

**CHOICE BASED CREDIT SYSTEM - LEARNING  
OUTCOMES-BASED CURRICULUM FRAMEWORK**

**MASTER OF BUSINESS ADMINISTRATION**

**(Those who have joined in the Academic year 2023-24)**

**VISION:**

- *We seek to achieve excellence and leadership in management education and to become a major learning centre.*

**MISSION:**

- *To implement innovative, globally bench marked processes for education, training, and consulting and management development. To include a sprit of continuous learning in the students and terachers*

**Programme Educational Objectives (PEO)**

<b>PEO1</b>	Natural navigators and nimble witted in diagnosing problems, in enlisting steps to rectify them and in providing the most effective solutions in the best possible way
<b>PEO2</b>	Moralistic while demonstrating their academic caliber, in recognizing and acknowledging value systems, in making decisions, accepting responsibilities and while concerned about society and public issues and needs
<b>PEO3</b>	Self-reliant in learning and in real life job situations through which they support their peers and become stable and reliable students, workers and citizens
<b>PEO4</b>	Steadfast in shielding and nurturing environment and stimulate its sustainable growth for a bright future
<b>PEO5</b>	Versatile and vibrant communicators in person and through other media. Vigilant/vital in prolonging the long winding richness and tradition of their mother tongue
<b>PEO6</b>	Neoteric global citizens of our nation, who would take the nation's pride around the world by adapting and adopting the scientific and technological developments
<b>PEO7</b>	Civilized and confident graduates, who believe in lifelong learning with the socio-cultural changes in the generations to come

**Programme Objectives (PO)**

<b>PO1</b>	To synthesize the students with conventional and emerging management concepts and to apply the gathered knowledge pertaining to Marketing, Finance, HR in the real world business problems
<b>PO2</b>	To develop and transform through the skills and knowledge acquired from the functional areas of management to have a successful career in Managing enterprise, independent ventures and family business through their innovation excellence, analytical and leadership Quality with socially accepted values
<b>PO3</b>	To transform the students by instilling business acumen and empowering them through leadership qualities and to make them self reliant, socially responsible, proficient in communication & expertise in team work
<b>PO4</b>	To groom the students Professionally to confront the dynamic business environment confidently by updating knowledge through Guest lecture & Industry interaction
<b>PO5</b>	To create job opportunities in society through entrepreneurship, contributing quantum percentage to country's economic growth along with societal betterment practices and inculcating ethical practices in the organization

**PROGRAM SPECIFIC OUTCOME (PSO)**

PSO1	Imparting Management thoughts to have holistic insights on all angles of business squares for making rational decision making and confronting the real time business challenges diligently.
PSO2	Being Self Reliant and enhancing entrepreneurial skills to incept or nurture a venture having innovative excellence for serving the society without compromising the dynamic Socio-Cultural values and ethical practices to take up the nation into new highs.
PSO3	Propelling as an effective leader in voicing out the concerns of the stakeholders and develop synergism among the group for attaining the noble cause relating to all environmental aspect.
PSO4	To contribute to the economy not only at the National level but also at International arena by providing their stupendous efforts, technological advancement and Intelligence.
PSO5	Being competent and expert with professional readiness in their area of specialization.

**MAPPING PEO AND PO**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>PEO1</b>	3	2	3	2	2
<b>PEO2</b>	3	2	3	2	3
<b>PEO3</b>	3	3	3	3	2
<b>PEO4</b>	2	3	2	2	3
<b>PEO5</b>	2	2	3	3	2
<b>PEO6</b>	2	2	2	2	3
<b>PEO7</b>	2	2	3	3	3

3 – Strong

2 – Medium

1 - Low

**CHOICE BASED CREDIT SYSTEM - LEARNING OUTCOMES-  
BASED CURRICULUM FRAMEWORK**

**MASTER OF BUSINESS ADMINISTRATION  
(Those who have joined in the Academic year 2023-24)**

Part	Subject	Code	Cr.	Hrs
<b>SEMESTER - I</b>				
Core	Management Principles and Business Ethics	231804101	3	3
Core	Quantitative Techniques and Research Methods in Business	231804102	4	4
Core	Managing Organizational Behaviour	231804103	3	4
Core	Accounting for Managers	231804104	3	4
Core	Managerial Economics	231804105	3	4
Core	Legal Systems in Business	231804106	3	4
Extra Disciplinary	Entrepreneurship Development	231804107	3	3
	Soft Skills I – Executive Communication	231804108	2	2
	Soft Skills II Business Etiquette	231804109	2	2
Total			<b>26</b>	<b>30</b>
<b>SEMESTER II</b>				
Core	Applied Operations Research	231804201	4	4
Core	Human Resource Management	231804202	4	4
Core	Marketing Management	231804203	4	4
Core	Operations Management	231804204	4	4
Core	Financial Management	231804205	4	4
Core	Strategic Management	231804206	3	4
Extra Disciplinary	International Business	231804207	3	4
Lab	Soft Skills III – Computing Skills	231804208	2	2
	<b>Total</b>		<b>28</b>	<b>30</b>
<b>SEMESTER III</b>				
Core	Information Systems for Business	231804301	3	4
	** Elective Paper I	Elective	3	3
	** Elective Paper II	Elective	3	3
	** Elective Paper III	Elective	3	3
	** Elective Paper IV	Elective	3	3
	** Elective Paper V	Elective	3	3
	** Elective Paper VI	Elective	3	3
Extra Disciplinary	Employability skills	231804302	3	4
Soft Skills IV	Leadership and Team Building Skills	231804303	2	3
	***Summer Internship	231804304	3	1
			<b>29</b>	<b>30</b>
<b>SEMESTER IV</b>				
	# Project Work & Viva- Voce	231804401	<b>8</b>	<b>-</b>

**ELECTIVE COURSES: III SEMESTER**

<b>MARKETING MANAGEMENT</b>	<b>FINANCE MANAGEMENT</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
Advanced Marketing Research and Consumer Behaviour	Corporate Finance	Human Resources Development
Advertising Management and Sales Promotion	Security Analysis and Portfolio Management	Performance Management
Sales and Distribution Management	Tax Management	Organizational Development
Brand Management	Merchant Banking and Financial Services	Industrial and Labour Relations
Industrial Marketing	Derivatives Management	Career Management
Services Marketing	Banking and Insurance	Emotional Intelligence and Managerial Effectiveness
Customer Relations Management	Behavioural Finance	HR Analytics
Retail Marketing	Financial Modelling	Learning and Development
Rural Marketing	Capital Markets and Financial Services	Organizational Change
International Marketing	Financial Planning and Wealth Management	Strategic HRM
Advanced Selling and Negotiation Skills	Fixed Income Securities	Talent Management
Channel Management Strategies	Fintech and Investment Analysis Lab	Workplace Counselling
Customer Engagement Marketing	International Financial Management	Human Capital Planning
Digital Marketing	Risk Management in Banks	Human Resource Information System
Marketing Analytics		Stress Management
Marketing Metrics		Competency Mapping
New Product Strategies		International HRD
Strategic Marketing		Compensation and Rewards Management

Title of the Course		INFORMATION SYSTEMS FOR BUSINESS						
PART								
Category	Core	Year	II	Credits	3	Course Code	231804301	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		4	--	--	4	25	75	100
Learning Objectives								
<p>☞ To enable students to understand the fundamentals of information system and its role of information in managerial decision making</p> <p>☞ To throw light on fundamentals of information systems like TPS, DSS, and EIS.</p> <p>☞ To manage system applications and data to best support functional areas of business</p> <p>☞ To provide insights in securely managing database and information using the process of</p> <p>☞ To elucidate the need and importance of ERP, its selection and implementation in workplace</p>								
UNIT	Details						No. of Periods for the Unit	
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.						12	
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system – Decision support system-Executive information systems.						12	
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.						12	
IV	System Analysis and Design: The work of a system analyst- SDLC- System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design-Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security- Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.						12	
V	Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance.						12	

Course Outcomes	
Course Outcomes	Course Outcomes
CO1	Learn the importance of data and information in managerial decision making.
CO2	Possess on the various IS and the its relevance to Organizational environment
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR
CO4	To study the various models and new technologies
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation

Text Books	
1.	Information Systems for Business and Beyond – opentextbooks.site.
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com
3.	Information systems Journal – Wiley Online Library.
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.

Reference Books	
1.	Azam, M., Management Information System, McGrawHill Education, 2012
2.	Laudon, K., Laudon, J. and Dass, R., Management Information Systems – Managing the Digital Firm, 11 <sup>th</sup> Edition, Pearson, 2010.
3.	Murdick, R.G., Ross, J.E. and Claggett, J.R., Information Systems for Modern Management, 3 <sup>rd</sup> Edition, PHI, 2011.
4.	O'Brien, J.A., Morakas, G.M. and Behl, R., Management Information Systems, 9 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2009.
5.	Saunders, C.S. and Pearson, K.E., Managing and Using Information Systems, 3 <sup>rd</sup> Edition, Wiley India Pvt. Ltd., 2009.
6.	Stair, R. and Reynolds, G., Information Systems, 10 <sup>th</sup> Edition, Cengage Learning, 2012.

Web Resources	
1.	<a href="https://www.vssut.ac.in/lecture_notes/lecture1428551142.pdf">https://www.vssut.ac.in/lecture_notes/lecture1428551142.pdf</a>
2.	<a href="https://www.tutorialspoint.com/software_engineering/index.htm">https://www.tutorialspoint.com/software_engineering/index.htm</a>
3.	<a href="https://ebooks.lpude.in/management/mba/term_4/DMGT505_MANAGEMENT_INFORMATION_SYSTEM.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT505_MANAGEMENT_INFORMATION_SYSTEM.pdf</a>
4.	<a href="https://mrcet.com/downloads/MBA/digitalnotes/Management%20Information%20Systems%20and%20ERP.pdf">https://mrcet.com/downloads/MBA/digitalnotes/Management%20Information%20Systems%20and%20ERP.pdf</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	S	M	M	M	M
CO 2	S	S	S	M	M
CO 3	S	M	S	M	S
CO 4	S	S	M	M	M
CO 5	M	S	M	M	S

**S-Strong      M-Medium      L-Low**

Title of the Course		EMPLOYABILITY SKILLS						
PART								
Category	Extra Disciplinary	Year	II	Credits	3	Course Code	231804302	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
				3	1	--	4	25
Course Objectives								
✍ To learn about the employability skills								
✍ To understand dimensions of task oriented skills								
✍ To study on critical problem-solving techniques								
✍ To develop employability skills								
✍ To understand the logical and reasoning skills								
UNIT	Details							No. of Hours Course Objectives
I	<b>INTRODUCTION TO EMPLOYABILITY SKILLS</b> Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							12
II	<b>UNPACKING EMPLOYABILITY SKILLS</b> Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							12
III	<b>INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS</b> Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							12
IV	<b>RESUME WRITING</b> Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							12
V	<b>Arithmetic and Logical Reasoning Skills – Exercise.</b>							12

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Acquire employability skills
<b>CO2</b>	understand dimensions of task oriented skills
<b>CO3</b>	study on critical problem-solving techniques
<b>CO4</b>	develop employability skills
<b>CO5</b>	understand the logical and reasoning skills
Reading List	
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>
2.	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>
3.	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>
4.	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>

<b>References Books</b>	
1.	Soft Skills, Dr. K. Alex
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

<b>Web Resources</b>	
1.	<a href="https://www.jobjumpstart.gov.au/article/what-are-employability-skills">https://www.jobjumpstart.gov.au/article/what-are-employability-skills</a>
2	<a href="https://www.simplilearn.com/why-are-employability-skills-important-article">https://www.simplilearn.com/why-are-employability-skills-important-article</a>
3	<a href="https://blog.hubspot.com/marketing/employability-skills">https://blog.hubspot.com/marketing/employability-skills</a>
4	<a href="https://www.indeed.com/career-advice/finding-a-job/employability-skills">https://www.indeed.com/career-advice/finding-a-job/employability-skills</a>

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>				3	
<b>CO 2</b>				3	
<b>CO 3</b>		2		3	
<b>CO 4</b>				3	2
<b>CO 5</b>				3	

**3-Strong      2-Medium      1-Low**



Title of the Course		LEADERSHIP AND TEAM BUILDING SKILLS						
PART								
Category	Soft Skill – 4	Year	II	Credits	2	Course Code	231804303	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To understand the characteristics, style, traits of leaders, and theories of leadership.								
✍ To learn more about self-leadership and developing team-building skills through case studies and examples.								
✍ To understand how to form, manage and lead the team.								
✍ To understand the measures of conflict in a team								
✍ To explore team roles & processes in developing and managing a team								
UNIT	Details						No. of Periods for the Unit	
I	<b>Leadership Theories:</b> Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership						9	
II	<b>Leadership Styles:</b> Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.						9	
III	<b>Leadership Skills:</b> Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate-listening to out group members- communication and conflict resolution skills.						9	
IV	<b>Team Work:</b> Working in group & teams - characteristics of effective team-types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.						9	
V	<b>Exploring team roles &amp; processes:</b> mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.
CO4	Development of skills in effective leadership and professional communication
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.

<b>Reading List</b>	
1.	Uday Kumar Halder, Leadership and Team Building,
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
3.	International Journal on Leadership, Publishing India Group
4.	International Journal of Organizational Leadership, CIKD
<b>References Books</b>	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noul: HarperCollins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

<b>Web Resources</b>	
1.	<a href="https://www.verywellmind.com/leadership-theories-2795323">https://www.verywellmind.com/leadership-theories-2795323</a>
2	<a href="https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world">https://hbr.org/2016/03/the-most-important-leadership-competencies-according-to-leaders-around-the-world</a>
3	<a href="https://www.mindtools.com/apdfhaw/how-good-are-your-leadership-skills">https://www.mindtools.com/apdfhaw/how-good-are-your-leadership-skills</a>
4	<a href="https://www.nptel.ac.in">https://www.nptel.ac.in</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>				3	3
<b>CO 2</b>				3	3
<b>CO 3</b>		3		3	3
<b>CO 4</b>				3	3
<b>CO 5</b>				3	

**S-Strong      M-Medium      L-Low**

**Core Subject**

**SUMMER INTERNSHIP**

**Code: 231804304**

**SEMESTER III**

**Credit 3**

**Preamble:**

☞ **To give Exposure to Industrial Environment.**

About the Summer Training:

The Students will undergo 30 days of summer training in business organisations immediately after their second semester examination.

The student will be allotted a faculty for guiding the project. The Student has to submit the confirmation letter to the department from the organization after getting the project. After the completion of the project, he/she has to document the work and submit the report (3 copies – one to the controller's office , one to the department library and one to the Faculty)

**Evaluation of Summer Training:**

	Internal	External	Total
Project	15	50	65
Viva	10	25	35
Total	25	75	100

<b>Title of the Course</b>		<b>ADVANCED MARKETING RESEARCH AND CONSUMER BEHAVIOUR</b>						
<b>PART</b>								
<b>Category</b>	Elective 1	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804331	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To create an understanding of market research concepts.								
✍ To create awareness of sampling techniques and its implications on market research.								
✍ To throw light on models of consumer behavior.								
✍ To foster knowledge on determinants of consumer behavior.								
✍ To create awareness on the consumer decision-making process.								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	Introduction: Nature and scope of Marketing Research – Marketing Research as an aid to marketing decision making – Scientific method – Research designs – Exploratory, descriptive and conclusive – Secondary and Primary Data Collection Methods – Questionnaire Construction Procedure.							<b>9</b>
<b>II</b>	Sampling: Sampling Techniques – Sample Size Determination per survey Application of Marketing Research: Motivation Research – Advertising Research – Product Research.							<b>9</b>
<b>III</b>	Models of Consumer Behaviour: Nicosia Model - Howard-Sheth Model – Engel- Blackwell-Miniard Model, Environment influences on Consumer: Culture – Social Class – Social Groups – Family– Personal Influence and Opinion Leadership.							<b>9</b>
<b>IV</b>	Individual Determinants of Consumer Behaviour: Motivation and Involvement – Information Processing – Learning – Personality and Self Concept – Attitude Theories and Change. Consumer Decision Processes: Problem Recognition – Search and Evaluation – Purchasing – Post-purchase Behaviour.							<b>9</b>
<b>V</b>	Multivariate analysis: Discriminant analysis, Factor analysis, Conjoint analysis, Cluster analysis - Multidimensional scaling and Multiple Regression - Model Building, Data Visualization Tools – Usage of forecasting techniques - Time Series Analysis, ARIMA.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understand the basic concepts of marketing research.
<b>CO2</b>	Understand the complexity of sampling techniques and its implications on market research.
<b>CO3</b>	Have insights on models of consumer behavior and helps them to develop models.
<b>CO4</b>	Possess knowledge on determinants of consumer behavior.
<b>CO5</b>	Have insights on consumer decision process.

Reading List	
1.	Suja R. Nair , Consumer Behaviour & Marketing Research, Himalaya Publishing, 2015
2.	S. Sumathi, P. Saravanavel, Consumer Behaviour & Marketing Research , S.Chand,2003
3.	Rajendra Nargundkar ,Marketing Research: Text and Cases .Tata Mc Graw Hill , 2017
4.	G.C.Beri, Marketing Research ,Tata Mc Graw Hill,2013
References Books	
1.	Leon Schiffman, and Joseph L. Wisenblit., Consumer Behavior, 11 <sup>th</sup> Edition, Pearson, 2015.
2.	Naresh K.Malhotra and Satyabhusan., Marketing Research, 7 <sup>th</sup> Edition, Pearson, 2019.
3.	Barbara G Tabachnick and Linda S Fidell, Using Multivariate Statistics, 7 <sup>th</sup> Edition, Pearson. 2020.
4.	Majumdar, Ramanuj, Consumer Behaviour: Insights from Indian Market, PHI Learning, 2020.
5.	S. Ramesh Kumar., Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2 <sup>rd</sup> Edition, 2021.

Web Resources	
1.	<a href="https://backup.pondiuni.edu.in/storage/dde/downloads/markiii_mr.pdf">https://backup.pondiuni.edu.in/storage/dde/downloads/markiii_mr.pdf</a>
2	<a href="http://www.fimt-ggsipu.org/study/bba206.pdf">http://www.fimt-ggsipu.org/study/bba206.pdf</a>
3	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/General/1ConsumerBehaviour.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/General/1ConsumerBehaviour.pdf</a>
4	<a href="http://amjadalikhancollege.edu.in/wp-content/uploads/2020/07/Unit_5-Models_of_consumer_behaviour.pdf">http://amjadalikhancollege.edu.in/wp-content/uploads/2020/07/Unit_5-Models_of_consumer_behaviour.pdf</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	M	M	M	M	M
CO 2	M	M	M	M	M
CO 3	M	M	S	S	M
CO 4	S	S	S	S	S
CO 5	M	S	M	M	M

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>ADVERTISING MANAGEMENT AND SALES PROMOTION</b>						
<b>PART</b>								
<b>Category</b>	Elective 1	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804332	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To introduce students to advertising fundamentals								
✍ To impart knowledge on advertising media and budget.								
✍ To orient students on advertising agencies and its operations.								
✍ To make students understand sales promotion campaigns.								
✍ To enable students understand the relevance of sales promotion								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.							<b>9</b>
<b>II</b>	Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.							<b>9</b>
<b>III</b>	Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation.							<b>9</b>
<b>IV</b>	Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.							<b>9</b>
<b>V</b>	Control: Measurement of effectiveness – Ethics, Economics and Social Relevance.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Possess knowledge and good understanding on the fundamentals of advertising
<b>CO2</b>	Have good understanding and knowledge on advertising media and budget
<b>CO3</b>	Have good orientation on advertising agencies and its operations.
<b>CO4</b>	Understand sales promotion campaigns.
<b>CO5</b>	Understand the relevance of sales promotion

<b>Reading List</b>	
1.	S A Chunawalla, Advertising Management and Sales Promotion, Himalaya Publishing, 2015
2.	Vv Rathna & S L Guptha, Advertising and Sales Promotion Management, Sultan Chand, 2011
3.	S H H Kazmi & Satish Batra, Advertising and Sales Promotion Management, Excel Books, 2008
4.	Mishra M N, Sales Promotion and Advertising Management, Mishra M N, Himalaya Publishing 2015
<b>References Books</b>	
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12 th edition, McGraw Hill Education, 2021
2.	Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.

3.	Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management, 4 th Edition, Oxford University Press, 2012.
4.	Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5.	Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
6.	Marshall, P., Ultimate Guide to Facebook Advertising, Tata McGraw-Hill Education, 2011.

