course Title		Accounting for Management			
Course Code		P21MBM1501			
Credit Units		3			
<b>Course Objectives</b>					
The course on Accounting for Management introduces the basic concepts on accounting for business decision making. The course is designed to familiarize various accounting tools and Techniques with respect to Financial Statements, Costing, Budgeting that will facilitate to enhance their analytical thinking and decision making.					
L	T	P	SW	FW	TOTAL CREDITS
1	1	-	2	-	3
Pre - Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
CLO1: Outline the basic concepts of accounting for management.					
CLO2: Interpret financial statements for decision making.					
CLO3: Construct different types of cost and budget statements.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Accounting</b>					10%
Fundamental Accounting concepts -Basic Accounting principles- Elements of accounting- Double entry system- accounting cycle-accounting equations.					
<b>Module II: Financial Statements</b>					45%
Financial Statements- Introduction-Overview-Income Statement /P&L account- Balance Sheet- Statement of cash flows- Ratio Analysis and Interpretation- key elements impacting financial Statements.					
<b>Module III: Costing</b>					30%
Cost-Definition-Elements of cost- cost centre and profit centre- cost unit- cost elements- cost classification- methods of costing- constructing a basic sheet- Marginal Costing- Standard costing					
<b>Module IV: Budgeting</b>					15%
Budgeting and Budgetary Control- Types of budgets- Zero based budgeting					
<b>Pedagogy for course Delivery *</b>					
Accounting concepts shall be imparted during lecture and tutorial sessions. Case studies and assignments shall be used for anchoring concepts as a part of self-work activities.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			
<b>Course Mapping</b>					
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>	
CLO1	C1.1	C1. P1	PLO1	PEO1	

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CLO2	C1.2	C1. P2	PLO1	PEO1
CLO3	C3.2	C3. P2	PLO2	PEO2
Reference Books: 1. Horngren T Charles, Introduction to Financial Accounting, 11th Edition, Pearson Education, 2017 2. Maheshwari S N and S K Maheshwari 2013, Accounting for Management, 4th Edition, Vikas Pub. House, 2018				
Course Design		Dr P Mohanamani		

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Course Title		Data Analysis			
Course Code		P21MBM1102			
Credit Units		2			
<b>Course Objectives</b>					
The course on data analysis will familiarize the students to choose the most appropriate measure to analyse data in managerial decision making. The course will prepare the students to develop dashboards on various functional areas of management using excel spreadsheet.					
L	T	P	SW	FW	TOTAL CREDITS
1	1	-	-	-	2
Pre - Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
CLO1: Explain the measures of business statistics used for analysing data.					
CLO2: Apply suitable statistical functions for various business scenarios.					
CLO3: Build suitable charts of various business functions for decision making					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Excel Functions</b>					30%
Spread sheet; Data Types - Statistical Functions in Excel; Cell referencing, Arrays – H Lookup - V Lookup; Index and Match; Pivot Table					
<b>Module II: Descriptive Statistics</b>					50%
Measures of Central Tendency-Mean Median Mode; Measures of Position- Five number summary- Outliers; Measures of Dispersion-Standard Deviation -Variance – Range – Skewness-Kurtosis; Measures of Association - Covariance and Correlation					
<b>Module III: Data Visualization</b>					20%
Summarizing Data and Crosstabs, Graphical representation of data; Dashboards-Sales Management, Financial, Customer Service call					
<b>Pedagogy for course delivery</b>					
Theoretical concepts shall be imparted during lecture and practical sessions. Data set on functional domains shall be used to analyse data to explain practical application of various statistical functions.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
NA			NA		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		NA	
30		20			
<b>Course Mapping</b>					

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Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Objectives
CL01	C1.1	C1. P1	PL01	PE01
CL02	C1.5	C1. P5	PL01	PE01
CL03	C3.2	C3. P2	PL02 & PL05	PE02 & PE04
Reference Books: <ol style="list-style-type: none"> <li>1. David M. Levine, David F. Stephan, Kathryn A. Szabat, "Statistics for Managers using Microsoft Excel", 8<sup>th</sup> Edition, Pearson, 2017</li> <li>2. David Ray Anderson, Dennis J. Sweeney, Thomas Arthur Williams, "Essentials of Statistics for Business and Economics", 12/e, Cengage learning, 2018</li> <li>3. Kirupa Priyadarsini, S. Jaisankar, A. Latha, B. Poongodi, "Business Statistics – Workbook using Excel", Trinity Press, New Delhi, 2017</li> </ol>				
Course Design		Dr. S. Jaisankar		

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Course Title		Principles and Practices of Management			
Course Code		P21MBM1103			
Credit Units		02			
<b>Course Objectives:</b>					
This course is designed to provide an insight into the field of management in terms of theory, practice, and profession. It lays a basic framework to understand the various processes and components of management that impacts business. It provides an overview on the necessary skills and competencies required for a manager to function in a global environment.					
L	T	P	SW	FW	TOTAL CREDITS
1	1	-	-	-	2
Pre - Requisites		None			
<b>Course Level outcomes</b>					
<b>At the end of the course students will be able to:</b>					
CLO1: Demonstrate a clear knowledge and understanding of various management concepts and practices.					
CLO2: Identify and analyse relevant functions, roles and skills involved the practice of management.					
CLO3: Apply management theories in business decision making with a global perspective					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Management Process (SW)</b>					
Foundations of modern management thought – Process of Management - Scope of management functions. Approaches to Management: Scientific Approach, Systems Approach and Contingency Approach. Approach to Managerial Competencies:					30%
<b>Module II: Management Functions</b>					
PODSCORB – Concepts and Applications. Strategic Planning process – Management by Objectives. Decision Making-Techniques and Processes. Designing organizations- Types - Contemporary organization structures – Staffing Functions - Controlling – Systems and process of controlling – Techniques.					40%
<b>Module III – Management in Practice changing scenarios</b>					
Role of Multinational corporations – Contemporary Practices - Comparative Management Styles and Approaches – Overview of American Model, European Model - Chinese/Korean Models.					30%
<b>End Semester Examination Scheme</b>					
NIL					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	

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Other Assessments	Class tests	Nil		
30	20			
<b>Course Mapping</b>				
<b>Course level</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Level Outcomes</b>	<b>Program Educational Outcomes</b>
CLO1	C1.1	C1. P1	PLO 1	PEO 1
CLO2	C1.1	C1. P1	PLO 1	PEO 1
CLO3	C1.6	C1. P6	PLO 1	PEO 1
Reference Books:				
1. Harold Koontz, Heinz Weihrich, V. Cannice – Essentials of Management-An International. Innovation and Leadership Perspective, 11 <sup>th</sup> edition (paperback), McGraw Hill, 2019.				
Course Design		Dr.V. Kaarthikheyan		

Course Title		HUMAN RESOURCE MANAGEMENT			
Course Code		P21MBM1604			
Credit Units		4			
<b>Course Objectives</b>					
This course introduces students to the basics of Human Resource Management. As a part of the course the students will develop his conceptual knowledge towards Recruitment, Selection, Training and Development, Induction, Performance management, Compensation, Employee separation and Exit interviews. Upon completion of the course students should be able to understand the basics of Human Resource Management.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-		2	4
Pre – Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful Completion of the course students will be able to</b>					
CLO1: Describe the role of Human Resource Functions in an Organisation.					
CLO2: Enumerate the emerging trends and Practices in HRM.					
CLO3: Identify and interpret the significance of ethical issues in HR practices and the management of people.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Human Resource Management: Concept and Challenges</b>					15%
Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. HRM Models					
<b>Module II: HR Acquisition &amp; Retention</b>					20%

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Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention						
<b>Module III: Managing Employee Performance and Training</b>						15%
Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management. Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.						
<b>Module IV: COMPENSATION MANAGEMENT</b>						25%
Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry						
<b>Module V: EMERGING TRENDS IN HRM:</b>						25%
HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services Concept, Objective, Benefits, Issues creating HR Shared Services						
<b>Pedagogy for course Delivery</b>						
Lecture, Discussion, Debate, Case Analysis and a field study.						
<b>End Semester Examination Scheme</b>						
Theory (%)			Practical / Project (%)			
100%						
<b>Course Assessment</b>						
Continuous Assessment Score components				End Semester Examination		
Other Assessments		Class tests	50			
30		20				
<b>Course Mapping</b>						
<b>Course Outcomes</b>	<b>Learning</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Outcomes</b>	<b>Learning</b>	<b>Program Educational Outcomes</b>
CLO1		C1.1	C1. P1	PL01		PEO1

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CLO2	C1.4	C1. P4	PL01	PE01
CLO3	C5.3	C5. P3	PL04	PE03
Reference Books:				
1.Gary Dessler & Biju Varrkey (2020) Human Resource Management   Sixteenth Edition   By Pearson				
2.Ashly Pinnington, Rob Macklin, Tom Campbell, Human Resource Management Ethics and Employment 2nd Edition, OUP Oxford				
3.K. Aswathappa, Human Resource Management Text and Cases, 8th Edition, Mc Graw Hill Publication				
Course Design		Dr. Deepa Manickam		

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Course Title		Business Research Methods			
Course Code		P21MBM1105			
Credit Units		3			
<b>Course Objectives</b>					
The course on Business research methods is intended to familiarise the students on the principles of adopting the scientific method in solving the business problem. Further the course equips the students on various fundamental concepts, tools and techniques required to translate an issue into a research question and design a research plan for conducting research study.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	-	-	3
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful Completion of the course students will be able to</b>					
CLO1: Understand the principles of business research and its role in supporting decision making.					
CLO2: Interpret the research articles and other published sources for acquiring knowledge in the given filed of research.					
CLO3: Develop research proposal for the given Industrial problem.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Research</b>					30%
Introduction to Research – An overview of Research process – Application of research in other functional domains – Marketing, Human resources, finance, and Operations. Identifying of the problem – Formulating research questions, Review of Literature - Literature Search in database - Need for Literature Review, Research gap, Identifying variables, Reference Management Software Zotero/Mendeley - Usage of Mendeley web application tool.					
<b>Module II: Research &amp; sampling Design</b>					20%
Research Designs – Types - Exploratory Studies, Descriptive Studies, Causal Studies –Experimental and factorial design. Choosing an appropriate design for the project – Measurement scales Sampling Design – Probability and Non-Probability sampling techniques, Determination of Sample size					
<b>Module III:</b>					20%
Formulation of a Research Instrument – Reliability and Validity Tests - Role of Validated Instruments.					
<b>Module IV: Data Collection Methods</b>					20%
Primary data collection methods – Focus group discussion, In depth interview, Projective techniques & questionnaire. secondary data collection Methods – classification of secondary data, Advantages, and disadvantages, Evaluating criteria.					
<b>Module V: Reporting the Research Results</b>					10%
Components of research report – Introduction, Methodology, Findings, Conclusions, Appendices, Bibliography. Presentation of statistics - Text, semi tabular presentation, Tabular presentation, and graphics. Format for publication in Journal and conference - Research Paper Writing, Journals in Management Sciences, Identifying Indexed Journals, Paper formatting, Reference Style of referencing, Conference Presentation, Ethical issues related to publishing, Plagiarism and SelfPlagiarism					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture sessions. Course assignment shall be used for anchoring concepts and to elaborate on the application aspects					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		

100%				
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CLO1	C1.1	C1. P1	PL01	PE01
CLO2	C1.6	C1. P6	PL01	PE01
CLO3	C1.3	C1. P3	PL01	PE01
Reference Books:				
<ol style="list-style-type: none"> <li>1. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, 12/e, McGrawhill Publications, New York,2018</li> <li>2. Daniel Nunan, Naresh K. Malhotra, David F. Birks, Marketing Research an Applied Approach, 5/e, Pearson, UK, 2017</li> </ol>				
Course Design		Dr.A.Latha		

Course Title		Financial Management			
Course Code		P21MBM1506			
Credit Units		4			
<b>Course Objectives</b>					
The Financial Management course introduces the framework of financial decision making in a business organisation. The course provides insights on investment, financing, Dividend and Liquidity decisions					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
CLO1: Explain the basic concepts of financial management.					
CLO2: Display (Select) the best investment option among alternatives and choose on the best source of funds through leverage					
CLO3: Construct the optimum capital structure and the working capital requirements					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Financial Management</b>					7%
Introduction – objectives of financial management – Profit Vs Wealth Maximization- Role of finance managers -: Basics of Time Value of Money.					
<b>Module II: Investment Decisions</b>					20%
Investment Decisions: Capital Budgeting – Importance – process – determining cash flows – Techniques using Excel Spreadsheets – Capital Rationing.					
<b>Module III: Cost of Capital</b>					18%
Financing Decisions: Sources of finance – Long term. Cost of capital: Concept and importance; Computations of cost of capital – Weighted Average Cost of Capital – Problems using Excel Spreadsheets.					
<b>Module IV: Capital Structure</b>					15%
Capital Structure – Meaning and factors – Theories of capital structure-NI, Traditional approach, NOI and MM approach- Optimum capital structure – Problems using Excel Spreadsheets.					
<b>Module V: Leverage</b>					12%
Leverage – types of Leverage – EBIT-EPS relationship – Point of Indifference- Problems using Excel Spreadsheets.					
<b>Module VI: Dividend Decisions</b>					15%
Dividend Decisions – factors – types – Models of dividend- Walter, Gordon and MM models – Problems using Excel Spreadsheets – Bonus shares.					
<b>Module VII: Liquidity Decisions</b>					13%
Liquidity Decisions: Management of working capital – Determinants – Forecasting of working capital – Problems using Excel Spreadsheets – Cash, Receivables, and Inventory Management. Sources of finance – Short term.					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End term Examination	



Other Assessments	Class tests	50		
30	20			
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CLO1	C1.2	C1. P2	PLO1	PEO1
CLO2	C3.2	C3. P2	PLO2	PEO2
CLO3	C3.2	C3. P2	PLO2	PEO2
Reference Book: 1. IM Pandey, Financial Management. 12 <sup>th</sup> edition, Pearson, 2021. Y.Khan & P.K.Jain, Financial Management: Text, Problems and Cases, 8th Edition, 2018				
Course Design		Dr.S.Sangeetha		

Course Title		Marketing Management			
Course Code		P21MBM1507			
Credit Units		4			
<b>Course Objectives</b>					
The course will focus upon the working knowledge of different concepts, functions, and applications of marketing to formulate effective marketing programs. The course seeks to develop the student understanding on creating and delivering value to its customers through empirical and practice-based learning. The course introduces students to the fundamentals of key metrics to yield actionable marketing insights for decision making					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
1. Demonstrate a conceptual knowledge in the functional areas of marketing management and its application on business ventures.					
2. Explain how marketing creates value for the consumer and managing customer relationships.					
3. Apply skills to identify and resolve issues related to marketing management quantitatively.					
4. Design marketing plans using appropriate STP and Marketing Mix elements.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Understanding Marketing Management</b>					15%
Defining Marketing for new realities -Marketing concepts -Orientations- Understanding marketing environments and customer capabilities - Holistic marketing dimensions.					
<b>Module II: Managing customer relationships</b>					10%
Customer Value, Satisfaction, and loyalty – Delivery process – Maximising customer lifetime value through customer funnelling- Stakeholders involved in buying process. Consumer and business markets - Different types of buying motives					
<b>Module III: Design, Launch and Management of Market Offerings</b>					25%
Delivering value through: Product, Pricing, Promotion Place, People, Process and Physical evidence					
<b>Module IV: Applying Strategies – The Art and Science of STP</b>					30%
Segmentation of markets for consumer, industrial and institutional sales- Guidelines for selecting Target market, approaches to target market- Positioning – Strategies. Branding - important issues related to planning and implementing brand strategies					
<b>Module V: Leveraging Metrics for Marketing decisions</b>					20%
Using Metrics for Marketing Decisions: Market Potential – Market share – Share of hearts, minds and wallets. Customer Profitability – Margins and Profits and Customer Lifetime Value. Customer Retention.					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts are taught during lecture and practice sessions. Case studies and course assignments shall be used for anchoring concepts and to elaborate practical applications					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%			NA		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			
<b>Course Mapping</b>					

Course Outcomes	Level	Competency	Performance Indicators	Program Level Outcomes (PLO's)	PEO's
CL01		C1.1	C1. P1	PLO1	PEO1
CL02		C1.3	C1. P3	PLO2	PEO2
CL03		C3.2	C1. P3	PLO2	PEO2
CL04		C1.3	C3. P2	PLO2 & PLO5	PEO2
Reference Book					
1. Kotler, P., & Keller, K. L. Marketing management., Pearson Prentice Hall. (2015).					
2. John A Davis, , Marketing Metrics: 103 Key Metrics Every Marketer Needs, John Wiley & Sons Inc 2006					
Course Design			Dr.V. Kaarthikheyan		

Course Title		Operations Management			
Course Code		P21MBM1608			
Credit Units		4			
<b>Course Objectives</b>					
The course on operations management familiarises the students on the concepts underlying effective operations of planning, operating, and controlling production of goods and services. The course includes approaches to forecasting, inventory management, aggregate planning, materials requirements planning, layout and location strategies and quality control practices that help to improve the productivity of an organisation.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	-	2	4
Pre - Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Explain the concepts and applications of operations management in business organizations for achieving competitive advantage.					
CLO2: Propose suitable tools and techniques of operations management for productivity improvement.					
CLO3: Display analytical thinking skills in the application of suitable tools governing quality for effective business decision making.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Operations Management</b>					15%
Significance of Operations Function in an organisation; Challenges in global operations management; Products and Services – Concepts; Production System - Different types of production systems; Overview of cost of Production -Concept of Productivity- Relationship of production with other management functions					
<b>Module II: Demand Forecasting</b>					25%
Types of forecasting - Importance-Steps in forecasting -Quantitative Forecasting - Qualitative Forecasting – Methods - Monitoring and controlling forecast- Forecast Error-Simple problems					
<b>Module III: Resource Planning</b>					20%
Materials management - Objectives -- Aggregate Planning – Master Production Schedule – Bill of Materials – Materials Requirement Planning – Capacity PlanningEnterprise resource planning; Supply chain management- Basics					
<b>Module IV: Location and Layout Strategy</b>					15%
Location Strategy – Importance-Factors that affect location decisions -Evaluating methods – Factor Rating – Centre of Gravity - Service location strategy (simple problems) Layout Strategy – Importance- Types of Layouts – Cellular Layout - Advantages and disadvantages- Layouts in service / Retail sectors					
<b>Module V: Quality and Safety Management</b>					25%
Definition – Dimensions & Cost of quality - TQM Framework -7QC Tools - Statistical Process Control- X-bar and R charts – simple problems <b>Safety, Health and Environment</b> – Key elements of safety, Safety equipment - Health Management System					
<b>Pedagogy for course delivery</b>					
Theoretical concepts shall be imparted during lecture and tutorial sessions. Case studies and field work shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)					
100%					
<b>course Assessment</b>					

Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.1	C1.P1	PL01	PE01
CL02	C1.3	C1. P3	PL01	PE01
CL03	C3.2	C3. P2	PL02 & PL05	PE02 & PE04
CL03	C4.1	C4. P1	PL03 & PL05	PE03 & PE04
Reference Books:				
<ol style="list-style-type: none"> <li>Jay Heizer and Barry Render, Operations Management, Ninth edition, Pearson, 2009</li> <li>Lee Krajewski, Larry Ritzman and Manoj Malhotra, Operations Management – Process a Value Chains, Eighth Edition, Pearson Education South Asia, 2008</li> <li>Chase, Aquilano, Operations Management for Competitive Advantage, Tenth Edition, Tata McGraw-Hill, 2003</li> </ol>				
Course Design		Dr. S. Jaisankar		