<b>Web Resources</b>	
1.	<a href="https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7010.pdf">https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7010.pdf</a>
2	<a href="https://oms.bdu.ac.in/ec/admin/contents/175_P16MBA4EM4_2020051909561946.pdf">https://oms.bdu.ac.in/ec/admin/contents/175_P16MBA4EM4_2020051909561946.pdf</a>
3	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/3AdvertisingandSalesPromotion.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/3AdvertisingandSalesPromotion.pdf</a>
4	<a href="https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_099.pdf">https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_099.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	M	M	L
<b>CO 3</b>	S	S	M	M	M
<b>CO 4</b>	S	M	M	S	S
<b>CO 5</b>	S	M	M	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		SALES AND DISTRIBUTION MANAGEMENT						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804333	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
☞ To introduce students to sales management and its related software								
☞ To impart knowledge on sales performance strategies and tactics.								
☞ To acquaint students with sales forecasting techniques, sales quotas and sales force planning								
☞ To provide inputs on sales force staffing, training and sales audit.								
☞ To orient students on role of distribution in sales management								
UNIT	Details							No. of Periods for the Unit
I	Introduction, Nature, Concepts and Scope - Organization Framework of The Field Sales Force - Sales force Automation - Types of Field Sales Organizations – Career in Field Sales Management. Field – Emerging trend in Sales Management - Sales Manager – His Tasks and Responsibilities – Relation with Salesman and Relationships with top Management – Coordinating and Controlling the Marketing Mix. Operating Environment for Field Sales Force. Software application in Sales management. Sales Management Process.							9
II	Information and Planning: Qualities and Role-Hierarchy of Objectives and Goals, Concept of Strategies and Tactics. Development of Sales Performance Standards –Relationship of Performance Standards to Sales Development Function, its Purpose and Types, Review of Training and Staffing Programmes.							9
III	Sales Forecasting – Methods and Procedural Steps in Forecasting - Sales Budgeting - Allocation of Field Sales Resources. Design Sales Territories, Procedure for Designing – Determining Manpower Requirements, Recruiting, Methods and The Selection System. Sales Quotas, Types of Sales Quotas, its Purpose and Managerial Evaluation. Man Power Planning – Tasks, Skill, Qualification.							9
IV	Staffing – Responsibilities, tools and Methods of Selection. Motivational and Compensation Procedures for Sales Force – Method of Financial Incentives and its Purpose – Designing A Compensation Plan. Evaluation of Performance and Control. Salesmanship – Sales Positions – Theories of Selling – Understanding Consumer Behavior- Training and Development of Sales force. Sales Training Process, Designing Training Content- Training for Different sales personnel, Training Feedback- Sales Audit and Analysis – Control of Sales Efforts and Costs.							9
V	Distribution: Role of Distribution in the Marketing Mix Distribution center network, suppliers milk run, supply tracking, network configuration, quality control monitoring; Role and Functions. Transport and Handling: Economics of Transportation, Determining Optimum Mode of Transport. Organization, Machines, Procedures and Documentation- Policies; Role of Transport; Transport in emergencies; safety and security of goods- Dealer Network: Role of Middlemen/Dealer in Marketing and Distribution- Channel Information System- Designing a Channel information system. Dealer Functions at Wholesale and Retail Level – National and International Channel of Distribution- Strategic Plan of Network – Location, Selection - Appointment and Termination of Dealers - Morale and Motivation.							9



Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Be able to understand sales management and its related software
<b>CO2</b>	Know sales performance strategies and tactics.
<b>CO3</b>	Understand sales forecasting techniques, sales quotas and sales force planning
<b>CO4</b>	Know the concepts of sales force staffing, training and sales audit.
<b>CO5</b>	Have knowledge on the role of distribution in sales management

Reading List	
1.	Dr.S.S.Guptha, Sales and Distribution Management – Text and Cases an Indian Perspective,Laxmi Publications Pvt Ltd; 2018
2.	Pingali Venugopal ,Sales and Distribution Management: An Indian Perspective, Sage, 2008
3.	Ramendra Singh , Sales And Distribution Management,Vikas Publishing , 2016
4.	Tapan K. Panda , Sales and Distribution Management ,Oxford University Press,2011
References Books	
1.	Still, R.R., Sales Management: Decision Strategy and Cases, 5th Edition, Pearson, 2011.
2.	Tapan K Panda, Sunil Sahadev, Sales Management, Sales and Distribution Management ISBN: 9780199499045, Oxford University Press, 2019.
3.	Pingali Venugopal Sales and Distribution Management: An Indian Perspective, SAGE Publications, 2008.
4.	Cron, W.L. and DeCarlo, T.E., Sales Management: Concepts and Cases, 10 th Edition, Wiley India Pvt. Ltd., 2011.
5.	Havalder, K. and Cavale, V., Sales and Distribution Management, 2nd Edition, Tata McGraw-Hill Education, 2011.

Web Resources	
1.	<a href="https://khatabook.com/blog/a-quick-guide-to-sales-and-management-distribution/">https://khatabook.com/blog/a-quick-guide-to-sales-and-management-distribution/</a>
2.	<a href="http://www.tutorialspoint.com">www.tutorialspoint.com</a>
3.	<a href="http://www.leadsquared.com">www.leadsquared.com</a>
4.	<a href="http://www.revistadestatistica.ro">www.revistadestatistica.ro</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	M	S	M	M	M
<b>CO 3</b>	S	M	M	M	M
<b>CO 4</b>	M	M	M	M	M
<b>CO 5</b>	M	M	M	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		BRAND MANAGEMENT						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804334	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ Understand brand equity & assess the equity of a brand by applying brand equity models								
✍ Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model								
✍ Ability to develop a comprehensive go to market strategy for a brand								
✍ Evaluate various architecture types & examine brand extension strategies for success								
✍ Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods								
UNIT	Details							No. of Periods for the Unit
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase							9
II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.							9
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands							9
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management							9
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand
CO4	Evaluate various architecture types & examine brand extension strategies for success
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods

<b>Reading List</b>	
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 <sup>nd</sup> Edition, 2013
2.	Brand Management, Palgrave Mcmillan, 2021
3.	Journal of brand management, Palgrave Macmillan
4.	Journal of Product & brand Management ,Emerald Publishing
<b>References Books</b>	
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6.	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

<b>Web Resources</b>	
1.	<a href="https://baou.edu.in/assets/pdf/PGDM_201_slm.pdf">https://baou.edu.in/assets/pdf/PGDM_201_slm.pdf</a>
2	<a href="https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT508_PRODUCT_AND_BRAND_MANAGEMENT.pdf</a>
3	<a href="https://www.managementstudyguide.com/brand-management.htm">https://www.managementstudyguide.com/brand-management.htm</a>
4	<a href="https://www.investopedia.com/terms/b/brand-management.asp#:~:text=Brand%20management%20is%20a%20function,strong%20awareness%20of%20the%20brand">https://www.investopedia.com/terms/b/brand-management.asp#:~:text=Brand%20management%20is%20a%20function,strong%20awareness%20of%20the%20brand</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	S	S	M
<b>CO 2</b>	M	S	M	S	M
<b>CO 3</b>	M	S	S	M	M
<b>CO 4</b>	M	M	S	S	M
<b>CO 5</b>	M	S	M	M	S

**S-Strong      M-Medium      L-Low**

Title of the Course		INDUSTRIAL MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804335	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
				3	-	--	3	25
Learning Objectives								
✍ To understand the environment of Industrial Marketing.								
✍ To create awareness and understanding of the Organizational buying process.								
✍ To provide insights about industrial marketing opportunities.								
✍ To have an idea and awareness about Business marketing strategy.								
✍ To get familiar about customer relationship management practices and strategies.								
UNIT	Details							No. of Periods for the Unit
I	The Environment of Industrial Marketing: A Business Marketing perspective - The Industrial Market: Perspective on the organization buyer.							9
II	Organizational Buying Process: Dimensions of Organizational Buying - Organizational Buying Behaviour.							9
III	Assessing Marketing Opportunities: Business Marketing Intelligence - Segmenting the Organizational Market - Organizational Demand Analysis: Measuring Market Potential and Sales Forecasting.							9
IV	Business Marketing Strategy: Business Marketing Planning: Strategic Perspective - Managing the Business Product Line - Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion and Personal Selling Function - Controlling Industrial Marketing Strategy.							9
V	Customer Relationship Management: Managing your customer service/sales profile - Choosing your CRM strategy - Tools for capturing customer information - Managing Relationships through conflict.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Be aware of the environment of industrial marketing.
CO2	Possess knowledge of the organizational buying process.
CO3	Have insights on industrial marketing opportunities.
CO4	Learn business marketing strategy.
CO5	Have better understanding on customer relationship management.
Reading List	
1.	Milind T.Phadtare ,PHI,Kindle
2.	Hory Sarkar Mukerjee, Industrial Marketing ,Kindle
3.	Journal of Business and Industrial Marketing, Emerald Group Publishing
4.	International Journalmof Industrial Marketing, Macrothink Institute, USA
References Books	
1.	Phadtare, Milind T., Industrial Marketing, Prentice-Hall, 2 <sup>nd</sup> edition, 2021.
2.	Basu, S.K., Sahu, K. C. , Rajiv, B., Industrial Organization and Management, Prentice-Hall, 1 <sup>st</sup> edition, 2021.
3.	Francis Cherunilam., Industrial Marketing Text and Cases, 1 <sup>st</sup> edition, Himalaya Publishing House, 2022.
4.	Biemans, W.G., Business to Business Marketing; A Value-driven approach, 1 <sup>st</sup> edition, McGraw-Hill Education, 2010.
5.	Ghosh, P.K., Industrial Marketing, 1 <sup>st</sup> edition, Oxford University Press, 2005.

<b>Web Resources</b>	
1.	<a href="https://www.b2bmarketingworld.com/definition/industrial-marketing/">https://www.b2bmarketingworld.com/definition/industrial-marketing/</a>
2	<a href="https://www.marketing91.com/industrial-marketing/">https://www.marketing91.com/industrial-marketing/</a>
3	<a href="https://www.geektonight.com/industrial-marketing/">https://www.geektonight.com/industrial-marketing/</a>
4	<a href="https://www.gorilla76.com/industrial-marketing-the-definitive-guide/">https://www.gorilla76.com/industrial-marketing-the-definitive-guide/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	M	M	M	M	M
<b>CO 4</b>	M	M	M	M	M
<b>CO 5</b>	M	M	M	S	M

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>SERVICES MARKETING</b>						
<b>PART</b>								
<b>Category</b>	Elective 1	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804336	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
☞ To familiarize the students to the basic concepts of Services marketing and Service Sector								
☞ To provide insights on Marketing Mix In Service Marketing								
☞ To throw light on Effective Management Of Service Marketing								
☞ To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing								
☞ To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.							<b>9</b>
<b>II</b>	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.							<b>9</b>
<b>III</b>	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.							<b>9</b>
<b>IV</b>	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality							<b>9</b>
<b>V</b>	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector
<b>CO2</b>	Possess knowledge on Marketing Mix in Service Marketing
<b>CO3</b>	Have insights on Effective Management of Service Marketing
<b>CO4</b>	Learn Quality of Services,GAPS and factors influencing Services Marketing
<b>CO5</b>	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services

<b>Reading List</b>	
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI, Edition, 2014
2.	Jayantha Chatterjee Christopher Lovelock, Pearson, 2017, Kindle
3.	Journal of services marketing, Emerald Insight
4.	Journal of service management, Emerald Group Publishing Ltd
<b>References Books</b>	
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4th Edition, Cengage Learning, 2011.
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rd Edition, Wiley India, 2011.
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7th Edition, Pearson, 2019.
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5th Edition, Tata McGraw-Hill, 2017

<b>Web Resources</b>	
1.	<a href="https://www.indeed.com/career-advice/career-development/services-marketing">https://www.indeed.com/career-advice/career-development/services-marketing</a>
2.	<a href="https://managementstudyguide.com">https://managementstudyguide.com</a>
3.	<a href="https://14kbsol.com">https://14kbsol.com</a>
4.	<a href="http://www.hmpgloballearningnetwork.com">www.hmpgloballearningnetwork.com</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	M	M	M	M	M
<b>CO 3</b>	M	M	S	S	M
<b>CO 4</b>	M	M	M	M	M
<b>CO 5</b>	M	M	M	S	S

**S-Strong      M-Medium      L-Low**

Title of the Course		CUSTOMER RELATIONS MANAGEMENT						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804337	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basics and evolution of CRM								
✍ To provide insights on CRM Concepts								
✍ To throw light on Planning for CRM and strategy its development in an organization								
✍ To elucidate on CRM and Marketing Strategy								
✍ To create awareness and importance of CRM Planning and Implementation								
UNIT	Details							No. of Periods for the Unit
I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.							9
II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.							9
III	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.							9
IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector							9
V	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	To familiarize the students to the basic and evolution of CRM
CO2	To provide insights on CRM Concepts
CO3	To throw light on CRM and strategy its development in an organization
CO4	To elucidate on CRM and Marketing Strategy
CO5	To create awareness and importance of CRM Planning and Implementation



<b>Reading List</b>	
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition
3.	Electronic Customer Relationship Management,Kindle Edition
<b>References Books</b>	
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

<b>Web Resources</b>	
1.	<a href="https://backup.pondiuni.edu.in/sites/default/files/CRM-260214.pdf">https://backup.pondiuni.edu.in/sites/default/files/CRM-260214.pdf</a>
2	<a href="https://ebooks.lpude.in/management/bba/term_6/DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf">https://ebooks.lpude.in/management/bba/term_6/DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf</a>
3	<a href="https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg57/">https://nptel.ac.in/noc/courses/noc20/SEM2/noc20-mg57/</a>
4	<a href="https://www.tutorialspoint.com/customer_relationship_management/index.htm">https://www.tutorialspoint.com/customer_relationship_management/index.htm</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	S
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	M	M	S	S	M
<b>CO 4</b>	M	M	S	M	S
<b>CO 5</b>	M	M	S	S	M

**S-Strong      M-Medium      L-Low**

Title of the Course		RETAIL MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804338	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To educate students and enable to understand and analyze current retailing trends and strategies.								
✍ To develop the students towards managing the retail stores and organizations.								
✍ To identify the nuances of visual merchandising and its elements.								
✍ To know the consumer purchase decision process in the context of organized retailing.								
✍ To emphasis on global retailing strategies.								
UNIT	Details							No. of Periods for the Unit
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security.Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.							9
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.							9
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies – low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management.Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.							9
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.							9

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

Web Resources	
1.	<a href="https://www.shopify.com/in/retail/retail-marketing">https://www.shopify.com/in/retail/retail-marketing</a>
2	<a href="https://www.marketingtutor.net/retail-marketing/">https://www.marketingtutor.net/retail-marketing/</a>
3	<a href="https://ebooks.lpude.in/management/mba/term_4/DMGT553_RETAIL_STORE_MANAGEMENT.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT553_RETAIL_STORE_MANAGEMENT.pdf</a>
4	<a href="https://www.ppms.in/blog/the-ultimate-guide-to-visual-merchandising-in-retail-store/">https://www.ppms.in/blog/the-ultimate-guide-to-visual-merchandising-in-retail-store/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	M	S	M	M	M
<b>CO 3</b>	S	M	M	M	M
<b>CO 4</b>	S	M	M	M	M
<b>CO 5</b>	M	M	M	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		RURAL MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804339	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.								
✍ Differentiate the rural market environment from the urban and semi-urban markets.								
✍ Understand the factors influencing the rural consumer behavior and their brandloyalty.								
✍ To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.								
✍ To evaluate pricing and distribution strategies for rural consumers.								
UNIT	Details							No. of Periods for the Unit
I	Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.							9
II	Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice.Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.							9
III	Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.							9
IV	Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's / Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.							9

<b>V</b>	Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL’s - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum’s Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).	<b>9</b>
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<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Have an understanding about basic concepts of rural marketing.
<b>CO2</b>	Be able to Differentiate the rural market environment from the urban and semi-urban markets.
<b>CO3</b>	Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.
<b>CO4</b>	Be able to apply the marketing concepts suitable to the rural markets.
<b>CO5</b>	Be able to understand pricing and distribution strategies for rural consumers.
<b>Reading List</b>	
1.	Sanal Kumar Velayudhan, Rural Marketing, Kindle
2.	Pradeep Kashyap, Rural Marketing, Kindle
3.	International journal of Rural Management, Sage
4.	International Journal of trend in scientific research and development,
<b>References Books</b>	
1.	Bhatia, T., Advertising and Marketing in Rural India, 2 <sup>nd</sup> Edition, Macmillan Publishers India Ltd., 2007.
2.	Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3.	Kashyap, P., Rural Marketing, 2 <sup>nd</sup> Edition, Pearson, 2012.
4.	Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.
5.	Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2 <sup>nd</sup> Edition, Pearson, 2011.
6.	Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2 <sup>nd</sup> Edition, Response Books, 2007.
<b>Web Resources</b>	
1.	<a href="http://www.yourarticlelibrary.com">www.yourarticlelibrary.com</a>
2.	<a href="http://www.theinvestorsbook.com">www.theinvestorsbook.com</a>
3.	<a href="http://www.egyankosh.ac.in">www.egyankosh.ac.in</a>
4.	<a href="https://testbook.com/ugc-net-commerce/rural-marketing">https://testbook.com/ugc-net-commerce/rural-marketing</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	M	M	M	S	M
<b>CO 3</b>	M	M	M	M	M
<b>CO 4</b>	S	M	M	S	M
<b>CO 5</b>	M	M	M	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		INTERNATIONAL MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804340	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To increase globalization by integrating the economies of different countries.								
✍ To assist developing countries in their economic and industrial growth by inviting them to the international market thus eliminating the gap between the developed and the developing countries.								
✍ To assure sustainable management of resources globally.								
✍ To propel export and import of goods globally and distribute the profit among all participating countries.								
✍ To enhance free trade at global level and attempt to bring all the countries together for the purpose of trading.								
UNIT	Details							No. of Periods for the Unit
I	<b>International Marketing Environment:</b> Factors/Dimensions influencing International Marketing – Controllable and Uncontrollable factors in International Marketing.							9
II	<b>Product Policy</b> – International Product Life Cycle – Export Pricing. <b>International Marketing Decision:</b> Marketing Decision – Market Selection Decision – Market Entry Decision – Marketing Mix Decision. International Marketing Research: Marketing Information System – Market Research – Marketing Research – Methodology for Marketing Research – International Research Strategy – Desk Research and Filed Research – Market Oriented Information – International Marketing Intelligence – Competitive Intelligence.							9
III	<b>International Sales Contract:</b> Major Laws – INCO Terms – Standard clauses of International sales Contract – Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. International Trade Liberalization: General Agreement on Tariff and Trade (GATT) – World Trade Organization (WTO) – GATS – UNCTAD – Trade Blocks: Customs Union – EU – Intra – African Trade: Preferential Trade Area (PTA) – European Free Trade Area (EFTA) – Central American Common Market (CACM) – Latin American Free Trade Association (LAFTA) – North American Free Trade Agreement (NAFTA) – Association of South East Asian Nations (ASEAN) – CARICOM – GSTP – GSP – SAPTA – Indian Ocean RIM initiative – BIM ST – EC – World Bank, IMF, International Finance Corporation – Multinational Investment Guarantee Agency (MIGA). World Trade in Services – Counter Trade – World Commodity Markets and Commodity Agreements.							9
IV	<b>India's Foreign Trade:</b> Recent Trends in India's Foreign Trade – India's Commercial Relations and Trade Agreements with other countries – Institutional Infrastructure for Export Promotion in India – Export Assistance – Export Finance – Export Processing Zones (EPZs) – Special Economic Zones (SEZs) – Exports by Air, Post and Sea – Small Scale Industries (SSI) and Exports – Role of ECGC - Role of EXIM Bank of India – Role of Commodity Boards – Role of State Trading Agencies in Foreign Trade – STC, MMTC, etc.							9

	Export Regulations: Procedure for export of goods – Quality control and Pre-shipment Inspection – Excise Clearance – Customs Clearance – Port Formalities – Exchange Regulations for Export – Role of Clearing and Forwarding Agents. Procedure for Executing an Export Order – Export and Import Documentation - Export Packing – Containerisation – World Shipping – Liners and Tramps – Dry ports- Project Exports – Joint Ventures - Marine Insurance and Overseas Marketing - Export Payment – Different Modes of Payment and Letters of Credit.	
V	<b>World Trade and India:</b> - Globalisation and Role of Multinational Enterprises (MNEs) - Overview of Export – Import Policy of India – Basic Objectives, Role and Functions of Export Promotion Councils.	9

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Identify and analyse opportunities within international marketing environments
<b>CO2</b>	Utilise cases, readings and international business reports to evaluate corporate problems/opportunities in an international environment; Select, research, and enter a new international market;
<b>CO3</b>	Prepare an international marketing plan; Develop a comprehensive course of action for a business firm using formal decision making processes;
<b>CO4</b>	Possess understanding and knowledge on Export trade
<b>CO5</b>	Have comprehensive knowledge and understanding on the role and functions of Export Promotion Councils

Reading List	
1.	R.Srinivasan, International Marketing, PHI Learning Pvt. Ltd., 2008
2.	Roger Bennett, Jim Blythe, International Marketing: Strategy Planning, Market Entry & Implementation, Kogan Page, 2002
3.	Journal of International Marketing, SAGE Publications
4.	Journal of International Business Studies, Palgrave MmMillan

References Books	
1.	Baack, D., Harris, E. and Baack, D., International Marketing, Sage Publications, 2012.
2.	Cateora, P., Graham, J. and Salwan, P., International Marketing, 13 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2008.
3.	Czinkota, M. and Ronkainen, I., International Marketing, 8 <sup>th</sup> Edition, South- Western, 2007.
4.	Onkvisit, S. and Shaw, J., International Marketing: Analysis and Strategy, 3 <sup>rd</sup> Edition, PHI Learning, 2009.
5.	Paul, J. and Aserkar, R., Export Management, Oxford University Press, 2008.
6.	Salvatore, D., International Economics: Trade and Finance, 10 <sup>th</sup> Edition, Wiley, 2012.