# SEMESTER-2

Course Title		Entrepreneurship Mindset & Methods			
Course Code		P21MBM2109			
Credit Units		2			
<b>Course Objectives</b>					
A practice-based course to help innovators and founders think like entrepreneurs and practice entrepreneurship rather than learning entrepreneurship. They acquire the mindset to build skills & competencies to develop the resources and build capacity to transform their innovative ideas into high-growth enterprises. They are convinced to consistently practice the scientific method so that knowledge and expertise can be continuously developed and applied in future endeavor's dealing with unknowns.					
L	T	P	SW	FW	TOTAL CREDITS
1	1			-	2
Pre - Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Develop an entrepreneurial mindset that will help them identify, assess, shape & act on opportunities in a variety of contexts & organization.					
CLO2: Practice effectual reasoning to drive entrepreneurial success.					
CLO3: Sketch the minds & methods of expert entrepreneurs to learn from their experience the lessons from failures & success.					
CLO4: Display learning the entrepreneurial mindset and method by doing.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Innovation</b>					15%
Introduction to Innovation-led, tech-powered entrepreneurship. The students are provided with practical proven tools for transforming an idea into a product or service that creates value for others. As students acquire these tools, they learn how to not just differentiate bad ideas from good, but actually how to refine the ideas or the get the potential enhanced, how to build a winning strategy, how to shape a unique value proposition, prepare a business model. Compare their innovation to existing solutions, build flexibility into their plan and determine when best to pivot/quit.					
<b>Module II: Entrepreneurship mindset</b>					30%
Entrepreneurship mindset - dealing with unknown. Entrepreneurial mindset is critical to being successful as an entrepreneur. The module provides the participants with an understanding of the attributes and perspectives of an entrepreneurial mindset, and the process to acquire one. The module introduces concepts that enables a person to start a transformative process in the way they think generally, and in the way they think about business specifically. This new way of thinking has the potential to positively impact not only them, but their business, and community.					
<b>Module III: Effectuation</b>					25%
Effectuation - The 5 principles of effectual entrepreneurship. Students have long been taught the principles and tools of causal reasoning, the exact inverse of the effectual reasoning that drives entrepreneurial success. In causal reasoning, it begins with a specific goal and a given set of means for reaching it but in effectual reasoning, it starts with only a set of means in the process of deploying them, and goals gradually emerge. Participants shall learn to apply the principles of effectuation as an approach to entrepreneurship and it shall help the students identify the next, best step in order to solve the problem that they are working on.					
<b>Module IV: Startup is an Experiment</b>					20%

Startup is an Experiment - Learning from failures- Starting a technology powered innovation led enterprise comes with its share of risk. The rate of failure is high. Therefore, it is not just essential for the startup founders to learn from failures but also to actually fail fast to learn from his/her own failures. Hence it is important to read through many failure case studies and gain the knowledge to help them make better business decisions & to learn from failures.				
<b>Module V: Pitch Presentation</b>				10%
Case Discussion & Presentation, Pitch Presentation				
<b>Pedagogy for course Delivery</b>				
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application				
<b>End Semester Examination Scheme</b>				
Theory (%)		Practical / Project (%)		
-		-		
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Other Assessments		Class tests	-	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CLO1	C1.1	C1. P1	PL01	PE01
CLO2	C1.3	C1. P3	PL01	PE01
CLO3	C3.4	C3. P4	PL02 & PL05	PE02 & PE04
CLO4	C4.5	C4. P5	PL03 & PL05	PE03 & PE04
Reference Books:				
1. Steven Blank and Bob Dorf, (2012), The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company, K&S Ranch				
2. Dr.SarasSarasvathy, (2008),Effectuation: Elements of Entrepreneurial Expertise, New Horizons in Entrepreneurship series.				
Course Design		Dr Nalini P		



Course Title	Organisational Behaviour				
Course Code	P21MBM2010				
Credit Units	2				
<b>Course Objectives</b>					
The course introduces the students to gain a solid understanding of human behaviour in the workplace from an individual, group, and organizational perspective, it introduces frameworks and tools to effectively analyse and approach various Organizational situations.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	-			2
Pre – Requisites		None			
<b>Course learning Outcomes:</b>					
<b>On successful Completion of the course students will be able to</b>					
CLO1: Understand the theories and concepts of Organisational Behaviour					
CLO2: Analyse how these theories and empirical evidence can help to understand contemporary organisational issues.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: FOCUS AND PURPOSE</b>					10 %
Definition, need for and importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models					
<b>Module II: INDIVIDUAL BEHAVIOUR</b>					25 %
Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception. Impression Management. Motivation – importance – Types – Effects on work behavior.					
<b>Module III: GROUP BEHAVIOUR</b>					20%
Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication					
<b>Module IV: LEADERSHIP AND POWER</b>					20%
Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centres – Power and Politics					
<b>Module V: Organization System</b>					25%
Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.					
<b>Pedagogy for course Delivery</b>					
Lecture, Discussion, Debate, Case Analysis and a field study.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
<b>Course Assessment</b>					

Continuous Assessment Score components		End Semester Examination		
Other Assessments		Class tests	NA	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CLO1	C1.1	C1. P1	PLO1	PEO1
CLO2	C1.3	C1. P3	PLO1	PEO1
Reference Books:				
1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 2. Fred Luthans, Organisational Behavior, McGraw Hill, 12 th Edition				
Course Design		Dr. Deepa Manickam		

Course Title		Applied Management Research			
Course Code		P21MBM2611			
Credit Units		3			
<b>Course Objectives</b>					
The course on Applied Management Research will provide hands on experience on use of various statistical tools in decision making for business research problems. It will also enable the students to choose appropriate statistical measure to analyse data, interpret the results, and present the findings of their project carried out the different domains of management research.					
L	T	P	SW	FW	TOTAL CREDITS
1	1	-	-	2	3
Pre – Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Display ability to perform various statistical tools on Research.					
CLO2: Solve using specific analytical and statistical tools and draw inference for decision making.					
CLO3: Construct a Management Research project.					
<b>Course Syllabus</b>					Weightage
<b>Module I: Descriptive Analysis of Data</b>					15%
Variable creation in software and data entry; Data cleaning and organising; Descriptive analysis – Application of measures of Central Tendency, Dispersion, Location and association for data collected; Graphical representation of data - Cross tabulations - Charts using software; Preparation and summary of review of literature					
<b>Module II: Application of Parametric Tests</b>					15%
Performing Reliability and Validity test of research instrument – Cronbach alpha; Normality Test - Identification of suitable test; Hypothesis test – Formulation – Test statistics – Level of significance – Interpretation; ANOVA test; Pearson's Correlation; Simple and multiple Regression analysis – Dependant and Independent variables					
<b>Module III: Application of Non-Parametric Tests</b>					30%
Performing Chi-Square Test, Ordinal regression - Mann-Whitney Test – Kruskal Wallis Test -using appropriate software					
<b>Module IV: Multivariate Analysis</b>					30%
Performing Factor Analysis, Cluster Analysis, Discriminant Analysis using appropriate software					
<b>Module V: Research Paper Preparation</b>					10%
Preparation of research paper – Formatting – References in APA style -Plagiarism test – Conference presentation					
<b>Pedagogy for course delivery</b>					
Training on various Statistical tools shall be provided during the Lecture and Tutorial sessions. The students will be guided for Projects on application of statistical tools for the Management research problems devised in Research Methodology course as a part of their Field work activity.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical/ Project (%)		
			100%		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Course Assessments		Class Test		50	
30		20			

<b>Course Mapping</b>					
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Objectives</b>	<b>Educational</b>
CL01	C1.5	C1. P5	PL01	PE01	
CL02	C3.1	C3. P1	PL02	PE02	
CL03	C3.4, C5.2	C3.P4, C5. P2	PL02, PL04	PE02,PE03	
Reference Books:					
<ol style="list-style-type: none"> <li>1. Malhotra, N. K., Nunan, D., &amp; Birks, D. F. (2017). Marketing research: An applied approach. Pearson Education Limited, 2017</li> <li>2. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, 11/e, McGrawhill Publications,2013</li> <li>3. S. Jaisankar, Data Analysis for Management Research, Archers and Elevators Publishing House, Bangalore, 2016</li> </ol>					
Course Design		Dr. D. Susana			

Course Title		Business Communication			
Course Code		P21MBM2012			
Credit Units		2			
<b>Course Objectives</b>					
This course gives an understanding and demonstrates the use of proper Listening, Speaking, Reading, and Writing [LSRW] techniques that today's workplace demand with respect to business context. It enables the student to develop their interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.					
L	T	P	SW	FW	TOTAL CREDITS
2		-	-	-	2
Pre - Requisites		None			
<b>Course Learning Outcomes</b>					
<b>On Successful completion of the course the student will be able to</b>					
CLO1: Display competency in Listening, Speaking, Writing and Reading skills.					
CLO2: Demonstrate knowledge in business current affairs.					
CLO3: Calibrate information from variety of sources and present ideas accurately and efficiently so that others understand.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: READING</b>					15%
Understanding short stories, notices, messages - comprehension of detailed factual material/ information; Understanding of gist and specific information.					
<b>Module II: WRITING</b>					30%
Internal communication-note, minutes-of-meeting, messages, memos, email-correspondence; report writing, blog & short case /story.					
<b>Module III: LISTENING</b>					25%
Understanding of short conversations or monologues -Conversation / Interview /Discussion.					
<b>Module IV: SPEAKING</b>					30%
Mini Presentation on Business theme- Discussion-Turn taking / negotiating/ exchanging information, expressing and justifying opinions or point of view / online meeting discussions & presentations.					
<b>Pedagogy for course Delivery</b> → Newspaper Discussion, Analysis & Presentation, Short Story & Case Discussions / Written of Blog, Movie reviews.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
N/A			N/A		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Course Assessment		Class test		N/A	
30		20			
<b>Course Mapping</b>					
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>	
CLO 1	C5.2	C5. P2	PLO4	PE03	
CLO 2	C1.6	C1. P6	PLO1	PE01	

CLO 3	C4.1	C4. P1	PL03 & PL05	PE03 & PE04
Reference Book: 1. Business English Certificate Handbook for Teachers-University of Cambridge ESOL.				
Course Design		Mr. Sanjiv Srinivasan		