Web Resources	
1.	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/5GlobalMarketing.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/5GlobalMarketing.pdf</a>
2	<a href="https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/5/___UG_B.Com_Commerce%20(English)_102%2051_International%20Marketing_Binder_7055.pdf">https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/5/___UG_B.Com_Commerce%20(English)_102%2051_International%20Marketing_Binder_7055.pdf</a>
3	<a href="https://ebooks.lpude.in/management/mba/term_4/DMGT547_INTERNATIONAL_MARKETING.pdf">https://ebooks.lpude.in/management/mba/term_4/DMGT547_INTERNATIONAL_MARKETING.pdf</a>
4	<a href="https://old.mu.ac.in/wp-content/uploads/2014/04/MANAGEMENT-Paper-IV-INTERNATIONAL-MARKETING-Book-final.pdf">https://old.mu.ac.in/wp-content/uploads/2014/04/MANAGEMENT-Paper-IV-INTERNATIONAL-MARKETING-Book-final.pdf</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	S	S	S	M	M
<b>CO 4</b>	M	M	S	M	S
<b>CO 5</b>	M	M	S	M	S

**S-Strong M-Medium L-Low**

Title of the Course		ADVANCED SELLING AND NEGOTIATION SKILLS						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804341	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of selling and sales organizations								
✍ Understand the theories of personal selling and selling strategies								
✍ To learn the negotiation skills								
✍ The importance of negotiation intelligence and its usefulness								
✍ Understand the development of salesforce organization								
UNIT	Details							No. of Periods for the Unit
I	<b>Concepts of Selling and Sales Organization:</b> Sales Management - Evolution of sales function - Objectives of sales management positions - Functions of Sales executives - Relation with other executives. Sales Organization and Relationship: - Purpose of sales organization - Types of sales organization structures - Sales department external relations - Distributive network relations.							9
II	<b>Theories of personal selling and selling strategies:</b> Theories of personal selling - Types of Sales executives - Qualities of sales executives - Prospecting, pre-approach and post-approach - Organizing display, showroom & exhibition -Sales Presentations.							9
III	<b>Negotiation strategies and Stages:</b> Negotiation strategies – Distributive Negotiations- Integrative Negotiations - Conflict and Dispute Resolution - Reasons for negotiations breakdowns - Legal aspects in Sales & Negotiation - Negotiation stages - The Preparation Stage - Preparing a range of objectives - Constants and variables - Researching the other party - The Discussion Stage - Rapport building - Opening the negotiation - Questioning techniques - Listening skills - Controlling emotions - Art of persuasion and emotions – ethics in sales.							9
IV	<b>Negotiating Intelligence, Bargaining &amp; Closing:</b> Negotiating Intelligence - Influencing and assertiveness skills - Spotting the signs - non-verbal communication and voice clues - The Proposing Stage - Stating your opening position - Responding to offers – Adjournments - Administering Contracts and Role of Negotiations - The Bargaining and Closing Stage - Making concessions - Closing techniques - Confirming agreement.							9
V	<b>Sales force Administration &amp; Management:</b> Sales Analysis - Sales quotas - sales budget - sales territory allocation - sales audit - Sales Force Management - Recruitment and Selection - Sales Training - Sales Compensation -Contemporary Issues.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Possess the knowledge on the basic concepts of the sales organization.
CO2	Possess knowledge about theories of selling
CO3	Have insights negotiation strategies
CO4	Have understanding about negotiation skills
CO5	Develop knowledge about salesforce administration and management



<b>Reading List</b>	
1.	Selling and Negotiation Skills - A Pragmatic Approach - Prashant Chaudhary – Sage publishing
2.	Advanced negotiation techniques, A McCarthy, S Hay - Springer
3.	Negotiation Skills, AF Galal - books.google.com
4.	Commercial negotiation skills, S Ashcroft - Industrial and Commercial Training, - emerald.com
<b>References Books</b>	
1.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.
2.	Dawn Iacobucci (2014), Marketing Models: Multivariate Statistics and Marketing Analytics, Createspace Independent Publishing Platform, ISBN 13: 9781502901873.
3.	V. Kumar, Robert P. Leone, David A. Aaker, George S. Day and Gopal Das (2018), Marketing Research, 13th Edition, Wiley Publication, ISBN: 9788126577125
4.	Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.
5.	Sarstedt, M.; Mooi, E. (2019), A Concise Guide to Market Research: The Process, Data, and Methods Using IBM SPSS Statistics. Third Edition, Berlin: Springer Berlin.
6.	Naresh K. Malhotra (2019) Marketing Research: An Applied Orientation, 7th Edition Pearson Education,ISBN-13: 978-0134734842.

<b>Web Resources</b>	
1.	<a href="https://www.rainsalestraining.com/blog/strategies-and-tactics-for-sales-negotiation">https://www.rainsalestraining.com/blog/strategies-and-tactics-for-sales-negotiation</a>
2.	<a href="https://theintactone.com/2019/12/31/theories-of-personal-selling/">https://theintactone.com/2019/12/31/theories-of-personal-selling/</a>
3.	<a href="https://salesblink.io/blog/sales-negotiation">https://salesblink.io/blog/sales-negotiation</a>
4.	<a href="https://www.salesforce.com/blog/what-is-a-salesforce-admin/">https://www.salesforce.com/blog/what-is-a-salesforce-admin/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	M	M	S	M	M
<b>CO 4</b>	S	S	M	M	M
<b>CO 5</b>	S	M	S	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		CHANNEL MANAGEMENT STRATEGIES						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804342	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of Marketing Channels								
✍ To provide insights on Channel Design								
✍ To throw light on Channel Implementation								
✍ To elucidate on Channel Institutions								
✍ To create awareness and importance of Channel performance assessment								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction to Marketing Channels:</b> Meaning –Structure – Functions - Importance - Types - Contribution of channel partners to marketers and consumers.						9	
II	<b>Channel Design:</b> Channel design – Demand, supply and Channel efficiency - Types of channels based on segmentation – Supply side channel analysis – Channel flows and efficiency analysis – Channel Structure and Intensity – Gap analysis						9	
III	<b>Channel Implementation:</b> Channel power – Getting it, using it, keeping it – Managing Conflict to Increase Channel Coordination – Strategic Alliances in Distribution – Vertical Integration in Distribution – Legal Constraints on marketing channel policies.						9	
IV	<b>Channel Institutions:</b> Retailing, Wholesaling, Franchising, Electronic Marketing Channel - Logistics and Supply Chain Management - Omni and Hybrid Channels - Channel proliferation – online, offline, business to business, business to consumer, vertical and backward channel integration.						9	
V	<b>Channel performance assessment:</b> Evaluation of Channel members’ performance – Criteria – Process - Channel Efficiency – Channel Compensation – Performance Metrics						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	To familiarize the students to the basic concepts of Marketing Channels
<b>CO2</b>	To provide insights on Channel Design
<b>CO3</b>	To throw light on Channel Implementation
<b>CO4</b>	To elucidate on Channel Institutions
<b>CO5</b>	To create awareness and importance of Channel performance assessment

<b>Reading List</b>	
1.	Channel strategy - Springer LINK
2.	Channel Management - ResearchGate
3.	Channel Management - SAGE Journals
4.	Journal of Marketing Channels
<b>References Books</b>	
1.	Palmatier, R., Stern, L., & El-Ansary, A., Marketing Channel Strategy Routledge 2016.
2.	K. G. Hardy , Allan J. Magrath(1988) , Marketing Channel Management
3.	Meenal Dhotre, Channel Management and Retail Marketing 2010, Himalaya Publishing House
4.	Furey, T., & Friedman, L. (2012). Channel Advantage, The. Routledge.
5.	Fotiadis, T., & Folinas, D. (2017). Marketing and Supply Chain Management: A Systemic Approach. Routledge.
6	Anne T. Coughlan, Erin Anderson, Louis W. Stern and Adel I. El – Ansary, Marketing Channels, 7th Edition 2008, Pearson

<b>Web Resources</b>	
1.	<a href="https://study.com/academy/lesson/marketing-channel-definition-and-function-in-the-marketplace.html">https://study.com/academy/lesson/marketing-channel-definition-and-function-in-the-marketplace.html</a>
2	<a href="https://ebooks.inflibnet.ac.in/mgmt14/chapter/channel-design-and-management/">https://ebooks.inflibnet.ac.in/mgmt14/chapter/channel-design-and-management/</a>
3	<a href="https://www.scribd.com/presentation/51642625/Managing-Conflict-to-increase-channel-coordination">https://www.scribd.com/presentation/51642625/Managing-Conflict-to-increase-channel-coordination</a>
4	<a href="http://www.managementstudyguide.com">www.managementstudyguide.com</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	S	S	M	M	L
<b>CO 3</b>	M	M	S	M	L
<b>CO 4</b>	M	S	M	M	M
<b>CO 5</b>	S	M	S	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		CUSTOMER ENGAGEMENT MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804343	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ Understand how to build good customer relationships								
✍ Acquire methods for uncovering the customer's needs								
✍ Understand the importance of making a persuasive case								
✍ Learn how to say 'no' to unreasonable demands								
✍ Master techniques for structuring effective customer meetings								
UNIT	Details							No. of Periods for the Unit
I	Concepts and Meaning of Customer Engagement: Customer Relationship Management, Customer Experience Management and Customer Engagement – Customer Engagement Behaviour: Behavioral perspectives of customer engagement and Theoretical Foundations – The Process of Customer Engagement - Metrics for Engaging Customers							9
II	Customer Engagement and Brand Relationships: Connective Brands with Customers - Assessing Customer Engagement and brand relationship - Customer Engagement in virtual brand community –Social Network platforms - Customer Engagement in offline brand community.							9
III	Conceptualizing and Measuring Customer Engagement Value: Customer Brand Value, Customer Lifetime Value, Customer Referral Value, Business Reference Value.							9
IV	Engagement, Interactivity, Social Media and Technology: Customer Influence Value, Customer Knowledge Value - Managing the Customer Engagement Value Framework - Organizational Challenges							9
V	Emerging Customer Engagement: Antecedents and outcomes of Customer Engagement - Developing a Spectrum of Positive to Negative Citizen Engagement - Negative Customer Brand Engagement in Blogs - Contemporary Issues in customer engagement.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Explain and illustrate the strategic role of data analytics in digital marketing.
CO2	Identify and evaluate appropriate tools and techniques to analyse digital marketing performance.
CO3	Apply a variety of data collection and analysis technologies for the purposes of digital marketing analysis.
CO4	Interpret digital marketing data analysis and translate it into tangible strategic and tactical insights.
CO5	Consider the ethical considerations of big data in sustainable businesses.

<b>Reading List</b>	
1.	A Pansari, V Kumar - <b>Customer engagement marketing</b> , 2018 - Springer
2.	<b>Customer engagement: Contemporary issues and challenges</b> RJ Brodie, LD Hollebeek, J Conduit - 2015 - books.google.com
3.	Past, present, and future of <b>customer engagement</b> WM Lim, T Rasul, S Kumar, M Ala - Journal of Business Research, 2021 - Elsevier
4.	Strategic <b>customer engagement marketing: A decision making</b> framework A Alvarez-Milán, R Felix, PA Rauschnabel... - Journal of Business ..., 2018 - Elsevier
<b>References Books</b>	
1.	Kumar V (2014), Profitable Customer Engagement Concept, Metrics and Strategies, Sage Publications Pvt. Limited, New Delhi, India
2.	Palmatier, Robert W., Kumar, V., Harmeling, Colleen M. (2018), Customer Engagement Marketing, Palgrav Macmillan, India
3.	Linda Pophal (2014), The Everything Guide To Customer Engagement: Connect with Customers to Build Trust, Foster Loyalty, and Grow a Successful Business, Adams Media, Massachusetts, USA.
4.	Roderick J. Brodie, Linda D. Hollebeek and Jodie Conduit (2016), Customer Engagement, Contemporary Issues and Challenges, Routledge
5.	Engagement Marketing by Goodman Gail F. John Wiley & Sons Inc (2018)
6.	Customer Engagement Marketing- Robert W. Palmatier, V. Kumar, Colleen M. Harmeling (2018)

<b>Web Resources</b>	
1.	<a href="https://pure.strath.ac.uk/ws/portalfiles/portal/44580153/Alexander_Jaakkola_Customer_Engagement_2015_Customer_engagement_behaviours_and_value.pdf">https://pure.strath.ac.uk/ws/portalfiles/portal/44580153/Alexander_Jaakkola_Customer_Engagement_2015_Customer_engagement_behaviours_and_value.pdf</a>
2	<a href="https://assets.ctfassets.net/xny2w179f4ki/23cH2wrrLfrRhpojfkEkdpG/7c2221b0d0f38e0f77eb0e86c82c9211/intercom-on-customer-engagement__3_.pdf">https://assets.ctfassets.net/xny2w179f4ki/23cH2wrrLfrRhpojfkEkdpG/7c2221b0d0f38e0f77eb0e86c82c9211/intercom-on-customer-engagement__3_.pdf</a>
3	<a href="https://www.diva-portal.org/smash/get/diva2:530408/FULLTEXT01.pdf">https://www.diva-portal.org/smash/get/diva2:530408/FULLTEXT01.pdf</a>
4	<a href="https://www.energynetworks.com.au/assets/uploads/customer_engagement_handbook_july_2016.pdf">https://www.energynetworks.com.au/assets/uploads/customer_engagement_handbook_july_2016.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	S	M	M
<b>CO 3</b>	S	S	M	M	M
<b>CO 4</b>	M	M	S	S	S
<b>CO 5</b>	M	M	S	S	S

**S-Strong      M-Medium      L-Low**

Title of the Course		DIGITAL MARKETING						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code		231804344
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ Understand the digital marketing space and acquire knowledge on digital marketing strategy								
✍ To learn and comprehend on SEO and SEM								
✍ To acquire knowledge on the various channels of SMM								
✍ To learn, understand, and evaluate Search analytics and Web analytics								
✍ To create awareness and understanding on google analytics								
UNIT	Details							No. of Periods for the Unit
I	<b>Digital Marketing Strategy:</b> Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.							9
II	<b>SEO:</b> Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.							9
III	<b>Social Media Marketing:</b> Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management - Adwords - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).							9
IV	<b>Search and Web Analytics:</b> Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.							9
V	<b>Google Analytics:</b> Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.
CO3	To know the key elements of a digital marketing strategy

<b>CO4</b>	To study how the effectiveness of a digital marketing campaign can be measured
<b>CO5</b>	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

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

<b>Web Resources</b>	
1.	<a href="https://www.snhu.edu/about-us/newsroom/business/types-of-digital-marketing">https://www.snhu.edu/about-us/newsroom/business/types-of-digital-marketing</a>
2.	<a href="https://emergentdigital.com/digital-marketing-seo-sem-smm/">https://emergentdigital.com/digital-marketing-seo-sem-smm/</a>
3.	<a href="https://blog.hubspot.com/marketing/guide-to-web-analytics-traffic-terms">https://blog.hubspot.com/marketing/guide-to-web-analytics-traffic-terms</a>
4.	<a href="https://analytics.google.com/analytics/academy/course/6">https://analytics.google.com/analytics/academy/course/6</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	S	S	M	M	L
<b>CO 3</b>	M	M	S	M	L
<b>CO 4</b>	M	S	M	M	M
<b>CO 5</b>	S	M	S	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		MARKETING ANALYTICS						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804345	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
				3	-	--	3	25
Learning Objectives								
☞ To familiarize the students to the basic concepts of Marketing analytics.								
☞ To provide insights on Business Strategies.								
☞ To throw light on Product and Price analytics.								
☞ To elucidate on distribution analytics.								
☞ To create awareness and importance of sales analytics.								
UNIT	Details							No. of Periods for the Unit
I	<b>Marketing Analytics Framework:</b> Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.							9
II	<b>Business Strategy and Operations:</b> Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics. Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.							9
III	<b>Product and Price Analytics:</b> Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.							9
IV	<b>Distribution and Promotions Analytics:</b> Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution. Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.							9
V	<b>Sales Analytics:</b> E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Understand the basic concepts of Marketing analytics.
CO2	Analyse and Implement Business Strategies.
CO3	Use differential Product and Price analytics.
CO4	Compare and employ on distribution analytics.
CO5	Use appropriate sales analytics.



<b>Reading List</b>	
1.	Marketing analytics: Methods, practice, implementation, and links to other fields SL France, S Ghose - Expert Systems with Applications, 2019 - Elsevier
2.	Marketing analytics for customer engagement: a viewpoint S Nagaraj - International Journal of Information Systems and Social ..., 2020 - igi-global.com
3.	Journal of Marketing Analytics - Palgrave Macmillan
4.	Applied Marketing Analytics   Henry Stewart Publications
<b>References Books</b>	
1.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.
2.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer Assisted Marketing Analysis and Planning, 2 <sup>nd</sup> edition, Trafford Publishing UK.
3.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, First Edition, Wiley, Indianapolis.
4.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.
5.	Mike Grigsby (2018), Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, 2nd Edition, NY: Kogan Page Limited, New York.
6.	Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Marketing Analytics Essential Tools for Data-Driven Decisions, University of Virginia Press, 1st Edition, 2021.

<b>Web Resources</b>	
1.	<a href="https://www.marketingevolution.com/marketing-essentials/marketing-analytics">https://www.marketingevolution.com/marketing-essentials/marketing-analytics</a>
2.	<a href="https://www.wrike.com/marketing-guide/marketing-analytics/">https://www.wrike.com/marketing-guide/marketing-analytics/</a>
3.	<a href="https://www.questionpro.com/blog/what-is-conjoint-analysis/">https://www.questionpro.com/blog/what-is-conjoint-analysis/</a>
4.	<a href="http://www.neilpatel.com">www.neilpatel.com</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	M	M	S	M	M
<b>CO 4</b>	M	S	M	M	M
<b>CO 5</b>	S	S	S	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		MARKETING METRICS						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804346	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To understand market share and concept of customer profitability.								
✍ To provide fundamental knowledge on product and portfolio management.								
✍ To understand the Margins & Profits, Pricing Metrics, price sensitivity.								
✍ To provide fundamental knowledge on promotional and Advertising metrics								
✍ To expose the students to Linking marketing metrics to financial performance								
UNIT	Details							No. of Periods for the Unit
I	<b>Market Share and Customer Profitability:</b> Market share: Share of Mind, Share of Heart -Market share in Units – Market share in Revenue, Relative Share - Competitive analysis - Market Concentration - Market Penetration – BDI-CDI. Customer Profitability - the value of individual customers and Relationships - Customers Regency and Retention. Prospect Value - Average acquisition cost - Average retention cost.							9
II	<b>Product &amp; Portfolio Management:</b> Trial, Repeat, Penetration, and Volume Projections ,Growth: Percentage and Compound Annual Growth Rate, Cannibalization Rates and Fair Share Draw - Brand equity metrics - Conjoint utilities and consumer projections - Segment utilities - Conjoint utilities and volume projections.							9
III	<b>Margins &amp; Profits, Pricing Metrics:</b> Unit Margin- Margin percentage - Channel Margins - Average Price per unit - Price per statistical unit - Variable and fixed costs-Marketing spending- Contribution per unit- Contribution margin percentage - Break even sales - Target volume - Target revenues. Price sensitivity and optimization - setting prices to maximize profits - Price Premium, Reservation Price, Percent Good Value- Price elasticity of demand - optimal price - residual elasticity							9
IV	<b>Promotions and Advertising Metrics:</b> Promotion Metrics: Temporary price promotions - Baseline Sales, Incremental Sales, and Promotional Lift - Redemption Rates for Coupons / Rebates. The central measures of advertising coverage and effectiveness - Model for consumer response to advertising – Advertising Metrics: Impressions, Gross Rating Points, and Opportunities to See Cost per Thousand Impressions (CPM) Rates. Reach/Net Reach and Frequency. Share of Voice Impressions							9
V	<b>Sales force and Channel Management:</b> Linking marketing metrics to financial performance – Workload - Sales potential forecast - Total sales force effectiveness - Sales force organization, performance, and compensation. Distribution coverage and logistics. Sales Force Coverage, Sales Force Goals. Sales Force Results. Sales Force Compensation. Facings and Share of Shelf Out of Stock and out-of-Service Levels - Direct product profitability – GMROI - Net profit-Return on sales-Return on investment - Economic profits – EVA - payback – NPV – IRR – ROMI - Application of marketing metrics in organizations.							9

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Able to understand market share and concept of customer profitability.
<b>CO2</b>	Become familiar with fundamental knowledge on product and portfolio management.
<b>CO3</b>	Able understand the Margins & Profits, Pricing Metrics, price sensitivity.
<b>CO4</b>	Become familiar fundamental knowledge on promotional and Advertising metrics
<b>CO5</b>	Become familiar about Linking marketing metrics to financial performance

Reading List	
1.	Key marketing metrics: the 50+ metrics every manager needs to know P Farris, N Bendle, P Pfeifer, D Reibstein - 2017 - books.google.com
2.	Content marketing metrics: Theoretical aspects and empirical evidence E Rancati, N Gordini - European Scientific Journal, 2014 - core.ac.uk
3.	Marketing metrics: The definitive guide to measuring marketing performance PW Farris, N Bendle, PE Pfeifer, D Reibstein - 2010 - books.google.com
4.	Marketing metrics:: Status of six metrics in five countries P Barwise, JU Farley - European Management Journal, 2004 - Elsevier

References Books	
1.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.
2.	Stephen Sorger, (2013), MARKETING ANALYTICS, Strategic Models and Metrics, First Edition, Admiral Press.
3.	Gary L. Lilien and Arvind Rangaswamy (2014), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Trafford Publishing UK
4.	Wayne L. Winston (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, Indianapolis.
5.	Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service, john A goodman, Amacom, 2014.
6.	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), Marketing Metrics, 2nd Edition, Pearson USA.

Web Resources	
1.	<a href="https://lup.lub.lu.se/luur/download?func=downloadFile&amp;recordId=1976174&amp;fileId=1976179">https://lup.lub.lu.se/luur/download?func=downloadFile&amp;recordId=1976174&amp;fileId=1976179</a>
2	<a href="https://jiwaji.edu/pdf/ecourse/management/Paper%20202%20Marketing%20%20of%20health%20care%20services..pdf">https://jiwaji.edu/pdf/ecourse/management/Paper%20202%20Marketing%20%20of%20health%20care%20services..pdf</a>
3	<a href="https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/_PG_M.B.A%20Logistics%20Management_Logistics%20Management_355%2044_Logistics%20Marketing%20and%20Technology_3057.pdf">https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/4/_PG_M.B.A%20Logistics%20Management_Logistics%20Management_355%2044_Logistics%20Marketing%20and%20Technology_3057.pdf</a>
4	<a href="https://oms.bdu.ac.in/ec/admin/contents/175_P16MBA4EM4_2020051909561946.pdf">https://oms.bdu.ac.in/ec/admin/contents/175_P16MBA4EM4_2020051909561946.pdf</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	S	M	M
<b>CO 3</b>	M	M	S	S	M
<b>CO 4</b>	M	S	M	S	M
<b>CO 5</b>	S	S	M	S	S

**S-Strong      M-Medium      L-Low**

Title of the Course		NEW PRODUCT STRATEGIES						
PART								
Category	Elective 1	Year	II	Credits	3	Course Code	231804347	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of New Product Strategy								
✍ To provide insights on Generation of new product ideas and identifying new market opportunities								
✍ To throw light on Selecting Market opportunity and Designing new market offers								
✍ To elucidate on Brand identity development								
✍ To hypothesize and implement new product Entry Strategies								
UNIT	Details						No. of Periods for the Unit	
I	<b>Basics of New Product Strategy:</b> New Product Strategy-decisions-consumer behavior adoption and diffusion of innovations; characteristics, purpose, risk in new products; PLC.						9	
II	<b>Idea Generation and Development:</b> Generation of new product ideas and identifying new market opportunities, New Product Planning Process-stage gate system and its application.						9	
III	<b>The Product offer:</b> Selecting Market opportunity and Designing new market offers-Concept Generation and Evaluation, Developing and Testing Physical offers.						9	
IV	<b>New Product Brand Development and Pricing Strategies:</b> Importance of Brand decisions and Brand identity development; Pricing of a new product, Pre-test Marketing.						9	
V	<b>New Product Launch:</b> Entry Strategies - Pre-launch, during launch and Post launch preparations.						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Be familiar with the basic concepts of New Product Strategy
<b>CO2</b>	Be well versed in Generation of new product ideas and identifying new market opportunities
<b>CO3</b>	Select Market opportunities and Designing new market offers
<b>CO4</b>	Develop Brand identity development
<b>CO5</b>	Hypothesize and implement new product Entry Strategies

Reading List	
1.	Product Strategy & Roadmaps, Kindle Edition, 2017
2.	Roman Picher, Strategize: Product Strategy and Product Roadmap Practices for the Digital Age, Kindle Edition, 2016
3.	Journal of Product Innovation, 2004 - Wiley Online Library
4.	Industrial Marketing Management, 2009 - Elsevier

<b>References Books</b>	
1.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.
2.	Crawford, Merle, Di Benedetto, Anthony, (2014), New Products Management, 11 <sup>th</sup> edition, McGraw-Hill.
3.	Robert G.Cooper, (2011), Winning at New Products, Creating Value through Innovation, 4 <sup>th</sup> edition, Basic Book, Perseus Books Group.
4.	Bettencourt, Lance, (2010), Service Innovation: How to Go from Customer Needs to Breakthrough Services, McGraw-Hill.
5.	Jaime Levy (2021), UX Strategy: Product Strategy Techniques for Devising Innovative Digital Solutions, O'Reilly Media, Inc.
6.	Ulrich, Karl, Eppinger, Steven, (2012), Product Design and Development, 5th edition, McGraw-Hill.

<b>Web Resources</b>	
1.	<a href="https://www.productplan.com/learn/how-to-create-a-product-development-strategy/">https://www.productplan.com/learn/how-to-create-a-product-development-strategy/</a>
2	<a href="https://railsware.com/blog/idea-generation-for-new-product-development/">https://railsware.com/blog/idea-generation-for-new-product-development/</a>
3	<a href="https://hbr.org/1976/11/pricing-policies-for-new-products">https://hbr.org/1976/11/pricing-policies-for-new-products</a>
4	<a href="https://www.paddle.com/resources/product-launch-strategy">https://www.paddle.com/resources/product-launch-strategy</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	S	S	M	M	L
<b>CO 3</b>	M	M	S	M	L
<b>CO 4</b>	M	S	M	M	M
<b>CO 5</b>	S	M	S	M	L

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>STRATEGIC MARKETING</b>						
<b>PART</b>								
<b>Category</b>	Elective 1	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804348	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To learn fundamentals of strategic marketing								
✍ To have understanding about external environmental analysis								
✍ To know about strategic marketing advantage								
✍ To have insights about market resource allocation and customer value								
✍ To get familiar about implementation and contemporary issues in marketing strategy								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	<b>Introduction to Strategic Marketing:</b> Fundamentals of Marketing Strategy - Market scope - competitive advantage - strategic target and strategic advantage - consumer and business markets.							<b>9</b>
<b>II</b>	<b>External environmental analysis:</b> Political, economic, socio cultural, technological forces and strategic uncertainty in marketing. Analysis of effects Scenario analysis and forecasting for marketing.							<b>9</b>
<b>III</b>	<b>Strategic marketing advantage:</b> Strategic marketing group analysis – Types of Strategic marketing group - Strategic marketing group mapping - positional advantage and sources of advantage in marketing – Creating and Challenging Competitive Advantage – Creating Corporate Advantage.							<b>9</b>
<b>IV</b>	<b>Marketing Resource allocation and customer value:</b> Meaning – Types and Principles of Resource allocation models – Allocation between advertising and sales promotion – Allocation to new media - Allocation across markets and countries – Allocation to future research issues - Portfolio methods used for product market combination for different SBUs.							<b>9</b>
<b>V</b>	<b>Implementation issues in marketing strategy and Contemporary Issues:</b> Marketing mix policies, control, implementation and marketing organization issues. Effect of current digital era on marketing strategy.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understand fundamentals of strategic marketing
<b>CO2</b>	Learn and understand about external environmental analysis
<b>CO3</b>	Having knowledge about strategic marketing advantage
<b>CO4</b>	Derive insights about market resource allocation and customer value
<b>CO5</b>	Familiar about implementation and contemporary issues in marketing strategy

<b>Reading List</b>	
1.	D. W. Cravens, N Piercy, Strategic marketing, academia.edu, 2006
2.	RMS Wilson, C Gilligan Strategic Marketing Management, taylorfrancis.com, 2012
3.	Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises R Varadarajan - Journal of the Academy of Marketing Science, 2010 – Springer
4.	Journal of Strategic Marketing, Taylor & Francis,
<b>References Books</b>	
1.	Ferrell, O. C., & Speh, T. W. (2017). Marketing Strategy, Loose-Leaf Version. Cengage Learning.
2.	West, D. C., Ford, J., & Ibrahim, E. (2015). Strategic marketing: creating competitive advantage. Oxford University Press, USA.
3.	Andaleeb, S. S., & Hasan, K. (Eds.). (2016). Strategic marketing management in Asia: case studies and lessons across industries. Emerald Group Publishing Limited.
4.	Abratt, R., & Bendixen, M. (2018). Strategic Marketing: Concepts and Cases. Routledge
5.	Morgan, R. E. (2016). Strategic marketing: New horizons in theory and research. J. Rudd, M. Jaakkola, & G. W. Marshall (Eds.). Emerald Group Publishing Limited.

<b>Web Resources</b>	
1.	<a href="http://www.edushots.com">www.edushots.com</a>
2.	<a href="https://tyonote.com/external_environment_analysis/">https://tyonote.com/external_environment_analysis/</a>
3.	<a href="https://coschedule.com/marketing-strategy">https://coschedule.com/marketing-strategy</a>
4.	<a href="https://www.hbs.edu/ris/Publication">https://www.hbs.edu/ris/Publication</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	S	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	M	S	S	S	M
<b>CO 4</b>	M	S	M	M	M
<b>CO 5</b>	S	M	S	M	M

**S-Strong      M-Medium      L-Low**

Title of the Course		CORPORATE FINANCE						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804351	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students with the fundamental understanding of corporate finance.								
✍ To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.								
✍ To throw light on the investment techniques on the investment decision making								
✍ To educate the students on the various sources of international finance available to the Indian companies.								
✍ To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction to Corporate Finance:</b> Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.						9	
II	<b>Indian Capital Market</b> – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity– Debenture financing Guidelines from SEBI, advantages and disadvantages						9	
III	<b>Investment Decision:</b> Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.						9	
IV	<b>Finance from international sources,</b> – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.						9	
V	<b>Foreign Collaboration</b> – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understand the fundamentals of corporate finance.
<b>CO2</b>	Summarize the role of SEBI and the structure of Indian capital market.
<b>CO3</b>	Analyze the various investment techniques and the investment decision making.
<b>CO4</b>	Appraise the various sources of finance that are available to the Indian companies.
<b>CO5</b>	Categorize the various modes through which corporate can go international and multinational.



<b>Reading List</b>	
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020
3.	Journal of Corporate Finance, Elsevier
4.	The Review of Corporate Finance, Oxford Academic
<b>References Books</b>	
1.	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 <sup>th</sup> Edition, Paperback, Tata McGraw-Hill Publishers, 2018.
2.	Damodaran, A., Applied Corporate Finance, 4 <sup>th</sup> Edition, Wiley, 2015.
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 <sup>nd</sup> Edition Paperback, Wiley India Pvt Ltd., 2007.
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.
5.	Madura, J., International Corporate Finance, 10 <sup>th</sup> Edition, Cengage Learning, 2012.
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.

<b>Web Resources</b>	
1.	<a href="https://corporatefinanceinstitute.com/resources/">https://corporatefinanceinstitute.com/resources/</a>
2.	<a href="https://learningperspectives.in/blog/what-is-foreign-collaboration/">https://learningperspectives.in/blog/what-is-foreign-collaboration/</a>
3.	<a href="https://khanacademy.org/economics-finance-domain/core-finance">https://khanacademy.org/economics-finance-domain/core-finance</a>
4.	<a href="https://learn.saylor.org/mod/book/view.php?id=53636&amp;chapterid=37589">https://learn.saylor.org/mod/book/view.php?id=53636&amp;chapterid=37589</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	M	L
<b>CO 2</b>	S	L	L	M	L
<b>CO 3</b>	S	S	L	L	L
<b>CO 4</b>	S	L	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>						
<b>PART</b>								
<b>Category</b>	Elective II	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804352	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.								
✍ To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.								
✍ To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.								
✍ To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.								
✍ To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	<b>Investment</b> - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							<b>9</b>
<b>II</b>	<b>Securities Market</b> - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							<b>9</b>
<b>III</b>	<b>Fundamental Analysis</b> - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.							<b>9</b>
<b>IV</b>	<b>Technical Analysis</b> - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.							<b>9</b>
<b>V</b>	<b>Portfolio Management</b> -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation							<b>9</b>

Course Outcomes	
<b>CO1</b>	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.
<b>CO2</b>	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market
<b>CO3</b>	Analyze the investment decisions with the help of fundamental analysis techniques.
<b>CO4</b>	Appraise the stock price movements and its behavior with the help of technical analysis techniques.
<b>CO5</b>	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

Reading List	
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009
3.	The Journal of Portfolio Management, Springer
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank
References Books	
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

Web Resources	
1.	<a href="https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm">https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm</a>
2	<a href="https://onlinecourses.nptel.ac.in/noc23_mg112/preview">https://onlinecourses.nptel.ac.in/noc23_mg112/preview</a>
3	<a href="http://www.digimat.in/nptel/courses/video/110105035/L01.html">http://www.digimat.in/nptel/courses/video/110105035/L01.html</a>
4	<a href="https://www.wallstreetmojo.com/security-analysis/">https://www.wallstreetmojo.com/security-analysis/</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	S	L	L	L
<b>CO 2</b>	S	S	L	M	L
<b>CO 3</b>	S	S	L	S	L
<b>CO 4</b>	S	L	L	M	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong M-Medium L-Low**

Title of the Course		TAX MANAGEMENT						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804353	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To make an understanding on the tax system								
✍ To enrich on taxation procedure under different heads of income.								
✍ To create awareness on deductions, set off and carry forwards in tax management.								
✍ To enable computation of taxable income.								
✍ To provide insight knowledge on direct tax system								
UNIT	Details						No. of Periods for the Unit	
I	Introduction: Income Tax Law – important concepts –Scheme of Taxation – types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning – Tax exemption – Residential status–Tax free incomes.						9	
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources – basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.						9	
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment–Tax deduction at source; advance tax; self-assessment tax assessment procedure – Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.						9	
IV	Corporate Taxation – Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds						9	
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital Funds.						9	

Course Outcomes	
<b>Course Outcomes</b>	
<b>CO1</b>	State the basic concepts of tax management system in India.
<b>CO2</b>	Discuss the taxation procedure involved under different heads of income.
<b>CO3</b>	Calculate on the deduction procedures, set off and carry forward procedures.
<b>CO4</b>	Analyze the ways to compute total taxable income.
<b>CO5</b>	Prepare direct tax system

Reading List	
1	Direct Taxes Law and Practice, Vinod K Singhanian and Kapil Singhanian, Taxmann, 2021
2	Income Tax ready reckoner for 2021-22 e-book, Taxguru.
3	<a href="https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf">https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf</a>
4	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhanian, Taxmann

References Books	
1	Students Guide to Income Tax by Dr. Vinod K. Singhanian and Monica Singhanian, Taxmann's flagship publication, Latest Edition.
2	Indirect Tax by Vinod K. Singhanian Taxmann's flagship publication, Latest Edition
3	Iyengar, A.C., Sampat Law of Income Tax. Allahabad, Bharat Law House. Latest Edition.
4	Dr. H.C. Mehrotra, Dr. S.P. Goyal, Jai Narain Vyas, Income tax and Indirect taxes, Sahitya Bhawan Publications, Latest Edition.
5	T.S. Reddy, Y. Hari Prasad Reddy, Income Tax Theory, Law Practice, Margham Publishers, Latest Edition.
6	Students Guide to Income Tax by Dr. Vinod K. Singhanian and Monica Singhanian, Taxmann's flagship publication, Latest Edition.

Web Resources	
1.	<a href="https://cleartax.in/glossary/corporate-tax/">https://cleartax.in/glossary/corporate-tax/</a>
2	<a href="https://navi.com/blog/income-tax-heads/">https://navi.com/blog/income-tax-heads/</a>
3	<a href="https://www.incometax.gov.in/iec/foportal/help/company/return-applicable">https://www.incometax.gov.in/iec/foportal/help/company/return-applicable</a>
4	<a href="https://taxsummaries.pwc.com/india/corporate/taxes-on-corporate-income">https://taxsummaries.pwc.com/india/corporate/taxes-on-corporate-income</a>
5	<a href="https://www.elibrary.imf.org/view/journals/024/1967/001/article-A005-en.xml">https://www.elibrary.imf.org/view/journals/024/1967/001/article-A005-en.xml</a>
6	<a href="https://tax2win.in/guide/income-tax-assessment">https://tax2win.in/guide/income-tax-assessment</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	M	L	L	S
<b>CO 2</b>	S	L	L	L	S
<b>CO 3</b>	S	L	L	L	S
<b>CO 4</b>	S	L	L	L	S
<b>CO 5</b>	S	L	L	L	S

**S-Strong      M-Medium      L-Low**

Title of the Course		MERCHANT BANKING AND FINANCIAL SERVICES						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804354	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
<p>☞ To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.</p>								
<p>☞ To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.</p>								
<p>☞ To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.</p>								
<p>☞ Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.</p>								
<p>☞ Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.</p>								
UNIT	Details						No. of Periods for the Unit	
I	Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework –Relevant Provisions of Companies Act- SERA- SEBI Guidelines - FEMA, etc. –Relation with Stock Exchanges and OTCEI.						9	
II	Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals–Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.						9	
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.						9	
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.						9	
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting– Venture Capital.						9	

Course Outcomes	
Course Outcomes	
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

<b>Reading List</b>	
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011
2.	Pathak Barthi, Indian Financial System, 5 <sup>th</sup> Edition, Pearson Education, 2018
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate
4.	Journal of Corporate Finance, Elsevier
<b>References Books</b>	
1.	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4.	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6.	Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.

<b>Web Resources</b>	
1.	<a href="https://cleartax.in/glossary/merchant-banking/">https://cleartax.in/glossary/merchant-banking/</a>
2.	<a href="https://www.sebi.gov.in/">https://www.sebi.gov.in/</a>
3.	<a href="https://www.nism.ac.in/merchant-banking/">https://www.nism.ac.in/merchant-banking/</a>
4.	<a href="https://e-sarthi.lpcps.org.in/uploads/Notes/4/31/250/Unit%20I/Unit_1.2.pdf">https://e-sarthi.lpcps.org.in/uploads/Notes/4/31/250/Unit%20I/Unit_1.2.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	M	L
<b>CO 2</b>	S	M	L	L	L
<b>CO 3</b>	S	M	L	M	L
<b>CO 4</b>	S	M	L	L	L
<b>CO 5</b>	S	L	L	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		DERIVATIVES MANAGEMENT						
PART								
Category	Elective II	Year	II	Credits	3	Course Code		231804355
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
☞ To familiarize and enable the students to understand the fundamentals of Derivatives and its types.								
☞ To throw light on forward and futures contract.								
☞ To educate the students on Options.								
☞ To elucidate the various Option Pricing models.								
☞ To educate the students on the indices of various derivative instruments								
UNIT	Details							No. of Periods for the Unit
I	Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.							9
II	Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.							9
III	Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models –Differences between future and Option contracts.							9
IV	Principles of Option pricing – Put Call Parity relationship – Option pricing models – The Black Scholes Model – The Binomial model – Principles of forward and future pricing – the cost of carry model.							9
V	Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.							9

Course Outcomes	
Course Outcomes	
CO1	List the fundamentals of Derivatives and its types.
CO2	Classify the Forward and Future Contracts.
CO3	Assess the Options.
CO4	Summarize the various Option Pricing models.
CO5	Generalize the knowledge on the indices of various Derivative Instruments.



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

<b>Web Resources</b>	
1.	<a href="https://www.5paisa.com/finschool/course/equity-derivatives-course/introduction-to-derivatives/">https://www.5paisa.com/finschool/course/equity-derivatives-course/introduction-to-derivatives/</a>
2.	<a href="https://www.indiainfoline.com/knowledge-center/derivatives/what-are-forward-contracts-and-how-do-they-work">https://www.indiainfoline.com/knowledge-center/derivatives/what-are-forward-contracts-and-how-do-they-work</a>
3.	<a href="https://www.nseindia.com/products-services/equity-derivatives-trading-system">https://www.nseindia.com/products-services/equity-derivatives-trading-system</a>
4.	<a href="https://www.mcxindia.com/docs/default-source/education-training/commodity-futures-market-in-india.pdf?sfvrsn=f5056e91_2">https://www.mcxindia.com/docs/default-source/education-training/commodity-futures-market-in-india.pdf?sfvrsn=f5056e91_2</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	M	L
<b>CO 2</b>	S	L	L	L	L
<b>CO 3</b>	S	L	S	L	L
<b>CO 4</b>	S	L	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		BANKING AND INSURANCE						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804356	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To provide a basic understanding of the insurance mechanism and principle of insurance.								
✍ To provide an overview of Indian insurance industry.								
✍ To understand the basics of Banking and the emergence of Banking in India.								
✍ To get acquainted with the functionality of the Banks.								
✍ To know the meaning and use of commonly used technologies in Banking.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Indian Financial System:</b> Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India As Regulators of Banks - Role & Functions of Banks – Regulatory Provisions/Enactments Governing Banks - Various Committees on Banking & Their Impact - Recent Developments in Indian Financial System - Aadhaar Seeding- -Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.						9	
II	<b>Basics of Banking:</b> Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering - Guidelines - Negotiable instruments – Bankers’ Duties and Responsibilities - DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Priority Sector Lending in Banks- Lending to Agriculture, Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.						9	
III	<b>Electronic Banking:</b> Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) – <b>NACH</b> Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).						9	
IV	<b>Insurance:</b> Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability Insurance Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.						9	

<b>V</b>	<b>General Insurance:</b> Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life Insurance; Principles – Uberimafides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.	<b>9</b>
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<b>Course Outcomes</b>	
<b>Course Outcomes</b>	
<b>CO1</b>	Understand, analyze and communicate on the Indian Financial System
<b>CO2</b>	Explain the basics of Banking and the emergence of Banking in India and its lending practices
<b>CO3</b>	Analyze the Digital Banking and the current trend in banking and new banking products and services
<b>CO4</b>	Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.
<b>CO5</b>	Categorize the knowledge and understanding on Marine, fire, home and medical insurances

<b>Reading List</b>	
1.	Jyotsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance, PHI Learning, 2012
2.	Natarjan. S, and Parameshwaran. R, Indian Banking, S.Chand& Company
3.	Journal of Banking and Finance, Elsevier
4.	Indian Journal of Banking, Risk and Insurance, Pubishing India

<b>References Books</b>	
1.	Bhattacharya,H.,Banking Strategy, Credit Appraisal and Lending Decisions, Oxford University Press,2nd Edition,2011.
2.	Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition,2015.
3.	Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,KalyaniPublishers,11th Edition, 2014.
4.	Muraleedharan, Modern Banking:Theory and Practice, PHI Learning, Second Edition, 2014.
5	Varshney,P.N., Banking Law and Practice, Sultan Chandand Sons, fist Edition, 2015.
6	Gopinath. M. N. –Banking Principles & Operations, Snow White Publications, 7th Edition, 2021

<b>Web Resources</b>	
1.	<a href="https://www.iibf.org.in/">https://www.iibf.org.in/</a>
2	<a href="https://irdai.gov.in/">https://irdai.gov.in/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	S	L
<b>CO 2</b>	S	L	L	M	L
<b>CO 3</b>	S	L	L	S	L
<b>CO 4</b>	S	L	L	S	L
<b>CO 5</b>	S	L	L	S	L

**S-Strong      M-Medium      L-Low**

Title of the Course		BEHAVIOURAL FINANCE						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804357	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To enable the students to understand the basics of Behavioural Finance								
✍ To create awareness and understanding on the various theories of Behavioural Finance								
✍ To elucidate the students on the various financial decision theory paradoxes								
✍ To throw light on the non-behavioural finance through the extended knowledge on Efficient Market Hypothesis								
✍ To educate the students on arbitrage, risks in share trade and on contemporary financial issues.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction to Behavioral Finance:</b> Introduction, Traditional vs Behavioural Theory, The Decision Making Process and Behavioural Biases, Limits to Arbitrage.						9	
II	<b>Behavioural Finance Theory and Bubbles:</b> Prospect Theory, SP/A Theory, Behavioural Portfolio Theory, Empirical and Statistical detection tests.						9	
III	<b>Decision Theory Paradoxes:</b> Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monty Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox.						9	
IV	<b>Non-Behavioral Finance:</b> Introduction - The roles of securities prices in the economy; Efficient markets hypothesis (EMH) – Definitions - EMH in supply and demand framework - Theoretical arguments for flat aggregate demand curve; Equilibrium expected return models.						9	
V	<b>Demand by Arbitrageurs and Average Investors &amp; Contemporary Issues:</b> Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment - contemporary behavioral finance issues						9	

Course Outcomes	
Course Outcomes	
CO1	Explain the basics of Behavioural Finance
CO2	Compare and classify the awareness and understanding on the various theories of Behavioural Finance
CO3	Categorize the various financial decision theory paradoxes
CO4	Assess the non-behavioral finance through the extended knowledge on Efficient Market Hypothesis
CO5	Estimate on arbitrage, risks in share trade and on contemporary financial issues.