# **ELECTIVES: MARKETING**

Course Title		Services Marketing			
Course Code		P21MBB2713			
Credit Units		4			
<b>Course Objectives</b>					
To provide an in-depth appreciation of the challenges inherent in managing, delivering, and marketing quality services. Participants will work with tools and strategies that address these challenges.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	-	2	2	4
Pre - Requisites		None			
<b>Course level Outcomes:</b>					
<b>On successful completion of the course, the student will be able to</b>					
CLO1: Understand the various theoretical frameworks and concepts of Services Marketing.					
CLO2: Assess service strategy of an organisation using the Gaps model of Service Quality.					
CLO3: Formulate a service strategy based on marketing research for a well-defined problem.					
CLO4: Display an above average level of proficiency in presenting and writing a technical research report.					
CLO5: Display ability to work collaboratively as a team.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to services</b>					6%
Service economy, definition, and characteristics of services, servuction model, services marketing mix, Gaps model of Service quality, using the Gaps model to assess service strategy.					
<b>Module II: Focus on the consumer: Consumer Behaviour, Expectations &amp; perceptions of a service</b>					15%
Consumer evaluation of services, types & levels of service expectations, Factors that influence expectations, customer perceptions, satisfaction, Service quality, Service encounters					
<b>Module III: Understanding &amp; building customer requirements through research</b>					24%
Marketing research to understand customer expectations, exposure to various tools and elements in an effective services marketing research program including SERVQUAL and ZOT, CRM, relationship value, customer profitability, relationship development strategies and challenges, service recovery strategies and the impact of service failure.					
<b>Module IV: Alignment of Service design and standards</b>					24%
New service development and design, types of service innovation, stages in service innovation and development, challenges, service blueprinting, Quality function deployment, deciding on the right service innovations, types of customers defined service standards and its development, physical evidence and services cape - frameworks and guidelines					
<b>Module V: Delivering and performing service</b>					13%
Employees and customers role in service delivery, delivering service through intermediaries and e-channels, managing demand and capacity, implementing yield management systems					
<b>Module VI: Managing the Service Promise</b>					13%
Need for IMC for services, challenges, strategies to match service promises with delivery; pricing of services, approaches and strategies					
<b>Module VII: Financial and economic impact of services</b>					5%
Service and profitability, company performance measurement					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application.					



<b>End Semester Examination Scheme</b>				
Theory (%)		Practical / Project (%)		
100%				
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
Course Outcomes	Competency	Performance Indicators	PO's	PEO's
CL01	C1.2	C1. P2	PL01	PE01
CL02	C1.3	C1. P3	PL01	PE01
CL03	C3.1	C3. P1	PL02 & PL05	PE02 & PE04
CL04	C4.1	C4. P1	PL03 & PL05	PE03 & PE04
CL05	C4.2	C4. P2	PL03 & PL05	PE03 & PE04
Reference Book				
1. Zeithaml, Bitner, Gremler & Pandit, Services Marketing – Integrating customer focus across the firm, 4 <sup>th</sup> edition, Tata McGraw-Hill.				
Course Design		Dr. Mary Cherian		

Course Title		Consumer Insights			
Course Code		P21MBB2714			
Credit Units		4			
<b>Course Objectives:</b>					
This course familiarizes the basic concepts in consumer profiling and behaviour. It illustrates the science behind Consumer behaviour in both national and Global context. The course imparts knowledge on consumer decision making processes and its application in designing appropriate marketing strategies. The course helps the learners to appreciate ethical consumerism.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	-	2	2	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>After successful completion of this course, the student will be able to</b>					
CLO1: Explain the rationale behind behaviour of consumers across segments.					
CLO2: Exhibit analytical skills to address marketing challenges by analysing different aspects consumer behaviour.					
CLO3: Relate the theories influencing consumer decision making process with the recent practices in persuading consumers.					
CLO4: Evaluate the myths and reality in consumerism and contemporary practices in influencing consumers					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Customer Profiling</b>					10%
Consumer vs Customer, Demographic Profiling – SEC, CWE, Rural HH classification, VALS Framework, Recent Developments in Consumer Profiling.					
<b>Module II: Consumer Perception</b>					15%
Indian Ads, Theory of Perception, Product/Brand positioning and repositioning, JND, using perceptual mapping					
<b>Module III: Learning, Motivation &amp; Attitude</b>					20%
Application of Motivational theories - Cues, response, reinforcement as elements of learning, recognition and recall measures. Application of Learning theories in CB - Classical & instrumental conditioning, modelling or observational learning. Application of Attitude theories in CB - Tri-component Attitude Model, Multi attribute Attitude model - Theory of trying-to-consume model, Attitude-toward-the-Ad models, TORA					
<b>Module IV: External Influences on Consumer Behaviour</b>					15%
Changing society - values, demographics, social strata's, sub-cultures, families & households, influence of groups					
<b>Module V: Consumer Decision Process&amp; Models-</b>					25%
Levels of consumer Decision making, four view of consumer decision making, Model of consumer decision making - Category based decision making (Durables and nondurables), Nicosia model, Howard Sheth, Engel Blackwell & Miniard model					
<b>Module VI: Cross Cultural &amp; Consumerism</b>					15%
Cross culture consumer analysis – Hofstede Model, National, Global and Rural perspective, Global Vs Local Customers, Strategies to persuade Consumers, Neuromarketing. Consumerism, Green Consumerism, Consumer Ethics					
<b>Pedagogy for course Delivery *</b>					
The course would be conducted on discussion mode, has field study, self-reflection exercise as part of it. The sessions will incorporate case discussion.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		

100%				
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
Course Learning Outcomes	Competency	Performance Indicators	Program *Learning Outcomes	Program Educational Outcomes
CL01	C1.2	C1. P2,	PLO1	PE01
CL02	C3.2	C3. P2	PLO2 & PLO5	PE02 & PE04
CL03	C1.4	C1. P4	PLO1, PLO2	PE01, PE02
CL04	C5.4	C5. P4	PLO4	PE03
Reference Books:				
<ol style="list-style-type: none"> <li>1. Ramesh Kumar S, Leon G. Schiff man, Joe Wisenblit, Consumer Behaviour, 12<sup>th</sup> Edition, Pearson Paperback, 31 December 2018</li> <li>2. Ramesh Kumar S, Consumer Behaviour: the Indian Context (Concepts and Cases), 2<sup>nd</sup> Edition, Pearson Education, 30 June 2017</li> </ol>				
Course Design		Dr B Poongodi		

Course Title		Digital Marketing			
Course Code		P21MBB2815			
Credit Units		4			
<b>Course Objectives</b>					
The course on digital Marketing is intended to equip students with knowledge and skills required to execute digital marketing strategies and familiarise them with appropriate tools required to optimise the results of such initiatives.					
L	T	P	SW	FW	TOTAL CREDITS
2		2	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Demonstrate an understanding of Digital Marketing concepts.					
CLO2: Measure consumer digital action using appropriate web analytic tools.					
CLO3: Display ability to implement digital marketing initiatives in business organisation.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Digital Marketing:</b>					15%
Concepts, Key elements, Trends in Digital marketing, social media networking sites, website creation, Benefits of Virtual communities					
<b>Module II: Search Engine Optimization:</b>					20%
Overview, Benefits of SEO, Search Behaviour, online and offline optimisation techniques, Analysis, and review					
<b>Module III: Pay per Click</b>					20%
Concepts, Strength of pay per click, Keyword, Search Campaign Process, quality score, Analytics					
<b>Module IV: Digital Display Advertising</b>					10%
Concepts, advantages & Disadvantages of digital display, Ad formats, campaign planning and budget, campaign tracking and optimization					
<b>Module V: Email Marketing</b>					5%
Data Email Marketing Process, Design and Content, Delivery and Discovery.					
<b>Module VI: Mobile Marketing:</b>					15%
Concepts, SMS content, SMS Strategy, Mobile App promotion, Mobile Advertising & Analytics					
<b>Module VII: Digital Analytics</b>					15%
Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Hands on exercise and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
Nil			100%		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50%	
30		20			
<b>Course Mapping</b>					

Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Objectives
CL01	C1.2	C1. P2	PL01	PE01
CL02	C3.2	C3. P2	PL02 & PL05	PE02 & PE04
CL03	C1.5	C1. P5	PL01	PE01
Reference Book:				
1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, 1st edition, John Wiley & Sons, New Jersey, 2016.				
Course Design		Dr.A. Latha		

# OPERATIONS

Course Title		Decision Models for Operations			
Course Code		P21MBB2216			
Credit Units		4			
<b>Course Objectives</b>					
The course introduces the applications of operations research models pertaining to business situations. The course includes approaches to apply decision models and also prepares students to formulate linear programming models in various functional areas of management and find an optimal solution using TORA software.					
L	T	P	SW	FW	TOTAL CREDITS
3	-	2	-	-	4
Pre - Requisites		None			
<b>Course Learning Outcomes:</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Explain the characteristics of decision models applied to business situations.					
CLO2: Apply suitable decision models to determine an optimal solution for business problems using software					
CLO3: Construct a linear programming model for various business scenarios					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Linear Programming</b>					30%
Application of Linear Programming in business functions – Objective Function – Constraints- Characteristics of LP Model – LP Formulation – Graphical and Simplex methods – Sensitivity analysis - Solving problems using software					
<b>Module II: Transportation Model</b>					20%
Transportation Network Model - Formulation – Demand and Supply – Balanced and Unbalanced problems - - Restricted routes– Maximisation problems - Determining Optimal solution; Assignment Model – Hungarian Method - Restricted and Maximization problems - Solving problems using software					
<b>Module III: Queuing Theory</b>					15%
Application of queuing models – Types of Models - Characteristics of MM1 Queuing model – Multiple servers - Queue discipline – Service Mechanism – Arrival rate and Service rate – Solving problems using software					
<b>Module IV: Game Theory</b>					15%
Two-person zero sum game – Pure and Mixed Strategies – Pay off Table - Formulation - Saddle point - Dominance property - Solving problems using software.					
<b>Module V: Simulation</b>					20%
Monte Carlo method using random numbers – Simulation for Demand Forecasting – Waiting line – Inventory Management					
<b>Pedagogy for course delivery</b>					
Theoretical concepts shall be imparted during lecture and practical sessions. Data for the models shall be used to solve the problems to explain practical application of various business functions.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical (%)		
			100%		
<b>other Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			
<b>Course Mapping</b>					

Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Objectives
CL01	C1.2	C1. P2	PL01	PE01
CL02	C1.3	C1. P3	PL01	PE01
CL03	C3.2	C3. P2	PL02 & PL05	PE02 & PE04
Reference Book: 1. Jaisankar S., Operations Research – Decision Models Approach, Excel Publications, New Delhi, 2009				
Course Design		Dr. S. Jaisankar		