<b>Reading List</b>	
1.	Subrahmanyam, A. (2008). Behavioural finance: A review and synthesis. European Financial Management.
2.	Forbes, W. (2009). Behavioural finance. John Wiley & Sons.
3.	Kapoor, S., &Prosad, J. M. (2017). Behavioural finance: A review. Procedia computer science.
4.	Bloomfield, R. (2010). Behavioural finance. In Behavioural and Experimental Economics (pp. 32-41). Palgrave Macmillan, London.
<b>References Books</b>	
1.	Prasaanna Chandra, Behavioural Finance, 2nd Edition, Paperback – 1, Mcgraw Hill, 2020
2.	Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Markets, Mcgraw Hill Education, 2017
3.	Shleifer, Andrei, Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press, 2000
4.	Thomas Kliestik, Katerina Valaskova, and Maria Kovacova, Advances in Behavioural Finance and Economics, MDPI, 2021
5.	Singh Ranjit, Behavioural Finance, PHI Learning Pvt. Ltd., 2019
6.	Sujata Kapoor, Jaya MamtaProsad, Behavioural Finance, Sage Publications India Pvt. Ltd., 2019.

<b>Web Resources</b>	
1.	<a href="https://www.morganstanley.com/articles/behavioral-finance">https://www.morganstanley.com/articles/behavioral-finance</a>
2.	<a href="https://www.cannonfinancial.com/uploads/main/Behavioral_Finance-Theories_Evidence.pdf">https://www.cannonfinancial.com/uploads/main/Behavioral_Finance-Theories_Evidence.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	L	L
<b>CO 2</b>	S	L	L	L	L
<b>CO 3</b>	S	M	L	L	L
<b>CO 4</b>	S	L	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		FINANCIAL MODELLING						
PART								
Category	Elective II	Year	II	Credits	3	Course Code		231804358
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To equip the students with the knowledge of different aspects of financial modelling and be familiar with using financial functions in a spreadsheet.								
✍ To gain an understanding of the valuation tools and techniques used in bond and equity valuation.								
✍ To design and construct useful and robust corporate modelling applications								
✍ To learn about the risk and return of a portfolio and how to measure them using different methods.								
✍ To acquaint the students with the fundamentals of derivative modelling and their application								
UNIT	Details							No. of Periods for the Unit
I	<b>Introduction to financial modelling &amp; built-in functions using spread sheets</b> -Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, Vlookup, Hlookup, if, countif, etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortization modelling- Debenture redemption modeling.							9
II	<b>Bond &amp; Equity Share Valuation Modelling</b> -Bond valuation – Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.							9
III	<b>Corporate Financial Modelling</b> -Altman z score, bankruptcy modelling - indifference point modelling – financial break-even modelling -corporate valuation modelling (two stage growth) - business modelling for capital budgeting evaluation: payback period, npv, irr and mirr.							9
IV	<b>Portfolio Modelling</b> -Risk beta and annualized return – security market line modelling – portfolio risk calculation (equal proportions) - portfolio risk optimization (varying proportions) - portfolio construction modeling.							9
V	<b>Derivative Modelling</b> - option pay off modelling: long and short call & put options -option pricing modeling (b-s model) - optimal hedge contract modeling							9

Course Outcomes	
Course Outcomes	
CO1	Identify the relevance of financial models for various corporate finance purposes.
CO2	Estimate the securities by using the modelling techniques
CO3	Calculate efficient financial budgeting and appraise the equity value of a company by applying various methods.
CO4	Assess the evaluation of securities through the tools and techniques of portfolio models
CO5	Appraise the aptitude of analyzing the investment decision-based on derivatives.

<b>Reading List</b>	
1.	Kienitz, J., &Wetterau, D. (2013). Financial modelling: Theory, implementation and practice with MATLAB source. John Wiley & Sons.
2.	Spronk, J., &Hallerbach, W. (1997). Financial modelling: Where to go? With an illustration for portfolio management. european Journal of operational research.
3.	Tankov, P. (2003). Financial modelling with jump processes. Chapman and Hall/CRC.
4.	Day, A. L. (2001). Mastering financial modelling. A Practitioner's Guide to Applied.
<b>References Books</b>	
1.	Wayne L Winston," Microsoft Excel 2016-Data Analysis and Business Modelling", PHI publications, (Microsoft Press), New Delhi,2017.
2.	Chandan Sen Gupta," Financial analysis and Modelling –Using Excel and VBA", Wiley Publishing House ,2014'
3.	Craig W Holden,"Excel Modelling in Investments" Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
4.	Ruzhbeh J Bodanwala , "Financial management using excel spread sheet",Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.
5.	Benninga, Simon. Principles of Finance with Microsoft Excel, 2nd Edition, 2011

<b>Web Resources</b>	
1.	<a href="https://corporatefinanceinstitute.com/">https://corporatefinanceinstitute.com/</a>
2.	<a href="https://www.cfainstitute.org/en/programs/cfa/financial-modeling">https://www.cfainstitute.org/en/programs/cfa/financial-modeling</a>
3.	<a href="https://mergersandinquisitions.com/financial-modeling/">https://mergersandinquisitions.com/financial-modeling/</a>
4.	<a href="https://fminstitute.com/">https://fminstitute.com/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	L	L	L
<b>CO 2</b>	S	S	L	L	L
<b>CO 3</b>	S	S	L	L	L
<b>CO 4</b>	S	S	L	L	L
<b>CO 5</b>	S	S	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		CAPITAL MARKETS AND FINANCIAL SERVICES						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804359	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
☞ To acquire knowledge on Indian financial systems and its regulators								
☞ To gain knowledge on listing and trading securities, Risk management in BSE & NSE, Index management.								
☞ To understand leasing and hire purchase								
☞ To familiarize with credit rating and securitization								
☞ To know Depositories & Contemporary Issues								
UNIT	Details							No. of Periods for the Unit
I	<p><b>Indian Financial System:</b></p> <p><b>Regulators:</b> Finance Ministry, Securities Exchange Board of India, Reserve Bank of India, Forward Market Commission, Insurance Regulatory and Development Authority.</p> <p><b>Primary Market:</b> Role of Primary Market, Functions, Intermediaries, methods of floatation of capital – IPO’s, FPO’s and Rights issues, Investor protection in primary market, Recent trends in primary market. Book building process. Secondary Market: Functions, intermediaries, Demutualization structure, Major stock exchanges in India.</p> <p><b>Indian Stock Exchanges:</b> Market types, order types and books. BSE: BOLT System, NSE: NEAT system OTCEI – Need, Features, Participants, Listing procedure, Trading and Settlement. Legislative framework guiding the capital markets and intermediaries.</p>							9
II	<p><b>Listing and trading of Securities:</b></p> <p>Listing requirements, procedure, fee- Listing conditions of BSE and NSE – Delisting. Legislations related to listing. Trading cycle: T+2, Pay in and Pay out, Bad Delivery, Short delivery, Auction, Clearing &amp; Settlement: Different types of settlements -DEMAT settlement, Physical settlement, Institutional settlement and Funds settlement.</p> <p><b>Risk Management system in BSE &amp; NSE:</b> Margins, Exposure limits, VAR, Circuit breakers and Surveillance system in BSE and NSE.</p> <p><b>Index Management:</b> Importance of index computation Methods: Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free Float method. Stock market indices in India</p>							9
III	<p><b>Leasing and Hire Purchase</b></p> <p>Lease and Hire purchase- – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax –Concepts and features – Tax and Depreciation implications Microfinance: Consumer Credit - Factoring and Forfeiting</p>							9
IV	<p><b>Credit rating &amp; Securitization:</b></p> <p>Credit rating: Definition and meaning- Process of credit rating of financial instruments - Rating methodology - Rating agencies – Rating symbols of different companies. Legislative framework guiding the CRAs.</p> <p>Securitization: Meaning-Features - Special Purpose Vehicle - Pass Through Certificate &amp; mechanism – Benefits of Securitization – Issues in Securitization, Legislative framework guiding the securitization framework.</p>							9



<b>V</b>	<p><b>Depositories &amp; Contemporary Issues</b></p> <p>Depository services - Role of depositories and their services — Advantages of depository system – NSDL and CDSL - Depository participants and their role- Stock Broking Services including SEBI guidelines - Contemporary developments in capital market performance and implication of securitization in Indian scenario.</p>	<b>9</b>
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<b>Course Outcomes</b>	
<b>Course Outcomes</b>	
<b>CO1</b>	Estimate the Indian financial systems and its regulators
<b>CO2</b>	Summarize the listing and trading securities, Risk management in BSE & NSE, Index management.
<b>CO3</b>	Explain the leasing and hire purchase
<b>CO4</b>	Prioritize the credit rating and securitization
<b>CO5</b>	Summarize the depositories & contemporary Issues

<b>Reading List</b>	
1.	Carow, K. A., & Heron, R. A. (2002). Capital market reactions to the passage of the Financial Services Modernization Act of 1999. The Quarterly Review of Economics and Finance.
2.	Stiglitz, J. E. (2000). Capital market liberalization, economic growth, and instability. World development.
3.	Mensah, Y. M., & Werner, R. H. (2008). The capital market implications of the frequency of interim financial reporting: an international analysis. Review of Quantitative Finance and Accounting.
4.	Micu, I., & Micu, A. (2016). Financial technology (Fintech) and its implementation on the Romanian non-banking capital market. SEA-Practical Application of Science.
<b>References Books</b>	
1.	Khan M.Y, Financial Services, 8th edition, McgrawHill ,2015,.
2.	K Sasidharan, Alex. K Mathews, Financial Services and System, Tata McGraw Hill, 2008.
3.	Jeff Madura, Financial Institutions and Markets, 10thEdition, Cengage Learning, 2014..
4.	Stephen Cecchetti, Kermit Schoenholtz, Money, Banking and Financial Markets, 4thedition, McGraw-Hill Education, 2014.
5.	MadhuVij, Swati Dhawan , Merchant Banking and Financial Services, 1st edition, McGraw Hill, 2011.
	Tripathy, NaliniPrava, Financial Services, PHI, Learning Pvt. Ltd. NISM-Series-VI Depository Operation Exam Work Book, 2007.

<b>Web Resources</b>	
1.	<a href="https://www.nseindia.com/learn/executive-mba-financial-markets">https://www.nseindia.com/learn/executive-mba-financial-markets</a>
2	<a href="https://www.sebi.gov.in/">https://www.sebi.gov.in/</a>
3	<a href="https://www.fitchratings.com/">https://www.fitchratings.com/</a>
4	<a href="https://nsdl.co.in/related/wrld.php">https://nsdl.co.in/related/wrld.php</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	S	L	L	L	L
<b>CO 3</b>	S	L	L	L	L
<b>CO 4</b>	S	S	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		FINANCIAL PLANNING AND WEALTH MANAGEMENT						
PART								
Category	Elective II	Year	II	Credits	3	Course Code		231804360
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To give clarity on the concept of Personal Financial Planning								
✍ To acquire knowledge on the process of Comprehensive Financial Planning								
✍ To understand the concept of Insurance & Retirement Planning								
✍ To throw light on the Concept of Wealth Management								
✍ To provide knowledge on tax planning & issues								
UNIT	Details							No. of Periods for the Unit
I	<b>Personal Financial Planning</b> - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.							9
II	<b>Comprehensive Financial Planning</b> - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios							9
III	<b>Insurance Planning &amp; Retirement Planning</b> - Insurance Planning – Need of life and non-life insurance, life insurance need analysis, life insurance products. Retirement Planning – Need, estimating & determining the retirement corpus, retirement products.							9
IV	<b>Wealth Management</b> - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs. Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.							9
V	<b>Tax Planning &amp; Contemporary Issues</b> Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.							9

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

<b>Web Resources</b>	
1.	<a href="https://www.aafmaa.com/learning-hub/blog/post/4335/wealth-management-vs-financial-planning">https://www.aafmaa.com/learning-hub/blog/post/4335/wealth-management-vs-financial-planning</a>
2	<a href="https://www.financestrategists.com/wealth-management/wealth-management-vs-financial-planning/">https://www.financestrategists.com/wealth-management/wealth-management-vs-financial-planning/</a>
3	<a href="https://www.nseindia.com/learn/classroom-courses-certifications-financial-planning-wealth-management">https://www.nseindia.com/learn/classroom-courses-certifications-financial-planning-wealth-management</a>
4	<a href="https://www.icai.org/post/certificate-course-wmfp">https://www.icai.org/post/certificate-course-wmfp</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	S	S	L	L	L
<b>CO 3</b>	S	S	L	L	M
<b>CO 4</b>	S	L	L	L	L
<b>CO 5</b>	S	M	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		FIXED INCOME SECURITIES						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804361	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To orient students about bond and money market instruments								
✍ To provide inputs on term structure, interest rates and bond price volatility								
✍ To impart knowledge on fixed income portfolio management								
✍ To enable them understand the concept of hedging								
✍ To enlighten the students on securitization and contemporary issues in securities management.								
UNIT	Details						No. of Periods for the Unit	
I	Bond and Money market instruments: Bonds, market participants, Money market instruments - Organization of Government Bond market and role of RBI in Government Securities. Bond Prices and Yields: Pricing of bonds - Time value of money - nominal Vs. Real interest rates, coupon rate and current yield, zero coupon rate. Supply and demand of bonds. Changes in equilibrium interest rates.						9	
II	Term structure of interest rates: classical theories of term structure - Yield curve, zero coupon bond yield curve. Bond price volatility – Price sensitivity – Bond Price Immunization - measurement of duration, modified duration – convexity measurement. Factors influencing Yield. Term structure of Interest rates – spread, corporate debt instruments.						9	
III	Active and Passive Bond Portfolio construction - Management strategies. Indexing-bond indices. Setting portfolio objectives, interpreting portfolio parameters and performance measurement						9	
IV	Swaps and futures, Credit derivatives – credit default swaps, plain vanilla options and more exotic derivatives						9	
V	Mortgage-backed securities – collateral mortgage obligations, Asset Backed Securities-Collateral debt obligations						9	

Course Outcomes	
Course Outcomes	
CO1	Identify the bond and money market instruments
CO2	Summarize the concepts of term structure, interest rates and bond price volatility
CO3	Compare and contrast the fixed income portfolios
CO4	Appraise the hedging contracts done
CO5	Formulate the management of securities.

<b>Reading List</b>	
1.	Tuckman, B., &Serrat, A. (2011). Fixed income securities: tools for today's markets. John Wiley & Sons.
2.	Martellini, L., Priaulet, P., &Priaulet, S. (2003). Fixed-income securities: valuation, risk management and portfolio strategies (Vol. 237). John Wiley & Sons.
3.	Fabozzi, F. J. (2008). Fixed income securities. John Wiley and Sons.
4.	Veronesi, P. (2010). Fixed income securities: Valuation, risk, and risk management. John Wiley & Sons.
<b>References Books</b>	
1.	Frank J. Fabozz, Bond Markets, Analysis and Strategies, 9th edition, Pearson India, 2012.
2.	Moorad Choudhry, Masekoldrich, Fixed Income Markets: Instruments, Applications, Mathematics, 2nd edition, Wiley Finance Series, 2014.
3.	Fabozzi, F. J, Fixed income securities, 8th edition, Wiley, 2012.
4.	Choudhry, M, Fixed-income Securities and Derivatives Handbook, 2nd edition, Wiley, 2010.
5.	Martellini, L, Priaulet, P, Priaulet. S, Fixed-income securities: valuation, risk management and portfolio strategies, Wiley2005.
6.	Veronesi. P, Fixed income securities: Valuation, risk, and risk management, 1st edition, Wiley.

<b>Web Resources</b>	
1.	<a href="https://www.nseindia.com/market-data/bonds-traded-in-capital-market">https://www.nseindia.com/market-data/bonds-traded-in-capital-market</a>
2	<a href="https://rbi.org.in/Scripts/BS_ViewSavingBonds.aspx?Id=1116">https://rbi.org.in/Scripts/BS_ViewSavingBonds.aspx?Id=1116</a>
3	<a href="https://poonawallafincorp.com/blogs/how-credit-derivatives-works.php">https://poonawallafincorp.com/blogs/how-credit-derivatives-works.php</a>
4	<a href="https://economictimes.indiatimes.com/definition/mortgage-backed-securities">https://economictimes.indiatimes.com/definition/mortgage-backed-securities</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	L	L
<b>CO 2</b>	S	L	L	L	L
<b>CO 3</b>	S	L	L	L	L
<b>CO 4</b>	S	M	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		FINTECH AND INVESTMENT ANALYSIS - LAB						
PART								
Category	Elective II	Year	II	Credits	3	Course Code		231804362
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	-	-	3	3	25	75	100	
Learning Objectives								
✍ To acquire knowledge on validating the performances of various asset classes and simulate and provide reasoning on the validation								
✍ To study the performances of exchanges traded in Indian Market								
✍ To simulate and critically validate the performance of momentum strategy for financial sectors								
✍ To simulate the performance of value investing strategy and construct a portfolio								
✍ To study the emerging FinTech players in India								
UNIT	Details							No. of Periods for the Unit
I	<b>Lab Experiment 1</b> Simulate and critically validate the performance of various asset classes - Stock (Reliance, HDFC Bank as an example), Gold and Bonds (Government Securities as an example), in terms of Return, Risk, Sharpe Ratio, over the time period 2011 till current date							9
	<b>Lab Experiment 2</b> Based on the results in Lab experiment 1, provide the reasoning as to why a particular asset class have a higher Risk/Standard deviation as compared to others							
	<b>Lab Experiment 3</b> Simulate and provide reasoning, with examples on how asset allocation across asset classes reduces risk/standard deviation of the portfolio							
II	<b>Lab Experiment 4</b> Study the performance of Exchange Traded Funds in Indian Market, critically evaluate the performance of ETF and market penetration of ETF's in India							9
	<b>Lab Experiment 5</b> Study the performance of Large Cap ETF's, vs Gold ETF from the time period 2011 to till Date							
	<b>Lab Experiment 6</b> Construct a portfolio with leverage, for a time period 2015 to till date and study how leverage impacted the performance of the portfolio							
	<b>Lab Experiment 7</b> Constructed a market neutral hedged portfolio for NIFTY50 benchmark, validate the performance from 2016 to till date							
III	<b>Lab Experiment 8</b> Simulate and critically validate the performance of Momentum strategy for Financial Sectors, validate the performance for the time period 2011 till 2014							9
	<b>Lab Experiment 9</b> Simulate the performance of market neutral Momentum strategy for NIFTY50, evaluate the results for the period 2011 till date							
	<b>Lab Experiment 10</b> Simulate the performance of market neutral momentum strategy for sectors - Industrials, Technology, Energy and Communications, provide the reasoning performance of the strategy							

<b>IV</b>	<p><b>Lab Experiment 11</b> Simulate the performance of Value Investing strategy, using Book to Market, Earnings to Price and evaluate the results for the period 2014 to till date</p> <p><b>Lab Experiment 12</b> Construct a portfolio with the combination of Momentum and Value Strategy, evaluate the performance of the portfolio for the period 2014 till date</p> <p><b>Lab Experiment 13</b> Compute the valuation of the Tata Consultancy Services using discounted cash flow approach</p> <p><b>Lab Experiment 14</b> Compute the valuation of a FinTech start-up using the discounted cashflow approach</p>	<b>9</b>
<b>V</b>	<p><b>Lab Experiment 15</b> Study the emerging FinTech players in India and United States and provide reasoning on the importance of customer experience in building the product</p> <p><b>Lab Experiment 16</b> Study the role of Government agencies and the FinTech eco-system in promoting the growth of FinTech sector in India</p> <p><b>Lab Experiment 17</b> Study how “Payments” landscape have evolved in India, China and United States Market, articulate your reasoning the growth in these markets and with adoption due to newer technologies</p> <p><b>Lab Experiment 18</b> Study how “Asset Management &amp; Investment Management” industry. Have evolved in India and United States market, articulate with reasoning on the changing business landscape</p>	<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Recall on validating the performances of various asset classes and simulate and provide reasoning on the validation
<b>CO2</b>	Explain the knowledge on the performances of exchanges traded in Indian Market
<b>CO3</b>	Appraise on simulating and critically validating the performance of momentum strategy for financial sectors
<b>CO4</b>	Assess on simulating the performance of value investing strategy and construct a portfolio
<b>CO5</b>	Develop on evaluating the emerging FinTech players in India
<b>Reading List</b>	
1.	Puschmann, T. (2017). Fintech. Business & Information Systems Engineering,.
2.	Goldstein, I., Jiang, W., & Karolyi, G. A. (2019). To FinTech and beyond. The Review of Financial Studies.
3.	Brennan, M. J., & Subrahmanyam, A. (1995). Investment analysis and price formation in securities markets. Journal of financial economics.
4.	Chandra, P. (2017). Investment analysis and portfolio management. McGraw-hill education.

<b>References Books</b>	
1.	Osterwalder, A. – Pigneur, Y. (2010): Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. New York: John Wiley & Sons
2.	Van der Kleij, E., Tech Giants Becoming Non-Bank Banks. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
3.	Bhandari, M.: India and the Pyramid of Opportunity. In: The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 2016
4.	Prasanna Chandra, Investment Analysis and Portfolio Management, 5 <sup>th</sup> Edition, Tata McGraw Hill. 2017
5.	Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, 11 <sup>th</sup> Edition, Tata Mc Graw Hill, 2019

<b>Web Resources</b>	
1.	<a href="https://www.imf.org/en/Topics/fintech">https://www.imf.org/en/Topics/fintech</a>
2.	<a href="https://www.statista.com/topics/2404/fintech/">https://www.statista.com/topics/2404/fintech/</a>
3.	<a href="https://fintech.maharashtra.gov.in/">https://fintech.maharashtra.gov.in/</a>
4.	<a href="https://www.bankofengland.co.uk/research/fintech">https://www.bankofengland.co.uk/research/fintech</a>



<b>Title of the Course</b>		<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>						
<b>PART</b>								
<b>Category</b>	Elective II	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804363	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To give clarity on the concept of international finance								
✍ To throw light on Foreign Exchange Market								
✍ To acquire knowledge on management of foreign exchange exposure and risk involved in it.								
✍ To understand cross-border investment decisions								
✍ To study about multinational financing institutions and contemporary issues								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates.							<b>9</b>
<b>II</b>	Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.							<b>9</b>
<b>III</b>	Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect							<b>9</b>
<b>IV</b>	Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC`s.							<b>9</b>
<b>V</b>	Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Identify the concept of international finance
<b>CO2</b>	Sketch on the functions of Foreign Exchange Market
<b>CO3</b>	Appraise the knowledge on management of foreign exchange exposure and risk involved in it.
<b>CO4</b>	Appraise the cross-border investment decisions
<b>CO5</b>	Generalize on multinational financing institutions and contemporary issues

<b>Reading List</b>	
1.	Madura, J. (2020). International financial management. Cengage Learning.
2.	Apte, P. G., &Kapshe, S. (2020). International Financial Management . McGraw-Hill Education.
3.	Iatridis, G. (2010). International Financial Reporting Standards and the quality of financial statement information. International review of financial analysis.
4.	Eun, C. S., & Resnick, B. G. (2010). International Financial Mgmt 4E. Tata McGraw-Hill Education.
<b>References Books</b>	
1.	Machi Raju International Financial Management, Third Edition, HPH, 2016.
2.	V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3.	Eiteman&Stonchill, “Multinational Business Finance”, 12 <sup>th</sup> Edition, Pearson, 2010
4.	Cheol Eul& Bruce Resnick, International Financial Management, 7 <sup>th</sup> Edition, China Machine Press, 2016.
5.	V.K.Bhalla. “International Financial Management for the Multinational Firm”,4 <sup>th</sup> Edition, S Chand,.2014

<b>Web Resources</b>	
1.	<a href="https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf">https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf</a>
2	<a href="https://www.icsi.edu/media/webmodules/publications/FTFM_Final.pdf">https://www.icsi.edu/media/webmodules/publications/FTFM_Final.pdf</a>
3	<a href="https://www.sec.gov/investor/alerts/forextrading.pdf">https://www.sec.gov/investor/alerts/forextrading.pdf</a>
4	<a href="https://www.imf.org/en/Home">https://www.imf.org/en/Home</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	L	L	L
<b>CO 2</b>	S	L	L	L	L
<b>CO 3</b>	S	M	L	L	L
<b>CO 4</b>	S	M	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		RISK MANAGEMENT IN BANKS						
PART								
Category	Elective II	Year	II	Credits	3	Course Code	231804364	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To understand risk, risk management, Role of CFO in mitigating risk in banks								
✍ To expose to market and exchange rate risk								
✍ To familiarize with interest rate risk and liquidity risk								
✍ To explore credit risk								
✍ To acquire knowledge on operational & Technology risk and other contemporary issues								
UNIT	Details						No. of Periods for the Unit	
I	Introduction to risk: Understanding Risk - Nature of Risk, Sources of Risk, Need for risk management, Benefits of Risk Management, Risk Management approaches. Risk Classification using ERM Wheel. Information Technology support in mitigating risk. Role of Chief finance Officer, Chief risk officer and Chief information officer in mitigation of risk in banks.						9	
II	Market risk & exchange rate risk: Market Risk – Identification-measurement-mitigation-risk and regulatory capital. Portfolio Beta - PV01 - Portfolio duration - Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR-ConditionalVaR and its relevance - Comparison between VaR and cVaR. Exchange rate risk- drivers- measurement- risk management – forecasting-tools- futures, options and swaps.						9	
III	Interest rate risk & liquidity risk: Interest rate risk-relationship between interest rates and option free bond prices. Duration and Price volatility. GAP and earnings sensitivity. Measuring Interest rate risk with duration gap. Economic value of equity analysis. Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS - caps – floor Liquidity risk – objectives – CRR & SLR measures - Funding the bank - Liquidity management - Asset liability management – objectives- ALCO - functions – risks. ALM – Risk control and hedging. ALM systems in Banks - RBI Guidelines. Strategies to mitigate liquidity risk						9	
IV	Credit risk: Drivers- capital adequacy- risk rating and pricing - loan policy – capital requirement - credit risk approach – credit ratings. Credit risk mitigation - Credit derivatives, Securitization. Credit risk management strategies – Credit VaR - Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation etc. - Credit default swaps (CDS). Sovereign Credit Rating – Rating - Probability of Default (PD) – LGD - Stress testing - Early Warning - Scenario Building etc.,						9	
V	Operational risk & technology risk and contemporary issues: Operational risk- definition- types- events. Operational risk management practices- approaches- organizational setup- responsibilities. Identification-measurement- monitoring- mitigation- internal audit. Strategies to mitigate operational risk.  Technology risk: Identification of the drivers and strategies to mitigate the technology risk - Contemporary risk management practices in Indian Banks.						9	

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understanding risk, risk management, Role of CFO in mitigating risk in banks
<b>CO2</b>	critically assess market risk & exchange rate risk
<b>CO3</b>	Assess the interest rate risk & liquidity risk
<b>CO4</b>	Able to Estimate the credit risk
<b>CO5</b>	Formulate on the operational & Technology risk and other contemporary issues
<b>Reading List</b>	
1.	Raghavan, R. S. (2003). Risk management in banks. Chartered Accountant-New Delhi.
2.	Oluwafemi, S., Simeon, A. O., & Olawale, O. (2013). Risk management and financial performance of banks in Nigeria.
3.	Adeusi, S. O., Akeke, N. I., Adebisi, O. S., & Oladunjoye, O. (2014). Risk management and financial performance of banks in Nigeria. Risk Management.
4.	Saiful, S., & Ayu, D. P. (2019). Risks management and bank performance: The empirical evidences from indonesian conventional and islamic banks. International Journal of Economics and Financial Issues.
<b>References Books</b>	
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3rd edition, Pearson Education, India, 2014.
3.	Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 10th edition, Cengage Learning, 2015.
4.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, McGraw Hill, 2014.
5.	John Hull, Risk Management and Financial Institutions, Wiley, 2012.
6.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, McGraw Hill, 2014.

<b>Web Resources</b>	
1.	<a href="https://www.bankingriskandregulation.com">https://www.bankingriskandregulation.com</a>
2	<a href="https://www.logicmanager.com/resources/erm/risk-management-in-banking/">https://www.logicmanager.com/resources/erm/risk-management-in-banking/</a>
3	<a href="https://www.intechopen.com/chapters/62904">https://www.intechopen.com/chapters/62904</a>
4	<a href="https://www.mdpi.com/2227-9091/7/1/29">https://www.mdpi.com/2227-9091/7/1/29</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	L	L	L	L
<b>CO 2</b>	S	S	L	L	L
<b>CO 3</b>	S	L	L	L	L
<b>CO 4</b>	S	S	L	L	L
<b>CO 5</b>	S	L	L	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		HUMAN RESOURCES DEVELOPMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804371	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.								
✍ To analyse and explore the models and factors influencing employee behavior and Learning.								
✍ To explore the developing needs of Human capacity and its impact of HRD initiatives.								
✍ To understand the training need & explore the technique for development.								
✍ To explore the recent trends in career planning & development.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction:</b> Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.						9	
II	<b>Human Resource Development System:</b> HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. <b>Learning and HRD:</b> Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.						9	
III	<b>Developing Human Capacity:</b> Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. <b>Evaluating HRD:</b> Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.						9	
IV	<b>Training and Development:</b> Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.						9	
V	<b>Career Planning and Development:</b> Definition - objectives – importance – career development – Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understand the need of the HRD professionals.
<b>CO2</b>	Integrate the concept and practical implication of learning & behavior.
<b>CO3</b>	Understand the developing need of Human capacity.
<b>CO4</b>	Understand Training need & its development.
<b>CO5</b>	Have a better understanding of career planning & development.

Reading List	
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.

References Books	
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 <sup>rd</sup> Edition, Palgrave Macmillan, 2011.
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.
3.	Noe, R. and Deo, A., Employee Training and Development, 5 <sup>th</sup> Edition, Tata McGraw-Hill Education, 2012.
4.	Rishipal, Training and Development Methods, S.Chand, 2011.
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 <sup>th</sup> Edition, Cengage Learning, 2012.

Web Resources	
1.	<a href="https://backup.pondiuni.edu.in/sites/default/files/HRDt200813.pdf">https://backup.pondiuni.edu.in/sites/default/files/HRDt200813.pdf</a>
2.	<a href="https://egyankosh.ac.in/bitstream/123456789/78805/1/Unit-9.pdf">https://egyankosh.ac.in/bitstream/123456789/78805/1/Unit-9.pdf</a>
3.	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/5Training&amp;Development.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/General/5Training&amp;Development.pdf</a>
4.	<a href="https://www.bimkadapa.in/materials/HRD-5-UNITS-PDF.pdf">https://www.bimkadapa.in/materials/HRD-5-UNITS-PDF.pdf</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	S	S	M	M
<b>CO 3</b>	S	S	M	M	M
<b>CO 4</b>	M	M	S	M	S
<b>CO 5</b>	M	M	S	M	S

**S-Strong M-Medium L-Low**

Title of the Course		PERFORMANCE MANAGEMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804372	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To summarize basic concepts of performance management.								
✍ To employ, and design performance management process.								
✍ To interpret optimal use of performance analysis techniques.								
✍ To elucidate role of Performance Management system and standards in place.								
✍ To constitute and appraise high performance teams.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction:</b> Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.						9	
II	<b>Performance Management Process:</b> Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.						9	
III	<b>Performance Planning:</b> Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.						9	
IV	<b>Performing Review and Discussion:</b> Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.						9	
V	<b>Managing Team Performance:</b> Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance  Implementing Performance Management System: Factors affecting Implementation – Pitfalls of Implementation – Traditional Practices in the Industry.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Recognize and apply performance management techniques.
CO2	Design performance management process across various business units.
CO3	Formulate, comply and implement performance analysis tools and standards.
CO4	Construct performance review and employ Performance Management system.
CO5	Critique team management strategies.

<b>Reading List</b>	
1.	Sir John Whitmore, 'Coaching for Performance'
2.	Andrew S Grove, 'High output Management'
3.	Camille Fournier, 'The Manager's Path'
4.	Christopher D lee, 'Performance Conversations'
<b>References Books</b>	
1.	Aguinis, H., Performance Management, 4 <sup>th</sup> Edition, Chicago Business Press, 2019.
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 <sup>st</sup> Edition, Kogan Page, 2018.
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 <sup>nd</sup> Edition, SAGE response, 2015.
4.	Armstrong, M., Armstrong's Handbook of Performance Management, 4 <sup>th</sup> Edition, Kogan Page, 2012.
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.
	Hedda Bird, The Performance Management Playbook, 1 <sup>st</sup> Edition, Pearson, 2022.

<b>Web Resources</b>	
1.	<a href="https://www.aihr.com/blog/what-is-performance-management/">https://www.aihr.com/blog/what-is-performance-management/</a>
2.	<a href="https://humanresources.ku.edu/performance-management">https://humanresources.ku.edu/performance-management</a>
3.	<a href="https://www.quantumworkplace.com/future-of-work/performance-management">https://www.quantumworkplace.com/future-of-work/performance-management</a>
4.	<a href="https://hbr.org/2016/10/the-performance-management-revolution">https://hbr.org/2016/10/the-performance-management-revolution</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	S	M	M	M	L
<b>CO 3</b>	M	M	M	M	L
<b>CO 4</b>	M	M	M	M	S
<b>CO 5</b>	M	M	M	M	S

**S-Strong      M-Medium      L-Low**



Title of the Course		ORGANIZATIONAL DEVELOPMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code		231804373
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To generalize a fair comprehension of basic concepts on OD.								
✍ To assimilate design elements of OD.								
✍ To summarize the effects of Organizational culture and reinforcing techniques.								
✍ To illustrate the effectiveness of working in teams.								
✍ To interpret constructs of well-being and approaches to achieving a balance.								
UNIT	Details							No. of Periods for the Unit
I	<b>Introduction:</b> Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force- collecting, analyzing- feedback of diagnostic information.							9
II	<b>Approaches:</b> Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure- Forces Reshaping Organization – Life Cycles in Organization.							9
III	<b>Organizational culture:</b> Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9
IV	<b>Groups &amp; teams:</b> Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9
V	<b>Wellbeing:</b> Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9

Course Outcomes	
Course Outcomes	On completion of this course, students will;
C01	Comprehend and justify basic concepts on OD.
C02	Assimilate and design OD process.
C03	Summarize Organizational culture and use reinforcing techniques.
C04	Illustrate effectiveness of working in teams.
C05	Interpret constructs of wellbeing and approaches to achieving a balance.

<b>Reading List</b>	
1.	Laslo Bock, 'Work Rules-Insights from inside Google'
2.	Edgar H Schein, 'Organisational Culture and Leadership
3.	Kirk Blackard, James W Gibson, 'Capitalizing on conflict'
4.	Peter S Cohan, 'Value Leadership'
<b>References Books</b>	
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 <sup>th</sup> Edition, Sage Publication 2019.
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 <sup>rd</sup> Edition, Pearson FT Press, 2015.
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 <sup>th</sup> Edition, Pearson Higher Education, 2017.
4.	Cummings, T., Theory of Organization Development and Change, 9 <sup>th</sup> Edition, South-Western, 2011.
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 <sup>nd</sup> Edition, 2015.
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 <sup>nd</sup> Edition, Sage India, 2011.

<b>Web Resources</b>	
1.	<a href="https://www.geektonight.com/organisational-development-and-change-notes/">https://www.geektonight.com/organisational-development-and-change-notes/</a>
2.	<a href="https://www.aihr.com/blog/organizational-design/">https://www.aihr.com/blog/organizational-design/</a>
3.	<a href="https://www.achievers.com/blog/organizational-culture-definition/">https://www.achievers.com/blog/organizational-culture-definition/</a>
4.	<a href="https://www.scribd.com/document/471671280/Groups-and-Teams-in-Organisations">https://www.scribd.com/document/471671280/Groups-and-Teams-in-Organisations</a> <a href="https://www.tandfonline.com/doi/full/10.3402/qhw.v8i0.19823">https://www.tandfonline.com/doi/full/10.3402/qhw.v8i0.19823</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	M	M	M	M	M
<b>CO 3</b>	M	S	M	S	M
<b>CO 4</b>	M	M	S	S	S
<b>CO 5</b>	M	M	M	M	S

**S-Strong      M-Medium      L-Low**

Title of the Course		INDUSTRIAL AND LABOUR RELATIONS						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804374	
		Semester	III					
Instructional Hours per week		Lecture	Tutorial	Lab Practice	Total	CIA	External	Total
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.								
✍ To provide insights on Industrial Harmony and Conflicts								
✍ To throw light on Labour Relations, Joint consultation								
✍ To explicate on Trade Union, Problems and role of Indian Trade Unions.								
✍ To elucidate on Collective Bargaining, Tripartite Machinery								
UNIT	Details							No. of Periods for the Unit
I	<b>Industrial Relations:</b> The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9
II	<b>Industrial Harmony and Conflict:</b> Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure- Labour management co- operation; Worker's participation in management.							9
III	<b>Labour Relations:</b> Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.							9
IV	<b>Trade Unions:</b> Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. <b>Problems and Role of Indian Trade Unions:</b> Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.							9
V	<b>Collective Bargaining:</b> Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. <b>Tripartite Machinery:</b> At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.							9

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Generalize with the basic concepts of Industrial Relations.
<b>CO2</b>	Enumerate insights on Industrial Harmony and Conflicts.
<b>CO3</b>	Have insights on Labor Relations, Joint Consultation
<b>CO4</b>	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions
<b>CO5</b>	Demonstrate policies for Collective Bargaining, Tripartite Machinery.

Reading List	
1.	Campbell Balfour, 'Industrial Relations in the common market'
2.	Michael Poole, 'Theories of Trade unionism'
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'
References Books	
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 <sup>th</sup> Edition 2020.
2.	Sen, R., Industrial Relations: Text and Cases, 2 <sup>nd</sup> Edition, Macmillan PublishersIndia, 2009.
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 <sup>nd</sup> Edition, Tata McGraw-Hill, 2012.
4.	PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 <sup>rd</sup> Edition, 2017.
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 <sup>st</sup> Edition 2010.
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017.

Web Resources	
1.	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HRM/4IRM.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/HRM/4IRM.pdf</a>
2.	<a href="https://www.msuniv.ac.in/Download/Pdf/01ef65aec8a741f">https://www.msuniv.ac.in/Download/Pdf/01ef65aec8a741f</a>
3.	<a href="https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/3/_PG_M.B.A_General%20(English)_317%2033A1%20INDUSTRIAL%20RELATIONS%20MANAGEMENT_4521.pdf">https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/3/_PG_M.B.A_General%20(English)_317%2033A1%20INDUSTRIAL%20RELATIONS%20MANAGEMENT_4521.pdf</a>
4.	<a href="https://www.tutorialspoint.com/human_resource_management/human_resource_management_industrial_relations.htm">https://www.tutorialspoint.com/human_resource_management/human_resource_management_industrial_relations.htm</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	M	S	M	M
<b>CO 2</b>	S	S	M	M	M
<b>CO 3</b>	S	S	M	M	M
<b>CO 4</b>	M	M	S	M	S
<b>CO 5</b>	M	S	M	M	S

**S-Strong      M-Medium      L-Low**

Title of the Course		CAREER MANAGEMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804375	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To comprehend the dimensions of career planning and career development, career management.								
✍ To demonstrate techniques of self-assessment and changing landscapes of career management.								
✍ To discuss and debate on contemporary issues in career management, Career Anchors, and solutions for working families.								
✍ To introspect and design Process of Career planning and career development, predict and construct Career Road Maps.								
✍ To summarize and select appropriate Learning and Development for Career & Organizational growth								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction to Career Management:</b> Meaning and overview of career, career planning, career development and career management – Differences between Career Management, Career Development and Career Planning. Objectives and importance of career management.						9	
II	<b>Self-Assessment and Career Management:</b> Self-Assessment and Career Management - Understanding the new career - Changing landscape of careers, Protean career, Career and identity, Understanding lifestyle and personal vision. Managing your career: Skills assessment and peer coaching.						9	
III	<b>Contemporary Issues in Career Management:</b> Contemporary issues in Career Management - Developing Career and Work-life implications- Work, gender and dual career couples. Lifespan career development, Career Anchors, Fast track Careers Vs Slow track careers, Mid Life career blues. Career challenges and solutions for working families.						9	
IV	<b>Career Management System in Organization:</b> Career Management from Organizational Point of View - Career Planning Vs Succession Planning, Process of Career planning and career development. Career management strategies. Career Management Systems. Career guidance and counseling. Managers Role in Career Management. Career Road Maps.						9	
V	<b>Role of Learning in Career Growth:</b> Learning and Development for Career & Organizational growth; Strategies of getting organizations into learning mode; Expanding your Horizons. Learning Culture - Learning Management Systems.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
C01	Comprehend fairly the dimensions of career planning and career development, career management.
C02	Demonstrate techniques of self-assessment and changing landscapes of career management.
C03	Debate and conclude the contemporary issues in career management, Career Anchors, and solutions for working families.
C04	Introspect and design Process of Career planning and career development, predict and construct Career Road Maps.
C05	Summarize and select appropriate Learning and Development for Career & Organizational growth

<b>Reading List</b>	
1.	Ben Horowitz, <i>'The Hard Thing About Hard Things: Building A Business When There Are No Easy Answers'</i> .
2.	Angela Duckworth, <i>'Grit: The Power Of Passion and Perseverance'</i> .
3.	Elaine Welteroth, <i>'More Than Enough: Claiming Space For Who You Are (No Matter What They Say)'</i> .
4.	Amy Cuddy, <i>'Presence: Bringing Your Boldest Self To Your Biggest Challenges'</i> .
<b>References Books</b>	
1.	Bill Burnett, Dave Evans, <i>Designing Your Life: How to Build a Well-Lived, Joyful Life</i> , Knopf Publisher, 1st edition 2016.
2.	John Lees, <i>Career Road Map</i> , Acorn Books Ltd, 1st edition 2016.
3.	Greenhaus, J.H., Callanan, G. A., and Godshalk, V.M. 2009, <i>Career Management 3rd Edition</i> , The Dryden Press, Harcourt College Publishers
4.	Harrington, Brad and Hall, Douglas T. (2008). <i>Career management and work / life integration: Using Self-Assessment to Navigate Contemporary Careers</i> , 1st edition Sage Pub.
5.	Dr. Gandham Sri Rama Krishna, Dr. N.G.S. Prasad, Miss Ch. Maheswari Rambai, <i>Encyclopedia of Personality Development and Career Management</i> , 1st Edition 2016 Himalaya publishing house Pvt. Ltd.
6	Jonothan P West, <i>Career Planning, Development, and Management: An Annotated Bibliography</i> Routledge, 1st edition 2017.