Course Title		Supply Chain Management			
Course Code		P21MBB2617			
Credit Units		4			
<b>Course Objectives</b>					
This course familiarises students on the basics of supply chain management and its significance in a competitive business environment. The course discusses the material and information flows in the supply chain process and provides insights on the supply chain drivers and other factors involved in designing a supply chain.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	-	2	4
Pre – Requisites		None			
<b>Course learning Outcomes:</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Explain the fundamental concepts in supply chain management and its applications in business organisations.					
CLO2: Propose suitable tools and techniques of supply chain management for taking effective supply chain decisions.					
CLO3: Display analytical thinking skills in the application of suitable supply chain tools and techniques for improving supply chain efficiency					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Supply Chain Management</b>					15%
Definition - Objectives- Importance – Decision phase - Process views – Competitive and supply chain strategies – Achieving Strategic Fit – Bull-whip effect					
<b>Module II: Drivers of Supply Chain</b>					25%
Framework for structuring drivers – Performance measures – Customer service and Cost Trade-offs – Order delivery lead time – Calculating the length of supply chain – SC Cost and Efficiency – Working capital productivity					
<b>Module III: Sourcing Decisions</b>					20%
Role of sourcing – In-house or outsource – Procurement process – Vendor Development and Localisation -Vendor Rating –Kraljic’s supply matrix - Strategic Sourcing – Global sourcing decisions					
<b>Module IV: Managing Material Flow</b>					15%
Inventory Management – Types – Costs – Managing Stocks – Transportation - Modes of Transportation – Performance measures – Distribution models – Warehouse – functions - types					
<b>Module V: Logistics Management</b>					15%
Role of logistics in SCM – Inward and Outward logistics -Integrated logistics management – Transportation design decisions – INCO Terms -Third party logistics services and providers – Facilities management (Port/Airport/ICD)					
<b>Module VI: Managing Information Flow</b>					10%
Role of IT in supply chain – IT Framework – CRM – SRM – Future of IT in supply chain – Applications of IOT, Drones, RFID, Block Chain for improving supply chain efficiency - e-commerce supply chain					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and tutorial sessions. Case studies and field work shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		

100%					
<b>Course Assessment</b>					
Continuous Assessment Score components			End Semester Examination		
Course Assessments		Class tests	50		
30		20			
<b>Course Mapping</b>					
Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Objectives	Educational
CL01	C1.2	C1. P2	PL01	PE01	
CL02	C1.3	C1. P3	PL01	PE01	
CL03	C3.2	C3. P2	PL02 & PL05	PE02 & PE04	
CL03	C4.1	C4. P1	PL03 & PL05	PE03 & PE04	
Reference Books:					
1. Janat Shah, Supply Chain Management, Pearson Education,2009					
2. Sunil Chopra, Supply Chain Management, Pearson Education, 2012					
Course Design		Dr.V.Kannan			

Course Title		Lean Manufacturing			
Course Code		P21MBB2618			
Credit Units		4			
<b>Course Objectives</b>					
The course on lean manufacturing familiarizes the students the underlying principles of lean manufacturing and its application. This course discusses the concepts and techniques used to minimize waste in manufacturing and service organisations and provides insights on application of lean tools for productivity improvement.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	-	2	4
Pre – Requisites		None			
<b>Course Learning Outcomes:</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Explain the fundamental concepts of lean manufacturing and its application in business organisations.					
CLO2: Propose suitable lean tools and techniques to eliminate waste in business processes for productivity enhancement.					
CLO3: Display critical thinking skills in the application of suitable lean tools for process ...					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Lean</b>					20%
Evolution of Lean Manufacturing – Lean Principles – Framework of Lean Processes - Lean Production - 7 hidden wastes – Concepts of Cycle time and Takt time – Process mapping - The Lean Enterprise – Lean and Green Manufacturing					
<b>Weightage</b>					20%
Just-in-Time Inventory – Characteristics of JIT - Lean Production - Pull production – Toyota Production System - Heijunka – Point of use storage - Cellular Layout – Focused factory - Supermarket - Case studies					
<b>Module III: Lean Concepts &amp; Tools</b>					30%
Kaizen events - 5S Housekeeping – Poka Yoke - SMED– Kanban system – Visual workplace – One-piece flow – Gemba – Andon – Shadow Board - Jidoka – Catch Ball – FMEA - Zero defects – Design of Experiments – Root Cause Analysis - Standardized work - Value Stream Mapping					
<b>Module IV: Lean Manufacturing through TPM</b>					15%
Principles of TPM – 8 TPM Pillars – Jishu Hozen - Planned and Quality Maintenance– Kobetsu Kaizen - 6 Big Losses - TPM in office functions – Overall Equipment Efficiency - OEE Goals – TPM implementation					
<b>Module V: Lean in Service sector</b>					15%
Lean wastes in service - Financial sector – Marketing sector – Retailing – Health care & Hospitality sector - Lean office – Lean suppliers - Internet of Things – IoT for Lean Production					
<b>Pedagogy for course delivery</b>					
Theoretical concepts shall be imparted during lecture and tutorial sessions. Case studies and field work shall be used for anchoring concepts and to elaborate practical application.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			

<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PL01	PE01
CL02	C1.3	C1. P3	PL01	PE01
CL03	C3.4	C3. P4	PL02 & PL05	PE02 & PE04
CL03	C4.1	C4. P1	PL03 & PL05	PE03 & PE04
Reference Books:				
<ol style="list-style-type: none"> <li>1. S. R. Devadasan, Lean and Agile Manufacturing, PHI, 2012</li> <li>2. Arun Desai, Lean Manufacturing: Perspectives and Application, IUP,2008</li> </ol>				
Course Design		Dr. S. Jaisankar		

# FINANCE

Course Title		Commercial Banking			
Course Code		P21MBB2919			
Credit Units		4			
<b>Course Objectives</b>					
The course commercial banking introduces the banking concepts, varied retail and wholesale products and fund and fee-based services offered by banks. It is designed to familiarise on management of asset-liability of banks and enhance knowledge on credit appraisal and the recovery mechanism adopted by banks.					
L	T	P	SW	FW	TOTAL CREDITS
3	-	-	2	-	4
Pre – Requisites		None			
<b>Course learning Outcomes</b>					
<b>On the successful completion of the course, students will be able to</b>					
CLO1: Explain various banking concepts, retail cum wholesale products and services offered by banks					
CLO2: Compile the credit appraisal techniques and recovery techniques adopted by banks.					
CLO3: Interpret the asset liability management of selected banks and modern banking services					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Money and commercial banking</b>					13%
Money - Banks and bankers. Commercial banking - Overview – Functions- commercial banking in India- banking in modern era, Small Banks, Payment Banks - Customer relationship.					
<b>Module II: Retail banking - Deposit</b>					17%
Retail banking- Type of consumer loans- evaluation- credit analysis-credit scoring and consumer credit regulations. Deposit products in India and abroad – types of bank deposits, computation of interest on deposits- composition of bank deposits. Loan Pricing – objectives, methodology, pricing models, priority sector lending.					
<b>Module III: Retail - Credit and Priority Sector Lending</b>					17%
Credit- Characteristics of credit - Cardinal Principles- credit appraisal and analysis and Appraisal Techniques; Credit assessment- Credit disbursal & monitoring – NPA Assessment & provisioning- Recovery procedures - CIBIL -Priority Sector Advances					
<b>Module IV: Non-fund-based Services and Recent developments</b>					10%
Non-fund Based Limits; estimation of WC; Term Loans; Base Rate					
<b>Module V: Asset Liability Management in Banks</b>					13%
Asset Liability Management in Banks, Reading and interpreting bank Balance Sheet – BASEL CAR Norms					
<b>Module VI: Fee based services &amp; Wholesale banking</b>					15%
Fee based services – L/C, Bank guarantees, subsidiary services, - Corporate banking – nature - development in corporate banking- Consortium finance.					
<b>Module VII: Negotiable Instruments and Modern Banking Services</b>					15%
Payment and Collection of Cheques and Other Negotiable Instruments - NI Act; Role & Duties of Paying & Collecting Banks - Technology in Banking – Core Banking solutions- payment systems and Electronic banking - Data Communication Network and EFT systems – security considerations – IT act- modern banking services- Challenges and prospects for modern banking.					
<b>Pedagogy for course Delivery *</b>					
Sessions will be conducted through group-based learning based on videos shared in advance. The sessions will incorporate the news article discussion in addendum.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					

<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Other Assessments		Class tests		50
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PLO1	PEO1
CL02	C1.3	C1. P3	PLO1	PEO1
CL03	C1.6	C1. P6	PLO1	PEO1
Reference Book: 1. Indian Institute of Banking (IIBF) - Principles and practices in banking – 5th edition- Macmillan education, 2021				
Course Design		Dr S.Sangeetha		

Course Title		Security Analysis and Portfolio Management			
Course Code		P21MBB2720			
Credit Units		4			
<b>Course Objectives</b>					
The course on Security Analysis and Portfolio Management will introduce the concept of Investment, Products, Institutions, market mechanisms including regulations, Provide global perspective on the capital markets. In this course, analytical techniques for investing will be discussed and Construction, Evaluation and Revision of financial portfolio will be carried out.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	-	2	4
Pre - Requisites		None			
<b>Course Learning Outcomes:</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Outline the functioning of the capital market and define the products traded in the Indian Capital Market.					
CLO2: Formulate Fundamental and Technical analyses for investments.					
CLO3: Construct optimal portfolios for making investment decisions.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Capital Markets</b>					20%
Investment – types of Investment-Capital market- Structure - Primary and Secondary Market –Primary Market – functions, participants, - new issues. Secondary market - Stock exchanges - Functioning of BSE & NSE - Online trading & settlement procedure in BSE & NSE. Listing- procedure for listing in NSE & BSE. Stock market indicators – Indices – BSE Sensex & NSE nifty & briefing on other Sectoral indices, Method of construction w.r.t Free float market capitalization - Evolution of Indian Stock market.					
<b>Module II: Fundamental and Technical Analysis</b>					30%
Security Analysis – Fundamental & technical analysis –EIC framework – concept and linkage to stock market - Economic Analysis -Industry Analysis –Models available for Analysis (Industry Life Cycle; 5 forces model) - Company Analysis: Tools & Techniques available for Analysis; with respect to the Ratio Analysis.					
<b>Module III: Capital Market Theories</b>					25%
Risk and Return of securities - Computation of Intrinsic Value for Equity Shares, Bonds - CAPM – APT– Assumptions, implications & Difference between CAPM & APT (Only Theory)					
<b>Module IV: Portfolio Management</b>					25%
Portfolio Management Process - Markowitz Theory- Sharpe's Single Index Model - Computation of Optimal Portfolio Performance evaluation – concept and parameters - Problems on Assessing the performance of portfolios- Portfolio Revision – strategies - Portfolio Management Services –Services offered.					
<b>Pedagogy for course delivery</b>					
In this course, the students will be introduced to the Capital markets, Capital market Theories, Fundamental and Technical analysis and Portfolio construction during the Lecture and Tutorial sessions. The students will have real time on-line share trading exposure for identification, selection of securities and construction of portfolio as per part of their Field work activity.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical/ Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class Test		50	
30		20			