<b>Web Resources</b>	
1.	<a href="https://www.hsph.harvard.edu/career-services/self-assessment/">https://www.hsph.harvard.edu/career-services/self-assessment/</a>
2	<a href="https://career.iresearchnet.com/career-development/5/">https://career.iresearchnet.com/career-development/5/</a>
3	<a href="https://www.peoplehum.com/glossary/career-system">https://www.peoplehum.com/glossary/career-system</a>
4	<a href="https://www.linkedin.com/pulse/key-career-growth-importance-continuous-learning">https://www.linkedin.com/pulse/key-career-growth-importance-continuous-learning</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	S	M	S	L
<b>CO 2</b>	S	M	M	M	L
<b>CO 3</b>	S	M	S	M	L
<b>CO 4</b>	M	M	M	M	L
<b>CO 5</b>	M	M	M	M	L

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS</b>						
<b>PART</b>								
<b>Category</b>	Elective III	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804376	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>	<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>	
	3	-	--	3	25	75	100	
<b>Learning Objectives</b>								
✍ To familiarize the students to the basic concepts of Emotional Intelligence								
✍ To provide insights on Emotional Competencies								
✍ To throw light on Emotional literacy								
✍ To elucidate on significance of Emotional Intelligence								
✍ To create awareness and importance of Emotional Learning in organizations								
<b>UNIT</b>	<b>Details</b>						<b>No. of Periods for the Unit</b>	
<b>I</b>	<b>Introduction to Emotional Intelligence:</b> Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.						<b>9</b>	
<b>II</b>	<b>Emotional Competencies:</b> The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.						<b>9</b>	
<b>III</b>	<b>Emotional literacy:</b> Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training-developing emotional skill (awareness), cognitive skills and behavioural skill.						<b>9</b>	
<b>IV</b>	<b>Emotional Intelligence at work place:</b> The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.						<b>9</b>	
<b>V</b>	<b>Emotional Learning in organizations:</b> Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.						<b>9</b>	

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Recognize and apply basic concepts of Emotional Intelligence
<b>CO2</b>	Enumerate and chart Emotional Competencies
<b>CO3</b>	Annotate and signify Emotional literacy
<b>CO4</b>	Be aware of using Emotional Intelligence tools
<b>CO5</b>	Hypothesize and assimilate importance of Emotional Learning in organizations

Reading List	
1.	Goleman, Richard Boyatzis, Annie McKee, 'Primal Leadership'.
2.	Travis Bradberry, Greaves, 'Emotional Intelligence 2.0'
3.	Colleen Stanley, 'Emotional intelligence for sales success: Connect with customers and get results'
4.	David R. Caruso, Peter Salovey, 'The Emotionally Intelligent Manager'.
References Books	
1.	Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25 <sup>th</sup> Anniversary Edition 2020.
2.	Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.
3.	Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1 <sup>st</sup> Edition 2015.
4.	M S Battacharya, Emotional Intelligence, Excel Publications, 1 <sup>st</sup> Edition 2007.
5.	Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.
6.	Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1 <sup>st</sup> Edition 2001.

Web Resources	
1.	<a href="https://www.verywellmind.com/what-is-emotional-intelligence-2795423">https://www.verywellmind.com/what-is-emotional-intelligence-2795423</a>
2	<a href="https://www.eiconsortium.org/pdf/emotional_competence_framework.pdf">https://www.eiconsortium.org/pdf/emotional_competence_framework.pdf</a>
3	<a href="https://www.theraplatform.com/blog/486/what-is-emotional-literacy">https://www.theraplatform.com/blog/486/what-is-emotional-literacy</a>
4	<a href="https://www.thomas.co/resources/type/hr-guides/emotional-intelligence-workplace-complete-guide">https://www.thomas.co/resources/type/hr-guides/emotional-intelligence-workplace-complete-guide</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
CO 1	M	S	S	S	M
CO 2	M	S	M	M	M
CO 3	M	M	S	M	M
CO 4	M	M	S	S	M
CO 5	M	M	M	M	M

**S-Strong      M-Medium      L-Low**



<b>Title of the Course</b>		<b>HR ANALYTICS</b>						
<b>PART</b>								
<b>Category</b>	Elective III	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804377	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>	<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>	
	3	-	--	3	25	75	100	
<b>Learning Objectives</b>								
✍ To derive a strong understanding of HR Analytics, Process and impact								
✍ To expand the learning on statistics and toolkits of HRM								
✍ To summarize the best practices in HR analytics								
✍ To collate and appraise optimal methods for measuring HR contribution								
✍ To develop and construct HR regulations and reporting requirements								
<b>UNIT</b>	<b>Details</b>						<b>No. of Periods for the Unit</b>	
<b>I</b>	<b>Introduction to human resource analytics:</b> Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.						<b>9</b>	
<b>II</b>	<b>Statistics for HRM:</b> Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.						<b>9</b>	
<b>III</b>	<b>Best Practices in HR analytics:</b> Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.						<b>9</b>	
<b>IV</b>	<b>Measuring HR contribution:</b> Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.						<b>9</b>	
<b>V</b>	<b>HR regulations and reporting requirements:</b> HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.						<b>9</b>	

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Gain clarity on the concept of HR Analytics
<b>CO2</b>	Explore on statistics and toolkits
<b>CO3</b>	Contrasting and assimilating best practices in HR analytics
<b>CO4</b>	Demonstrate in analyzing optimal methods for measuring HR contribution
<b>CO5</b>	Design and construct HR regulations and reporting requirements

<b>Reading List</b>	
1.	Mong Shen Ng, ‘Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA)’
2.	Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, ‘The Power of the People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance’
3.	Steve van Wieren, ‘Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish’
4.	Erik van Vulpen, ‘The Basic Principles of People Analytics: Learn How to Use HR Data to Drive Better Outcomes for Your Business and Employees’
<b>References Books</b>	
1.	Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2.	Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 <sup>st</sup> Edition, 2014.
3.	Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1 <sup>st</sup> Edition, 2018.
4.	Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.
5.	Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1 <sup>st</sup> Edition, 2017.
	Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.

<b>Web Resources</b>	
1.	<a href="https://avidus.in/wp-content/uploads/2022/08/HR-Analytics.pdf">https://avidus.in/wp-content/uploads/2022/08/HR-Analytics.pdf</a>
2.	<a href="https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_3%20&amp;%20Sem_4/DEHRM508_HUMAN_RESOURCE_METRICS_AND_ANALYTICS.pdf">https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_3%20&amp;%20Sem_4/DEHRM508_HUMAN_RESOURCE_METRICS_AND_ANALYTICS.pdf</a>
3.	<a href="https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/2HumanResourceAccounting.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/2HumanResourceAccounting.pdf</a>
4.	<a href="https://www.tutorialspoint.com/ebook/hr-analytics-and-innovations-in-workforce-planning/index.asp">https://www.tutorialspoint.com/ebook/hr-analytics-and-innovations-in-workforce-planning/index.asp</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	M	M
<b>CO 2</b>	M	S	M	M	M
<b>CO 3</b>	S	M	S	M	M
<b>CO 4</b>	M	S	S	M	M
<b>CO 5</b>	M	M	S	M	SS

**S-Strong      M-Medium      L-Low**

Title of the Course		LEARNING AND DEVELOPMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804378	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To introduce L&D Organisations, Models, Practices and Experiential Learning Cycles.								
✍ To assimilate arguments towards designing L&D framework, Mapping organizational learning maturity and Skill Gap Analysis.								
✍ To introspect the ethical implications and L&D delivery and Design Thinking.								
✍ To demonstrate coaching and implementation of L&D strategies.								
✍ To evaluate the L&D approaches, Learning theories, Learning Analytics and redesign continuous learning								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction:</b> Learning & Development Foundation: The Design & Dynamics of Learning- Contemporary Skills for Efficient Facilitation-Contemporary Frameworks & Tools to Evaluate L&D Programs-Leadership & Management Development-Organizational Design & Development-Learning Vs Training, Training Cycle, Experiential Learning Cycles-Creating Learning ecosystems.						9	
II	<b>Learning and Development Strategy:</b> Objectives and learning outcomes-Sequencing learning content-Training & Learning Methods-Monitoring, Assessing and Evaluation-Building a Culture of Learning-Learning Strategy- Setting Up the Learning Landscape-Mapping organizational learning maturity, Setting up learning programs and strengthening the informal learning landscape; Skill Gap Analysis-Learning Key Techniques.						9	
III	<b>Delivery:</b> Delivery Styles, L&D activities, Physical Environment – Tools & Techniques, digital learning content, Delivery and Evaluations; Role of Learning and Development Practitioners-Issues, Design Thinking; Ethics in Learning and Development.						9	
IV	<b>Coaching Strategy:</b> Introduction to Coaching -Evidence-Based Coaching-Coaching Process- Models- Benefits; Mentoring Process-Models- Benefits; Social Media and Collaborative Learning; Learning & Development In Organisations: Strategy, Evidence And Practice.						9	
V	<b>Learning Engagement, Evaluation and Learning Analytics:</b> Learner Engagement, Factors affecting Learning, Psychology and Neuroscience of Learning-Strategies for learning enhancement and engagement. Learning Evaluation theory and thinking -process and practice-Evaluation Methods, Approaches, Tools- Analyzing and reporting recommendations. Learning Analytics: Collecting Learning Data -Implementing Learning Analytics.						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Comprehend the importance of L&D Organisations and design Models, Practices and Experiential Learning Cycles.
<b>CO2</b>	Assimilate arguments towards designing L&D framework and Mapping Organisational Learning.
<b>CO3</b>	Introspect the ethical implications of L&D delivery.
<b>CO4</b>	Illustrate implementation of coaching and implementation of L&D strategies.
<b>CO5</b>	Design and evaluate the L&D approaches for continuous learning and development.

Reading List	
1.	Boller, Fletcher, 'Design Thinking for Training and Development'
2.	Sharon Boller, Karl Kapp, 'Play to Learn: Everything You Need to Know About Designing Effective Learning Games'
3.	Michelle Weise, 'Preparing for Jobs That Don't Even Exist Yet'
4.	Jaime Roca, Sari Wilde, 'The Connector Manager: Why Some Leaders Build Exceptional Talent – and Others Don't'
References Books	
1.	Rebecca Page-Tickell, Learning and Development: A Practical Introduction (HR Fundamentals Book 15), 2 <sup>nd</sup> edition, 2018 by Kogan Page.
2.	Kathy Beevers, Andrew Rea, David Hayden, Learning and Development Practice in the Workplace 2019, CIPD - Kogan Page; 4th edition.
3.	Michelle R. Weise, Long Life Learning, Preparing for Jobs that Don't Even Exist Yet, 1 <sup>st</sup> Edition, Wiley 2020.
4.	Sharon Boller, Laura Fletcher, Design Thinking for Training and Development: Creating Learning Journeys That Get Results, ATD Press, 1 <sup>st</sup> edition, 2020.
5.	Thomas Garavan, Carole Hogan, Amanda Cahir-O'Donnell & Claire Gubbins, Learning & Development in Organisations: Strategy, Evidence and Practice, 1 <sup>st</sup> edition, Oak Tree Press, 2020.
6.	Andrew Mayo, Creating a Learning and development strategy, 2 <sup>nd</sup> edition, Viva CIPD, 2017.

Web Resources	
1.	<a href="https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-essential-components-of-a-successful-l-and-d-strategy">https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-essential-components-of-a-successful-l-and-d-strategy</a>
2	<a href="https://core.ac.uk/download/pdf/234819856.pdf">https://core.ac.uk/download/pdf/234819856.pdf</a>
3	<a href="https://www.coursera.org/articles/l-and-d">https://www.coursera.org/articles/l-and-d</a>
4	<a href="https://www.charliehr.com/blog/performance-management/what-is-learning-and-development/">https://www.charliehr.com/blog/performance-management/what-is-learning-and-development/</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	M	M	M	M	L
<b>CO 2</b>	M	S	M	M	L
<b>CO 3</b>	S	M	M	M	L
<b>CO 4</b>	M	M	M	M	L
<b>CO 5</b>	M	M	M	M	L

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>ORGANIZATIONAL CHANGE</b>						
<b>PART</b>								
<b>Category</b>	Elective III	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804379	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
☞ To gather meaning and nature of organizational change and change process and models.								
☞ To comprehend the management of change and effective ways of managing change								
☞ To familiarize about the change agents								
☞ To summarize an in-depth analysis of OD interventions								
☞ To draw insights on HR management interventions.								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	<b>Organizational Change:</b> Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.							<b>9</b>
<b>II</b>	<b>Management of Change:</b> Diagnosing the organization, determining the desired future state, Implementation Action, Evaluating the Action, Institutional Action Research. <b>Effective Ways of Managing Change:</b> Evolutionary and Revolutionary change in organization: Continuous versus discontinuous changes, Uni-directional and cyclic changes.							<b>9</b>
<b>III</b>	<b>Change Agents:</b> Change Agents: Skills – External and Internal Change Agents - Resistance to change- Managing the resistance to change - Levin’s change model.							<b>9</b>
<b>IV</b>	<b>OD Intervention:</b> Human process interventions-Individual, group and inter-group human relations- structure and technological interventions-strategic interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.							<b>9</b>
<b>V</b>	<b>HR Management Interventions:</b> Performance management, employee development, Workforce diversity and wellness. Strategic interventions - Mergers and acquisitions - Organizational Culture Change - Team Intervention, third-party peace-making, Structural Intervention, Comprehensive OD Interventions.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Comprehend the meaning and nature of organizational change and change process and models.
<b>CO2</b>	Gain knowledge about the management of change and effective ways of managing change
<b>CO3</b>	Contrast and hypothesize the change agents
<b>CO4</b>	Gain in-depth knowledge about OD interventions
<b>CO5</b>	Draw insights about HR management interventions.

<b>Reading List</b>	
1.	William and Susan Bridges, ' <i>Managing Transitions: Making the Most of Change</i> '.
2.	John Kotter and Holger Rathgeber, ' <i>Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions</i> '.
3.	Al Comeaux, ' <i>Change (the) Management: Why We as Leaders Must Change for the Change to Last</i> '.
4.	Spencer Johnson and Kenneth Blanchard, ' <i>Who Moved My Cheese</i> '.
<b>References Books</b>	
1.	Palmer. I, Dunford. R, Akin. G,(2016), <i>Managing organizational change: A multiple perspectives approach</i> , 3 <sup>rd</sup> edition, McGraw-Hill Irwin
2.	R. G. Priyadharshini, <i>Organizational Change and Development</i> , Cengage Learning, 1 <sup>st</sup> Edition 2015.
3.	Thomas G. Cummings, Christopher G. Worley: <i>Organisation Development And Change</i> , Thomson Learning, 11 <sup>th</sup> Edition, 2020.
4.	Paul Gibbons, <i>The Science of Successful Organizational Change: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture</i> , Pearson FT Press, 1st Edition 2015.
5.	<i>Organizational, Design, and Change</i> -Gareth R. Jones, Pearson Education, 5th Edition 2007.
6.	Dipak Kumar Bhattacharya, <i>Organizational Change &amp; Development</i> , OUP India, 1 <sup>st</sup> Edition, 2011.

<b>Web Resources</b>	
1.	<a href="https://online.hbs.edu/blog/post/organizational-change-management">https://online.hbs.edu/blog/post/organizational-change-management</a>
2.	<a href="https://www.aiche.org/ccps/introduction-management-change">https://www.aiche.org/ccps/introduction-management-change</a>
3.	<a href="https://www.manageengine.com/products/service-desk/it-change-management/change-agent.html">https://www.manageengine.com/products/service-desk/it-change-management/change-agent.html</a>
4.	<a href="https://business.baylor.edu/Dawn_Carlson/ob/handouts/odinterventions-130421043708-phpapp01.pdf">https://business.baylor.edu/Dawn_Carlson/ob/handouts/odinterventions-130421043708-phpapp01.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	M	S
<b>CO 2</b>	M	S	M	M	M
<b>CO 3</b>	M	M	M	M	M
<b>CO 4</b>	M	M	S	M	S
<b>CO 5</b>	M	M	M	S	S

**S-Strong      M-Medium      L-Low**

<b>Title of the Course</b>		<b>STRATEGIC HRM</b>						
<b>PART</b>								
<b>Category</b>	Elective III	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804380	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>		<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>
		3	-	--	3	25	75	100
<b>Learning Objectives</b>								
✍ To familiarize the students with the basic concepts of Strategic Management								
✍ To provide insights into Environmental Forecasting								
✍ To throw light on Human Resource Strategy								
✍ To elucidate on Strategic Human Resource Processes								
✍ To create awareness and importance of New Economic Policy and HRM Strategy								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	<b>Strategic Management:</b> Nature and Significance; Dimensions of Strategic Decisions; Strategic Management Model and components; Strategy Formulation: Formulating a Company Mission; Forces Influencing the Strategy Formulation; Porter's Model;							<b>9</b>
<b>II</b>	<b>Environment Forecasting:</b> Analyzing the Company Profiles; Formulating Long-Term Objectives and Grand Strategies; Strategy Implementation; Institutionalizing the Strategy; Structure, Leadership and Culture, Evaluating the Strategy; Corporate Strategy and Global Strategy.							<b>9</b>
<b>III</b>	<b>Human Resource Strategy (HRS):</b> Concept, Approaches, HRS and Business Strategy; Change Management Strategies, Training and Development Strategies; Organizational Performance and HRS: HRM Strategy and Difficulties in its implantation							<b>9</b>
<b>IV</b>	<b>Strategic Human Resource Processes:</b> Workforce Utilization and Employment Practices; Efficient Utilization of Human Resources; Dealing with employee shortages; selection of employees; Dealing with employee surpluses and special implementation challenges. Reward and development systems; Strategically Oriented Performance Management Systems; oriented compensation systems and employee development.							<b>9</b>
<b>V</b>	<b>New Economic Policy and HRM Strategy:</b> Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS; Human Resource Strategy: Some Key Issues, HRM Strategy for Future.							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Comprehend the application of Strategic Management
<b>CO2</b>	Evaluate Corporate Strategy & aid in Environment Forecasting
<b>CO3</b>	Develop strategies, approaches for higher Organisational Performance
<b>CO4</b>	Elucidate on Strategic Human Resource Processes and resource utilization
<b>CO5</b>	Analyse and formulate New Economic Policy and HRM Strategy

<b>Reading List</b>	
1.	J.C. Spender, ‘Business Strategy: Managing Uncertainty, Opportunity, and Enterprise’.
2.	Mark Schaefer, ‘Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing’.
3.	Niraj Dawar, ‘Tilt: Shifting Your Strategy from Products to Customers’.
4.	W. Chan Kim, ‘Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant’.
<b>References Books</b>	
1.	Ananda Das Gupta, Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press New York-Rouledge, 1 <sup>st</sup> Edition 2020.
2.	Tanuja Agarwala, Strategic Human Resource Management, Oxford University Press, 1 <sup>st</sup> Edition 2007.
3.	Gary Rees & Paul Smith, Strategic Human Resource Management An International Perspective, Sage, 3 <sup>rd</sup> Edition, 2021.
4.	Marielle G. Heijltjes, Strategic Human Resource Management, Sage Publications Ltd. (UK), 1 <sup>st</sup> Edition 2000.
5.	Rajib Lochan Dhar : Strategic Human Resource Management, Excel Books New Delhi, 1 <sup>st</sup> Edition 2010.
6.	David Ulrich, Jon Younger, Wayne Brocbank, ‘HR from the Outside In: Six Competencies for the Future of Human Resources (BUSINESS BOOKS)’, McGraw Hill. 1st Edition, 2012.