<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PL01	PE01
CL02	C3.1	C3. P1	PL02	PE02
CL03	C3.2	C3. P2	PL02	PE02
Reference Books				
1. Bhalla, V.K, Investment Management. New Delhi, S.Chand & Company Ltd., 2010				
2. Prasanna Chandra, Investment Analysis and Portfolio Management, MC Graw Hill , 2017				
Course Design		Dr. P Mohanamani		

Course Title		Financial Modelling			
Course Code		P21MBB2521			
Credit Units		4			
<b>Course Objectives</b>					
The course on Financial Modelling will help the students to learn the model building skills in Financial Statement Analysis, Portfolio, Valuation, Project Appraisal and Risk Analysis with the help of Excel.					
L	T	P	SW	FW	TOTAL CREDITS
2	1		2	-	4
Pre – Requisites		None			
<b>Course Learning Outcomes:</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Display ability to perform analytical tools for Finance functions.					
CLO2: Construct models in different areas of Finance including Portfolio management and Valuation.					
CLO3: Measure the key sensitivities and risk in financial models.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction on Features of Excel for Financial modelling</b>					15%
Finance Functions in Excel- Macros, Scenario and Sensitivity Analysis, Model Building and Simulation					
<b>Module II: Financial Statement Analysis</b>					20%
Firm and Competitor Analysis using Key Financial ratios -Forecasting using Financial Statements, Cash flow waterfall.					
<b>Module III: Portfolio Theory</b>					15%
Determining Efficient Portfolio - Creating Dynamic Portfolios – CML, SML - Fixed Income Portfolio Management.					
<b>Module IV: Value at Risk</b>					15%
Computation of Value of Risk, Value at Risk of a Firm, Portfolio					
<b>Module V: Valuation</b>					20%
Different valuation methods, Valuing the company using DCF and relative valuation models					
<b>Module VI: Project Appraisal</b>					15%
Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal					
<b>Pedagogy for course delivery</b>					
Training on various excel functions shall be provided during the Lecture and Tutorial sessions. The students will be guided for building models in various financial applications. Students will work hands on with financial case students to have a better understanding on financial modelling,					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical/ Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class Test	50		
30		20			
<b>Course Mapping</b>					
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>	
CLO1	C1.5	C1. P5	PL01	PE01	

CL02	C3.4	C3. P4	PLO2	PEO2
CL03	C3.2	C3. P2	PLO2	PEO2
Reference Book: 1. Rees, M. (2018). Principles of financial modelling: model design and best practices using Excel and VBA. John Wiley & Sons.				
Course Design		Dr. D.Susana		

# ENTREPRENEURSHIP

Course Title		Applied Design Thinking			
Course Code		P21MBB2622			
Credit Units		3			
<b>Course Objectives</b>					
The course enables product innovators & early-stage start-up founders to learn the customer development process, tools & techniques to identify the potential customers & validate the inherent risks by linking their progress to customer- motivation, customer-commitment & customer-acceptance and there by evaluating the true market potential of product innovation.					
L	T	P	SW	FW	TOTAL CREDITS
1	1			2	3
Pre – Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Apply a scientific method to define & test various hypotheses to mitigate the inherent risks in product innovations.					
CLO2: Demonstrate the learning to identify different beneficiaries & market segments, define the early adopters and design the plan to target user/buyer from the selected market.					
CLO3: Build the solution concept based on the proposed value defined for the target customer exploring various alternate solutions to achieve value-price fit.					
CLO4: Display skills in empathizing, critical thinking, analysing, storytelling & pitching.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Customer-Centric Innovation</b>					30%
Introduction to Customer-Centric Innovations- Validation Risk vs Valuation Risk, Metrics that matter for evaluating the risk of innovations on the dimensions of Customer Commitment, Customer Acceptance & Customer Motivation, Assess the success potential of product innovations.					
<b>Module II: Problem Validation and Customer Discovery</b>					20%
Problem Validation and Customer Discovery - Tools and techniques of the managed innovation process, Principles of design thinking for need-finding; innovation tools and techniques for problem validation and user discovery; right buyer/beneficiary; selection, user personas, user stories and the use-cases					
<b>Module III: Value Proposition</b>					30%
Value Proposition - Designing and Testing Value Proposition; Design a compelling value proposition; Quantify and validate value proposition; Value-Price fit. Process, tools and techniques of Value Proposition Design; Build a compelling value proposition for product/ service.					
<b>Module IV MUP Design</b>					10%
MUP Design -Solution Exploration, Concepts Generation and MUP design- Conceptualize the solution concept; explore, iterate and learn; build the right prototype; Assess capability, usability and feasibility. Systematic concept generation; evaluation technology alternatives and the solution concepts; apply metrics for evaluation.					
<b>Module V: 3Min Pitch Canvas</b>					10%
3Min Pitch Canvas; art and science of pitching; storytelling; pitch practice & presentation, body language & effective communication skills for a successful pitch presentation.					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		

-	100%			
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Other Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PLO1	PE01
CL02	C1.3	C1. P3	PLO1	PE01
CL03	C3.4	C3. P4	PLO2 & PLO5	PE02 & PE04
CL04	C4.2	C4. P2	PLO3 & PLO5	PE03 & PE04
Reference Book:				
1. Vivek Singh, (2020), Presentation Masala, Amazon Kindle Steve Blank, (2013), The four steps to epiphany: Successful strategies for products that win, Wiley. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadacos, (2014), Value Proposition Design: How to Create Products and Services Customers Want, Wiley				
Course Design		Dr.Nalini P		

Course Title		Innovation and Venture Fundamentals			
Course Code		P21MBB2623			
Credit Units		3			
<b>Course Objectives</b>					
The course provides a complete overview of all aspects of a startup venture. It will introduce the concept of a spiral model of enterprise creation, and how this successive refinement process is fundamental to understanding and mitigating risk.					
L	T	P	SW	FW	TOTAL CREDITS
1	1			2	3
Pre - Requisites		None			
<b>Course learning Outcomes:</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Demonstrate and Outline the fundamentals of a venture and how to eliminate the unknown					
CLO2: Organize and Plan the big picture and scope to scale all aspects of an organization and the interrelationships between them.					
CLO3: Display learning of introductory concepts in innovation, product design & development, company types, product pricing & strategy, sales channels, product roadmaps, and start-up financials.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to the Spiral Model of development;</b>					25%
Introduction to the Spiral Model of development; its importance and how it affects the holistic view of the company. The three axes of the Spiral Model of Development. Introduction to various risks involved in Innovation & Growth and learn how to adapt, change, & pivot.					
<b>Module II: Achieving Product Readiness</b>					20%
Understand the stages of a Startup Product Roadmap, learn to design product/service. Understand new product development methods & strategies, Role of technology and planning for product design & development.					
<b>Module III: Achieving Commercial Readiness</b>					20%
Customer Development, Production & Distribution channels, Product Market fit, Open Innovation Strategies, Ecosystem Development & Partnerships, Alternate Markets & Growth plans.					
<b>Module IV: Achieving Company Readiness</b>					20%
Knowhow on company registration, business planning, the trading off-risks and beyond. Team formation, Intellectual Property, Manning Investments, Business planning, Tradeoff between Risk / Reward					
<b>Module V:</b>					15%
Doing Business in India-Support, Financial institutions and banks- Role of incubators, accelerators, mentors and government.					
Pitch Presentation, Venture case study					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
			100%		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			
<b>Course Mapping</b>					

Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Objectives
CL01	C1.2, C2.4	C1.P2, C2. P4	PLO1	PEO1
CL02	C1.3	C1. P3	PLO1	PEO1
CL03	C3.3	C3. P3	PLO2 & PLO5	PEO2 & PEO4
CL03	C4.2	C4. P2	PLO3 & PLO5	PEO3 & PEO4
Reference Books: 1. Ben Horowitz, (2014), The Hard Thing about Hard Things: Building a Business When There are No Easy Answers, Harper Collins 2. Steve Blank & Bob Dorf, (2012), The Start-up Owner's Manual: The step-by-step guide for building a great company, K&S Ranch				
Course Design		Dr Nalini.P		



Course Title		Negotiation Fundamentals for Start ups			
Course Code		P21MBB2024			
Credit Units		2			
<b>Course Objectives</b>					
This course enables the student to understand the nuances in negotiation. Prepares the student to face a negotiation by understanding the process, analyse, prepare for, and execute negotiations.					
L	T	P	SW	FW	TOTAL CREDITS
2		-		-	2
Pre – Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Understand the fundamentals of Negotiation strategy in business; its barriers in Negotiation and develop the negotiation process.					
CLO2: Display critical skills in value creation and value claiming in Negotiations and build Negotiation process and provide results.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Negotiation</b>					20%
Overview of Negotiation Strategy, Types of negotiations – key concepts: BATNA, Reservation Price, ZOPA. The three dimensions of any negotiation: People, Problem, and Process. Two fundamental tools of the negotiator: active listening, and effective speaking.					
<b>Module II: Understanding Barriers</b>					20%
Barriers to agreements: lack of trust, informational vacuum, structural impediments, cultural, language & gender differences; Mental errors: escalation, partisan perception, irrational expectation, unchecked emotions.					
<b>Module III: Value creation</b>					20%
Value creation through trades, techniques to create value through negotiation., typical bargaining techniques - and strategy to counter the bargaining tactics. Prepare for flexibility. Table Tactics: Win-lose tactics, tactics for integrative negotiation					
<b>Module IV: Negotiation process</b>					20%
Plan the necessary sequence of a negotiation, and organise them effectively in scheduled phases, analyse the typical factors of failure or deadlock in negotiation, and develop proper responses. negotiate on behalf of others: getting the right instructions and respecting negotiation mandate					
<b>Module V: Practice</b>					20%
Role plays and case studies in effectuation of key resources in start-ups.					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
NA			NA		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		NA	
30		20			
<b>Course Mapping</b>					
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>	

CL01	C1.2	C1. P2	PL01	PE01
CL01	C1.3	C1. P3	PL01	PE01
CL02	C3.4	C3. P4	PL02 & PL05	PE02 & PE04
CL02	C4.3	C4. P3	PL03 & PL05	PE03 & PE04
Reference Book				
<ol style="list-style-type: none"> <li>1. Harvard Business Essentials: Guide to Negotiation Paperback – 28 Apr 2010 by Harvard Business Essentials</li> <li>2. Thompson Leigh (2013), The Truth About Negotiations (2nd Edition), Pearson</li> <li>3. Singh B.D (2010), Negotiation &amp; Counselling: Text and Cases, Excel Books</li> </ol>				
Course Design		Dr Shripria V		

Course Title		Social Entrepreneurship Management			
Course Code		P21MBB2425			
Credit Units		4			
<b>Course Objectives</b>					
To enable students to understand fundamental concepts of social entrepreneurship. To imbibe skillset required in making of a social entrepreneur and how he works in pursuit of his venture with interest of solving problems of society.					
L	T	P	SW	FW	TOTAL CREDITS
3		-	-	2	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1. Understand social entrepreneurship and distinguish its elements from across a continuum of organizational structures from traditional non-profits to social enterprises.					
CLO2- Build a social business canvas.					
CLO3- Develop an application of Social Business Model Canvas and lean start-up methods for planning, developing, testing, launching and evaluating social change ventures.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to social entrepreneurship</b>					10%
Conceptual Framework: Non for profits and sustainable social ventures Social entrepreneurship and innovation within various social issues. Seven tools or models of social entrepreneurship.					
<b>Module II: Mapping the Social Entrepreneurship Ecosystem</b>					20%
Social problem identification and need study. Identification of social issues with UN Impact goals, assessing social change opportunities and designing social change ventures to meet unmet needs.					
<b>Module III Planning for a Social Venture</b>					15%
Market and industry analysis, Business planning for social entrepreneurs					
<b>Module IV: Structuring for a Social Venture</b>					10%
Structuring social change ventures and other organization planning and managerial considerations. Social Start up.					
<b>Module V: Funding for a Social Venture</b>					15%
Funding social venture- profit/ not for profit -hybrid model. Scaling Up & Impact Investing. Revenue Models for social enterprises.					
<b>Module VI: Impact metrics for social enterprise.</b>					15%
5C's of social change, methods to assess and evaluate social entrepreneurship. Evaluating outcomes and measuring impact.					
<b>Module VII Social Business Plan</b>					15%
Social Innovation, Jugaad, Bottom of the pyramid, Social Value Proposition, Social Business Model canvas, Validation.					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application a social business plan will be worked out.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	

30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PL01	PE01
CL01	C2.4	C2. P4	PL01	PE01
CL02	C3.3	C3. P3	PL02 & PL05	PE02 & PE04
CL03	C5.5	C5. P5	PL04	PE03
Reference Books:				
<ol style="list-style-type: none"> <li>1. David Bornstein and Susan Davis, 2010 Social Entrepreneurship: What Everyone Needs to Know</li> <li>2. Teresa Chahine (2016), Introduction to Social Entrepreneurship</li> <li>3. David Bornstein (2004), How to Change the World: Social Entrepreneurs and the Power of New Ideas</li> </ol>				
Course Design		Dr Shripria V		

# HUMAN RESOURCE

Course Title		Industrial Relations			
Course Code		P21MBB2126			
Credit Units		4			
Course Objectives The course provides an Understanding of the Interaction pattern among Labours, Management and the Government, it explains the importance and critical issues in Industrial Relations.					
L	T	P	SW	FW	TOTAL CREDITS
3	1	-		-	4
Pre – Requisites		None			
<b>Course learning Outcome</b> <b>On successful Completion of the course students will be able to</b> CLO1: Explain the basic knowledge of the Indian Industrial Relations System and its distinctive features. CLO2: Describe the Role of Trade Union and outline the causes and effects of Industrial Disputes. CLO3: Outline the various components involved in the economic, political, and social circumstances governing industrial relations.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: INTRODUCTION TO INDUSTRIAL RELATIONS:</b>					10%
Industrial Relations–Basic Concept and Philosophy of Industrial Relations– Evolution and Growth of Industrial Relation in India–Factor Influencing Industrial Relation, Scope & Aspects of Industrial Relations, Causes & effects of Poor Industrial Relation in India					
<b>Module II: TRADE UNIONS</b>					20%
Definitions. Characteristics of Trade Unions. Types of Trade Unions, Reason for Employees Joining Trade Unions, Trade Union Movement in India Problems of Indian Trade Unions. Trade Union Federations in India.					
<b>Module III: Industrial Disputes</b>					15%
Industrial Disputes & Employee Participation: Industrial Disputes in India; Causes of disputes, Methods for the settlement of industrial disputes; Definitions and aims of Workers participation, Worker participation in Management in India					
<b>Module IV: Industrial Safety</b>					20%
Accidents - Causes – Prevention – Safety Provisions - Industrial Health and Hygiene – Importance – Problems – Occupational Health and Hazards – Diseases – Psychological problems – Counselling – Statutory Provisions					
<b>Module V: COLLECTIVE BARGAINING</b>					15%
Concept. Essential Prerequisites for Collective Bargaining. Levels of Collective Bargaining Plant Level, Industry Level and National Level. The Collective Bargaining Process Advantages and Disadvantages of Collective Bargaining					
<b>Module VI: STANDING ORDERS AND GRIEVANCE PROCEDURE</b>					10%
Standing Orders- Objectives, Evaluation of Standing Orders, Grievances- Concept, Causes of Grievances, Procedure of Settlement					
<b>Module VII: Introduction to Labour Codes</b>					10%
Introduction to Labour code on Wages, Introduction to Labour code on Industrial Relations, Introduction to Labour code on Social Security, and Introduction to Labour code on Occupational Safety, Health and Working Conditions.					
<b>Pedagogy for course Delivery</b> Lectures, Discussion, Debate, Case study					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					

<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Course Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Outcomes
CL01	C1.2	C1. P2	PLO1	PEO1
CL02	C2.1	C2. P1	PLO1	PEO1
CL03	C1.6	C1. P6	PLO1	PEO1
Reference Books:				
1. CB Mamoria, Satish Mamoria and S V Gankar, "Dynamics of Industrial Relations", Himalaya Publishing House, 2008				
2. T. N. Chabra, R.K. Suri, "Industrial Relations- Concepts and Issues", 2000, Dhanpat Rai & Co. Private Ltd				
Course Design		Dr.Deepa Manickam		

Course Title		Learning and Development			
Course Code		P21MBB2627			
Credit Units		4			
<b>Course Objectives</b>					
To know the role and function of Learning and development in organization, learning theories, and principles and their implications for the effectiveness of training programs					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-		2	4
Pre - Requisites		None			
<b>Course learning Outcome</b>					
<b>On successful completion of the course the students will be able to</b>					
CLO1: Describe the key concepts associated with Learning & Development.					
CLO2: Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts.					
CLO3: Design a training programme for various categories of employees in a variety of organizational contexts.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: INTRODUCTION to LEARNING</b>					20%
INTRODUCTION – Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, learning styles, elements and profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need or Training and Development, Types of Training, Effective Learning and Training					
<b>Module II: TRAINING NEEDS ANALYSIS</b>					20%
Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist					
<b>Module III: DESIGNING AND IMPLEMENTATION OF TRAINING PLAN</b>					25%
Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training.					
<b>Module IV: EVALUATION OF TRAINING PROGRAM</b>					15%
Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIRO of Training, ROT of Training, Cost-Benefit analysis					
<b>Module V: MANAGEMENT DEVELOPMENT</b>					20%
Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lecture and practice sessions. Case studies and course assignment shall be used for anchoring concepts and to elaborate practical application					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%					
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			



<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Outcomes</b>
CL01	C1.2	C1. P2	PL01	PEO1
CL02	C3.4	C3. P4	PL02	PEO4
CL03	C4.1	C4. P1	PL03	PEO3
Reference Book: 1. Raymond Noe, Amtabh Deo Kodwani , Employee Training and Development,7 <sup>th</sup> Edition, McGraw Hill Education				
Course Design		Dr.Deepa Manickam		

Course Title		Talent Management			
Course Code		P21MBB2628			
Credit Units		4			
<b>Course Objectives</b>					
The Course introduces students to Talent Management, it focuses on the attraction, acquisition, and retention of talent in Organisation. It also helps them to understand the process of identifying and developing the potential talent to fulfil the present and future need of the organisation. The course will provide the students an understanding of talent Management and its linkage with Organisational strategy and other HR practices.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-		2	4
Pre – Requisites		None			
<b>Course Learning Outcome</b>					
<b>On successful completion of the course the student will be able to</b>					
CLO1: Demonstrate the knowledge of Talent Management Process					
CLO2: Interpret the impact of Talent Management practices on Organisational strategy.					
CLO3: Demonstrate an Understanding on Retaining the talent in the Organisation.					
CLO4: Identify and strategically formulate talent Management Tools					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Talent Management</b>					20%
<b>INTRODUCTION</b> – Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent.					
<b>Module II: Talent Acquisition</b>					25%
Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process Talent acquisition management solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews					
<b>Module III: Talent Management Strategy</b>					25%
The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management, Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development					
<b>Module IV: Talent Retention:</b>					20%
Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model					
<b>Module V: Contemporary Talent Management Issues and challenge</b>					10%
Introduction, Organisational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India					
<b>Pedagogy for course Delivery</b>					
Theoretical concepts shall be imparted during lectures, Discussion, Case study.					
<b>End Semester Examination Scheme</b>					

Theory (%)		Practical / Project (%)		
100%				
<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Other Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
Course Learning Outcomes	Competency	Performance Indicators	Program Learning Outcomes	Program Educational Objectives
CL01	C1.2	C1. P2	PLO1	PEO1
CL02	C1.6	C1. P6	PLO1	PEO1
CL03	C1.2	C1. P2	PLO1	PEO1
CL04	C3.1	C3. P1	PLO2	PEO2
Reference Books:				
<ol style="list-style-type: none"> <li>1. Lance A Berger, Dorothy R Berger, Talent Management Handbook, 13th edition, Mc. Graw Hill</li> <li>2. Hasan, M., Singh, A. K., Dhamija. Talent management in India: Challenges and opportunities, Atlantic Publication</li> </ol>				
Course Design		Dr. Deepa Manickam		

# ANALYTICS

Course Title		Introduction to Business Analytics			
Course Code		P21MBB2529			
Credit Units		4			
<b>Course Objectives</b>					
The Course Introduction to Business analytics provides students with a fundamental understanding of various Business Analytics concepts and components. The course introduces basic technologies in Business analytics projects and applications, and various challenges faced by organisation while integrating Business analytics into the business process.					
L	T	P	SW	FW	TOTAL CREDITS
2	1	-	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Explain the understanding of the fundamental Business Analytics Frameworks.					
CLO2: Display the competence to assess the usage of various Business Analytics Technologies.					
CLO3: Build a Business Analytics Plan to solve a business problem by integrating business analytics into core business process.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Overview of Business Analytics</b>					10%
Introduction to Analytics, The Paradigm Shift- From Data to Insight, From Business Intelligence to Business Analytics, Levels of "Intelligence", Opportunities and avenues in Business Analytics					
<b>Module II: The Business Analytics Cycle</b>					30%
Objective, Data, Analytic Tools and Methods, Implementation, Guiding Questions, Requirements for Integrating Business Analytics, Common Questions, Digital Transformation - Evolution of ERP, Big Data & Data Science					
<b>Module III: Data Mining and Data Analytics</b>					20%
Predictive Analytics, Forecasting, Optimization, Simulation, Network Analytics, Text Analytics					
<b>Module IV: Data Issues &amp; Management</b>					20%
Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data & Data Classification, Importance of Data Visualization.					
<b>Module V: Applications in Business Domains</b>					20%
Social Media Analytics -Customer Satisfaction, Mining Online Buzz, Operational Analytics -Inventory Management, Marketing Optimization, Predictive Maintenance, Human Resources and Workforce Management.					
<b>Pedagogy for course Delivery</b>					
The Course will provide a platform and strong fundamentals required for integrating business analytics solutions into business process. The Course Delivery will have emphasis both on theory and practical applications. Theoretical concepts shall be imparted through lecture and practice sessions. Scenario Analysis, Case Study discussions and Live Demonstrations using analytics tools shall be used for anchoring concepts and to elaborate practical applications of Business Analytics.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
100%			-		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			

<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PLO1	PE01
CL02	C1.5	C1. P5	PLO1	PE01
CL03	C 3.2	C3. P2	PLO2 & PLO5	PE02 & PE04
Reference Books:				
<ol style="list-style-type: none"> <li>1. Haroon R., David and Shmulei G, Getting Started with Business Analytics: Insightful Decision-Making, Boca Raton Florida, Chapman and Hall/CRC, 2013.</li> <li>2. Dean Abbott, Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst, John Wiley &amp; Sons, Inc,2014.</li> </ol>				
Course Design		S.N. Vivek Raj		

Course Title		Programming for Business Analytics			
Course Code		P21MBB2830			
Credit Units		4			
<b>Course Objectives</b>					
The Course Programming for Business Analytics familiarizes students with R programming environment. It introduces the students with needed understanding of various R programming constructs and libraries required for solving business problems and making informed decisions.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	2	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Display the competence to use the R Programming environment for data analytics.					
CLO2: Explain the understanding of key programming constructs and methods required for carrying out an analytics project.					
CLO3: Build a business analytics project by applying appropriate techniques to solve business problems.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to R</b>					5 %
Understanding the tool user interface, Getting helps on tool, Installing Packages.					
<b>Module II: Understanding Data Structures</b>					25 %
Data Types, Importing Data (CSV, Excel, Fixed Width Formats), Data Manipulation, Combining Data Sets, Sub-setting Data, Data Sorting, Data Aggregations, Relabelling the Columns					
<b>Module III: Exploring Data</b>					20%
Exploratory Data Analysis, Programming Structures, Plotting Charts and Graph with ggplot2: Graphing Template, Aesthetic mapping, Facets.					
<b>Module IV: Univariate Descriptive Statistics</b>					10%
Graphs and distribution of shapes, Measures of center and spread, The Normal distribution, Z-scores.					
<b>Module V: Bivariate Distributions</b>					15%
The scatterplot, Bivariate Distributions (Categorical Data), Contingency tables, Conditional probability, Examining independence - Overview					
<b>Module VI: Hypothesis Testing</b>					15 %
Errors in testing, Alpha and critical values, Single sample test, independent ttest and Dependent t-test, Hypothesis Testing (Categorical Data), The chisquare test Goodness-of-Fit, Test-of-Independence, Hypothesis Testing (More Than Two Group Means), The ANOVA, One-way ANOVA, Two-way ANOVA, Post-Hoc Testing, Interaction Plots.					
<b>Module VII: Correlation and Regression</b>					10 %
Correlation, Simple (single variable) regression, Multiple regression, Model Diagnostics.					
<b>Pedagogy for course Delivery</b>					
The Course Will be driven in the Practical Mode accompanied with lectures and case studies for explanation of theoretical concepts. R Studio IDE will be used for analysing the business datasets and making the required interpretations.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
-			100 %		

<b>Course Assessment</b>				
Continuous Assessment Score components			End Semester Examination	
Other Assessments		Class tests	50	
30		20		
<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CLO1	C1.5	C1. P5	PLO1	PEO1
CLO2	C1.2	C1. P2	PLO1	PEO1
CLO3	C 3.4	C3. P4	PLO2 & PLO5	PEO2 & PEO4
Reference Books:				
<ol style="list-style-type: none"> <li>1. Mark Gardener, Beginning R, The Statistical Programming Language, John Wiley &amp; Sons, Inc, 2018.</li> <li>2. Paul E. Johnson, Rtips. Revival 2014! (<a href="http://pj.freefaculty.org/R/Rtips.pdf">http://pj.freefaculty.org/R/Rtips.pdf</a>), 2014.</li> <li>3. Garrett Golemund, Hadley Wickham, R for Data Science, O'Reilly Media, Inc., 2016.</li> </ol>				
Course Design		S.N. Vivek Raj		



Course Title		Advanced Statistics & Data Mining			
Course Code		P21MBB2831			
Credit Units		4			
<b>Course Objectives</b>					
The Course provides a platform for the students to learn applications of Data mining for informed decision making. The Course starts off with some basic data mining techniques and then moves on to a higher plane to learn and build predictive models using techniques like Decision Tree and Logistic Regression.					
L	T	P	SW	FW	TOTAL CREDITS
2	-	2	2	-	4
Pre - Requisites		None			
<b>Course learning Outcomes</b>					
<b>On successful completion of the course students will be able to</b>					
CLO1: Explain the understanding of the principles and concepts in Datamining.					
CLO2: Display the ability to work in an appropriate analytics tool for data mining.					
CLO3: Build various Data mining models based on the problems identified.					
CLO4: Display the competence to assess the various Data mining methods for solving domain related business problem in an organization.					
<b>Course Syllabus</b>					<b>Weightage</b>
<b>Module I: Introduction to Data Mining</b>					10%
What is Data Mining? Concepts of Data Mining, Data Mining Process – CRISP DM, Supervised & Unsupervised Learning Techniques, Training & Testing, Modelling Window Concepts, Target Variable, Applications of Data Mining, Challenges					
<b>Module II: Data Understanding</b>					25%
Types of Variables, Distributions and Summary Statistics, Visualization, Data Integrity Check, Variable Standardization and Normalization, Extent of Missing Data, Segmentation, Outlier detection, Automated Data Preparation, Combining data files, Sampling.					
<b>Module III: Introductory Data Mining Techniques</b>					20%
K Nearest Neighbour Technique, Euclidean Distance Measure; Market Basket Analysis: Support, Lift, Confidence.					
<b>Module IV: Decision Tree</b>					25%
Classification Tree Techniques (CHAID, CART, C4.5), Splitting Criteria (Chi-SQ, Entropy, Gini Gain), Merging Criteria, Cultivating Decision Trees, Pruning a Decision Tree, Cross-Validation, Confusion Matrix and Performance metrics					
<b>Module V: Logistic Regression</b>					20%
Logistic Regression: Log Odds, Hypothesis Testing, Selecting Regression Inputs, Transforming Inputs: Continuous and Categorical Inputs, Model Performance: Rank Ordering, KS, Concordance, Model Validation					
<b>Pedagogy for course Delivery</b>					
The Course Will be driven in the Practical Model accompanied with lectures and case studies for explanation of theoretical concepts. R Studio IDE or other relevant Data analytics tools (based on the instructor's choice) will be used for analysing the business datasets and making the required interpretations.					
<b>End Semester Examination Scheme</b>					
Theory (%)			Practical / Project (%)		
-			100 %		
<b>Course Assessment</b>					
Continuous Assessment Score components				End Semester Examination	
Other Assessments		Class tests		50	
30		20			

<b>Course Mapping</b>				
<b>Course Learning Outcomes</b>	<b>Competency</b>	<b>Performance Indicators</b>	<b>Program Learning Outcomes</b>	<b>Program Educational Objectives</b>
CL01	C1.2	C1. P2	PL01	PE01
CL02	C1.5	C1. P5	PL01	PE01
CL02	C 3.2	C3. P2	PL02 & PL05	PE02 & PE04
CL04	C 3.4	C3. P4	PL02 & PL05	PE02 & PE04
Reference Book:				
1. Larose T & Larose C, Data mining & predictive analytics, Utah, John Wiley & Sons,2015.				
Course Design		S.N.Vivek Raj		