<b>Web Resources</b>	
1.	<a href="http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4163/1/Strategic%20human%20resource%20management.pdf">http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4163/1/Strategic%20human%20resource%20management.pdf</a>
2	<a href="https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiv_hris.pdf">https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiv_hris.pdf</a>
3	<a href="https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7019.pdf">https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7019.pdf</a>
4	<a href="https://armintrost.de/wp-content/uploads/2021/01/HUMAN-RESOURCES-STRATEGIES.pdf">https://armintrost.de/wp-content/uploads/2021/01/HUMAN-RESOURCES-STRATEGIES.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	M	M
<b>CO 2</b>	M	M	S	M	M
<b>CO 3</b>	M	M	S	S	S
<b>CO 4</b>	M	M	M	M	S
<b>CO 5</b>	S	M	M	S	S

**S-Strong      M-Medium      L-Low**



Title of the Course		TALENT MANAGEMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code		231804381
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To have a clear understanding of the concept of talent management and its role								
✍ To acquire knowledge on talent planning								
✍ To obtain knowledge on talent acquisition and retention								
✍ To understand the concept of competency mapping and models of competency mapping								
✍ To understand the methodology to be followed in competency mapping								
UNIT	Details							No. of Periods for the Unit
I	<p><b>Introduction to Talent Management:</b> Definition, Meaning of Talent Management, Objectives &amp; Role of Talent Management in building the sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent , Tools for Managing Talent.</p> <p><b>Building blocks of talent management:</b> competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.</p>							9
II	<p><b>Talent Planning – Understanding the needs and mind set of employees,</b> Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.</p>							9
III	<p><b>Talent Acquisition and Retention – Talent Acquisition-</b> Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model ( Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.</p>							9
IV	<p><b>Competency Mapping:</b> Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps , 5- level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.</p>							9
V	<p><b>Methodology of Competency Mapping:</b> Competency models people capability maturity model, developing competency framework, competency profiling, competency mapping tools, use of psychological testing in competency mapping , competency-based interviewing, assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.</p>							9

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Have a clear understanding the concept of talent management and its role
<b>CO2</b>	Have knowledge on talent planning
<b>CO3</b>	Have knowledge of talent acquisition and retention
<b>CO4</b>	Have an understanding of the concept of competency mapping and models of competency mapping
<b>CO5</b>	Have an understanding the methodology to be followed in competency mapping
<b>Reading List</b>	
1.	Talent management, William J Rothwell
2.	Talent Management for the 21 <sup>st</sup> century, P Cappelli-HBR
3.	Strategic Talent Management, Robert J Greene
4.	Reinventing Talent Management, Edward E Lawler
<b>References Books</b>	
1.	Seema Sanghi, The Handbook of Competency Mapping, Sage Publications, 3rd Edition, 2016
2.	Lance A. Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People Tata McGraw Hill, 3rd Edition, 2018.
3.	Edward J Cripe, Competency Development Guide, Workitect Inc., 1st Edition, 2012.
4.	Lyle M. Spencer, Signe M. Spencer, Competence at work: Models for Superior Performance, John Wiley Publishing, 1st Edition 2008.
5.	Rao T.V., Performance Management: Toward Organizational Excellence, SAGE, 2nd Edition, 2015.
6.	Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE, 1st Edition, 2019.

<b>Web Resources</b>	
1.	<a href="https://www.cipd.org/uk/knowledge/factsheets/talent-factsheet/">https://www.cipd.org/uk/knowledge/factsheets/talent-factsheet/</a>
2	<a href="https://kissflow.com/hr/talent-management/talent-management-guide/">https://kissflow.com/hr/talent-management/talent-management-guide/</a>
3	<a href="https://www.aihr.com/blog/competency-mapping/">https://www.aihr.com/blog/competency-mapping/</a>
4	<a href="https://www.forbes.com/sites/forbeshumanresourcescouncil/2023/03/02/12-talent-acquisition-strategies-to-attract-and-retain-a-power-team/?sh=3316449c5ef4">https://www.forbes.com/sites/forbeshumanresourcescouncil/2023/03/02/12-talent-acquisition-strategies-to-attract-and-retain-a-power-team/?sh=3316449c5ef4</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	S	M
<b>CO 2</b>	M	S	M	M	L
<b>CO 3</b>	S	S	M	M	S
<b>CO 4</b>	M	M	M	M	L
<b>CO 5</b>	S	M	M	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		WORKPLACE COUNSELLING						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804382	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
	3	-	--	3	25	75	100	
Learning Objectives								
✍ To familiarize the students to Understanding Workplace Counseling and role of counsellor.								
✍ To summarize and establish setting a counseling ecosystem, Training of Counsellors, Understanding Burnout and ambiguous decision making.								
✍ To extrapolate problems at workplace, Relationship concerns in the Family & Workplace and counseling interventions.								
✍ To interpret counseling evaluation formats, documentations and resolving issues.								
✍ To justify ethical code of conduct in counseling and restricting undue influences at work.								
UNIT	Details						No. of Periods for the Unit	
I	<b>INTRODUCTION:</b> Meaning and Definition of Counselling - Counselling process – Building the counselling relationship and facilitating initial disorder – In depth exploration - Understanding Workplace Counselling – History. Counsellor Qualities - Confidentiality, Unconditional Positive regard, Empathy, Active Listening, Six ways of responding.						9	
II	<b>SETTING UP COUNSELING IN THE WORKPLACE:</b> Assessing need for workplace counselling - Preparing, Assessing, Contracting, Terminating counselling within an Organization. Training of Counsellors: Methods of training counsellors- Dynamics of counselling training- Training Ecosystem, Culture and tools. Models - Counselling Orientation - Brief Therapy - Problem Focused - Work Oriented - Manager Based - Internal, External based – Welfare - Organizational Change. Group counseling, Family Counseling- Preventive and Proactive Counseling. Understanding Burnout, compassion fatigue, dilemma and ambiguous decision making, professional uncertainty.						9	
III	<b>DEALING WITH SPECIFIC WORK PROBLEMS:</b> Employee problem counseling - Problems of Absenteeism, Turnover, Work Stress, BOSS, ROSS, Depression, Substance Abuse. Sexual Harassment, Work-life balance, Unethical behavior in work place, Travel stress, Relationship concerns in the Family and Workplace, Psychosomatic Disorders, Internet Addiction Disorder, Eating Disorders.						9	
IV	<b>EVALUATIONS:</b> Needs Theory and Self Awareness, Johari window, learning to use free associations - Setting boundaries in Counselling - Strategies for the client to explore, understand and resolve the problem - Formative and Summative Evaluation, Methods of evaluation- Analyzing, Recording and escalation procedures. Resolving client issues - Field force analysis.						9	
V	<b>ETHICS:</b> Ethical issues in decision making, training, and counselling - Ethical responsibilities for Employers, employees and stakeholders - Ethics governing counselling. Understanding undue influences - Setting guidelines for workplace relations, ethical code of conduct, whistle blowing mechanisms, EEO, transparent support system within Organization.						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Understand Workplace Counselling need and assume role of a counsellor
<b>CO2</b>	Summarize and establish setting a counseling ecosystem
<b>CO3</b>	Design solutions to workplace counseling through interventions
<b>CO4</b>	Contrast counseling evaluation formats and implement appropriately
<b>CO5</b>	Compare and justify ethical code of conduct in counseling and construct guidelines

Reading List	
1.	The effectiveness of workplace counselling, J Mc Leod
2.	Guidelines for counselling in the workplace, R Hughes A Kinder
3.	Counselling in the workplace, A Coles
4.	Counselling in organisations, M Carroll

References Books	
1.	S Narayana Rao, Prem Sahajpal, Counselling and Guidance, 3rd edition, TATA McGraw Hill Education, 2017.
2.	Thomas M. Skovholt, Michelle Trotter-Mathison, The Resilient Practitioner: Burnout and Compassion Fatigue Prevention and Self-Care Strategies for the Helping Professions, 3rd Edition, Routledge 2016.
3.	Jan Sutton, William Stewart, Learning to Counsel, Develop the Skills, Insight and Knowledge to Counsel Others, 4th edition, 2017, Robinson Publishing.
4.	Amy Cooper Hakim, Working with Difficult People, Second Revised Edition: Handling the Ten Types of Problem People Without Losing Your Mind, Tarcher Perigee, 2nd edition, 2017.
5.	John Ballard, Decoding the Workplace, Gildan Media, 1st edition, 2018.
6.	Samuel T. Gladding, Counseling: A Comprehensive Profession, Pearson Education, 8th edition, 2018.

Web Resources	
1.	<a href="https://us.sagepub.com/en-us/nam/workplace-counselling/book205329">https://us.sagepub.com/en-us/nam/workplace-counselling/book205329</a>
2	<a href="https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2796765/">https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2796765/</a>
3	<a href="https://www.egyankosh.ac.in/bitstream/123456789/88534/1/Unit-14.pdf">https://www.egyankosh.ac.in/bitstream/123456789/88534/1/Unit-14.pdf</a>
4	<a href="https://hr.umn.edu/Supervisors/Managing-Performance-and-Development/Dealing-Performance-Problems/Dealing-Performance">https://hr.umn.edu/Supervisors/Managing-Performance-and-Development/Dealing-Performance-Problems/Dealing-Performance</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	M	M
<b>CO 2</b>	M	S	M	M	M
<b>CO 3</b>	S	M	S	M	M
<b>CO 4</b>	M	M	M	S	M
<b>CO 5</b>	M	M	S	M	M

**S-Strong M-Medium L-Low**

Title of the Course		HUMAN CAPITAL PLANING						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804383	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To understand the basic concepts of Human resource planning								
✍ To know the sources of recruitment and recent trends in recruitment.								
✍ To explore selection and induction processes in an organization.								
✍ To know and use various promotions, transfers and separations.								
✍ To learn ethical issues in human capital planning.								
UNIT	Details						No. of Periods for the Unit	
I	<b>Human Resource Planning (HRP):</b> Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.						9	
II	<b>Sources of Recruitment:</b> Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.						9	
III	<b>Selection &amp; Induction:</b> <b>Selection:</b> Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis <b>Placement:</b> Differences between recruitment, selection and placement <b>Induction:</b> Purpose – Objectives – Process and Principles – Factors of Effective Induction						9	
IV	<b>Promotion:</b> Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.						9	
V	<b>Ethical Issues:</b> Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Understand about the basic concepts of Human resource planning
CO2	Know the sources of recruitment and recent trends in recruitment.
CO3	Use appropriate selection and induction processes in an organization.
CO4	Know various promotions, transfers and separations.
CO5	Learn the ethical issues in human capital planning.

<b>Reading List</b>	
1.	The cumulative nature of the entrepreneurial process: The contribution of human capital, planning and environment resources to small venture performance Sigal HaberaArie Reichelb
2.	Strategic thinking, strategic planning, strategic innovation and the performance of SMEs: The mediating role of human capital, Nagwan AIQershi
3.	Beyond HR: The New Science of Human Capital By John W. Boudreau, Peter M. Ramstad
4.	Human capital and regional development Alessandra Faggian, Félix Modrego, and Philip McCann
<b>References Books</b>	
1.	Heneman III. H.G, Judge. T.A, R.L. Heneman, 1 <sup>st</sup> Edition 2014, Staffing Organizations, McGraw-Hill Education
2.	Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2015.
3.	Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2016.
4.	Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition, McGraw-Hill.
5.	H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.
6.	William J Rothwell, H. C. Kazanas, Planning & Managing Human Resources: Strategic Planning for Personnel Management, HRD Press Inc., 2nd Edition, 2014.

<b>Web Resources</b>	
1.	<a href="https://baou.edu.in/assets/pdf/PGDHR_202_slm.pdf">https://baou.edu.in/assets/pdf/PGDHR_202_slm.pdf</a>
2	<a href="https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_tutorial.pdf">https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_tutorial.pdf</a>
3	<a href="https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf">https://www.drnishikantjha.com/booksCollection/hrm-basic-notes.pdf</a>
4	<a href="https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7018.pdf">https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SBAA7018.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	M	M	M
<b>CO 2</b>	S	M	M	M	M
<b>CO 3</b>	M	M	S	M	S
<b>CO 4</b>	S	S	M	M	S
<b>CO 5</b>	M	S	M	M	S

**S-Strong      M-Medium      L-Low**

Title of the Course		HUMAN RESOURCE INFORMATION SYSTEM						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804384	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of Data & Information								
✍ To provide insights on Data Management for HRIS								
✍ To throw light on HR Management Process & HRIS								
✍ To elucidate on HR Management Process II & HRIS								
✍ To create awareness and importance of Security, Size & Style of Organizations & HRIS								
UNIT	Details						No. of Periods for the Unit	
I	<b>Data &amp; Information:</b> Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.						9	
II	<b>Data Management for HRIS:</b> Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design						9	
III	<b>HR Management Process in HRIS:</b> Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System’s support for Planning & Control.						9	
IV	<b>HRIS Application:</b> HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.						9	
V	<b>HRIS Security and Privacy:</b> Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Be familiarized with the basic concepts of Data & Information
CO2	Have knowledge on Data Management for HRIS
CO3	Know about HR Management Process & HRIS
CO4	Will use HR Management Process II & HRIS
CO5	Will be aware of the importance of Security, Size & Style of Organizations & HRIS

<b>Reading List</b>	
1.	Human resource information systems (HRIS) and technology trust Susan K. Lippert, Paul Michael Swiercz
2.	Human Resource Information Systems (HRIS) in HR Planning and Development in Mid to Large Sized Organization, AshaNagendra Mohit Deshpande
3.	Human Resource Information Systems (HRIS) of Developing Countries in 21st Century: Review and Prospects G. M. Azmal Ali Quaosar, Md. Siddikur Rahman
4.	Human Resource Information Systems (HRIS): Providing Business with Rapid Data Access, Information Exchange and Strategic Advantage Dr. Kenneth A. Kovach, Charles E. Cathcart, Jr.
<b>References Books</b>	
1.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition, 2019.
2.	Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1 <sup>st</sup> Edition 2012.
3.	Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1 <sup>st</sup> Edition 2011.
4.	P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1 <sup>st</sup> Edition, 2015.
5.	Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3 <sup>rd</sup> Edition, 2019.
6.	Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.

<b>Web Resources</b>	
1.	<a href="https://www.aihr.com/blog/human-resources-information-system-hris/">https://www.aihr.com/blog/human-resources-information-system-hris/</a>
2.	<a href="https://hrwize.com/data-management-key-to-successful-hris-implentantation/">https://hrwize.com/data-management-key-to-successful-hris-implentantation/</a>
3.	<a href="https://hrwize.com/data-management-key-to-successful-hris-implentantation/">https://hrwize.com/data-management-key-to-successful-hris-implentantation/</a>
4.	<a href="https://www.hrlineup.com/hris-security-privacy-tips/">https://www.hrlineup.com/hris-security-privacy-tips/</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	S	M	S	L
<b>CO 2</b>	S	M	M	M	L
<b>CO 3</b>	M	M	M	M	L
<b>CO 4</b>	M	M	M	M	M
<b>CO 5</b>	M	M	M	M	L

**S-Strong      M-Medium      L-Low**



<b>Title of the Course</b>		<b>STRESS MANAGEMENT</b>						
<b>PART</b>								
<b>Category</b>	Elective III	<b>Year</b>	II	<b>Credits</b>	3	<b>Course Code</b>	231804385	
		<b>Semester</b>	III					
<b>Instructional Hours per week</b>	<b>Lecture</b>	<b>Tutorial</b>	<b>Lab Practice</b>	<b>Total</b>	<b>CIA</b>	<b>External</b>	<b>Total</b>	
	3	-	--	3	25	75	100	
<b>Learning Objectives</b>								
✍ To understand the concept of stress management								
✍ To understand the impact of stress								
✍ To analyse the stress reduction techniques								
✍ To study the strategies to cope up with stress								
✍ To develop resilience to stress								
<b>UNIT</b>	<b>Details</b>							<b>No. of Periods for the Unit</b>
<b>I</b>	<b>Introduction to Stress Management:</b> Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor-emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,							<b>9</b>
<b>II</b>	<b>Impact of Stress:</b> Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal							<b>9</b>
<b>III</b>	<b>Stress Reduction Techniques:</b> Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress							<b>9</b>
<b>IV</b>	<b>Coping Strategies:</b> Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model							<b>9</b>
<b>V</b>	<b>Developing Resilience to Stress:</b> Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management							<b>9</b>

<b>Course Outcomes</b>	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Have a clear understanding on the concept of stress management
<b>CO2</b>	Illustrate the impact of stress and predict Stress warning signals
<b>CO3</b>	Develop ability to analyse the stress reduction techniques
<b>CO4</b>	Acquire the ability to identify the strategies to cope up with stress
<b>CO5</b>	Develop resilience strategies to stress

<b>Reading List</b>	
1.	Family stress management: A contextual approach, P Boss, CM Bryant, JA Mancini
2.	Preventive Stress Management in Organizations, Thomas A. Wright, PhD, Joyce A. Adkins, PhD, Debra L. Nelson
3.	Stress Management, Richard Pettinger
4.	Stress and stress management, Crampton, Suzanne M; Hodge, John W; Mishra, Jitendra M; Price, Steve.
<b>References Books</b>	
1.	Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 <sup>st</sup> Edition, 2022.
2.	Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 <sup>st</sup> Edition, 2011.
3.	Joe Martin - Managing Stress in the Workplace How to Get Rid of Stress at Work and Live a Longer Life, 1 <sup>st</sup> Edition, 2014.
4.	Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 <sup>st</sup> Edition, 2019.
5.	Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1 <sup>st</sup> Edition 2016.
6.	Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 <sup>th</sup> Edition 2010.

<b>Web Resources</b>	
1.	<a href="https://www.mindtools.com/cmihhof/stress-management">https://www.mindtools.com/cmihhof/stress-management</a>
2	<a href="https://www.webmd.com/balance/causes-of-stress">https://www.webmd.com/balance/causes-of-stress</a>
3	<a href="https://www.medicinenet.com">https://www.medicinenet.com</a>
4	<a href="https://www.verywellmind.com">https://www.verywellmind.com</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	M	M
<b>CO 2</b>	M	M	M	M	M
<b>CO 3</b>	M	L	M	S	M
<b>CO 4</b>	M	M	M	L	M
<b>CO 5</b>	L	L	M	L	L

**S-Strong      M-Medium      L-Low**

Title of the Course		COMPETENCY MAPPING						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804386	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To recognize and identify importance of competency-based framework								
✍ To comprehend types and methods of competency								
✍ To demonstrate use of competency tools, framework and clusters								
✍ To audit competency implementation cycles and drive high performance								
✍ To steer stakeholders' confidence and implement competency model								
UNIT	Details						No. of Periods for the Unit	
I	<b>Introduction:</b> History and Origin of Competency - KSA Vs Competency - Reasons for Popularity of Competency - Competency & EVA - Criticisms- Iceberg Model of Competency - Operant & Respondent Traits of Competency.						9	
II	<b>Functions:</b> Types: Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies- developing a Competence Matrix.						9	
III	<b>Framework:</b> Sources of competence information- Tools of competencies: Behavioural Event Interview- Behavioural Description Interview- Benchmarking Established Models. Competency Clusters - HR Generic Competency Model -Supervisory Generic Competency Model-Industry Specific Models.						9	
IV	<b>Assessment:</b> HR Competence audit-Role of Assessment centres-Strategies to address the gaps - Integrating the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession & Career Planning - Competency Based Compensation and Benefits - Competency based Training & Development - Reassess competencies and evaluate ROI.						9	
V	<b>Resistance and Implementation:</b> Understanding Resistance -Strategies to acquire stakeholder confidence-Stakeholder's Map-Resolving resistance. Clarifying Implementation Goals & Standards - Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering & Interim Competency Model - Finalize & Validate Competency Model.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Recognize the importance of competency-based framework
CO2	Comprehend types and methods of competency
CO3	Demonstrate use of competency tools and clusters
CO4	Schematize audit plans for competency implementation cycles
CO5	Negotiate stakeholders' confidence and implement competency model

<b>Reading List</b>	
1.	Competency Mapping – A Drive For Indian Industries, Rajeshwaree A
2.	Competency Mapping of the Employees, N. Anisha
3.	Competency Mapping in Indian Industries -A Case Study, Amey Choudhari
4.	Competency Measurement Model, Dario russo
<b>References Books</b>	
1.	<u>Seema Sanghi</u> , The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, SAGE Publications India, 3 <sup>rd</sup> edition, 2016.
2.	<u>Sumati Ray Anindya Basu Roy</u> , Competency Based Human Resource Management, SAGE Publications India Pvt Ltd, 1 <sup>st</sup> Edition, 2019.
3.	<u>Sudhir Warier</u> , Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press, 1 <sup>st</sup> Edition, 2019
4.	<u>Mahesh Kuruba</u> , Role Competency Matrix: A Step-By-Step Guide to an Objective Competency Management System, Springer, 1 <sup>st</sup> Edition, 2019.
5.	<u>David D Dubious</u> , Competency-Based Human Resource Management: Discover a New System for Unleashing the Productive Power of Exemplary Performers, Davies-Black Publisher, 1 <sup>st</sup> Edition, 2010.
6.	<u>Lyle M Spencer, Signe M Spencer</u> , Competence at Work: Models for Superior Performance, Wiley India, 1 <sup>st</sup> Edition, 2008.

<b>Web Resources</b>	
1.	<a href="https://pdfcoffee.com/qdownload/the-handbook-o-competency-mapping-pdf-free.html">https://pdfcoffee.com/qdownload/the-handbook-o-competency-mapping-pdf-free.html</a>
2	<a href="https://toaz.info/doc-view-2">https://toaz.info/doc-view-2</a>
3	<a href="https://egyankosh.ac.in/bitstream/123456789/89345/1/Unit-6.pdf">https://egyankosh.ac.in/bitstream/123456789/89345/1/Unit-6.pdf</a>
4	<a href="https://iipmi.org/wp-content/uploads/2020/06/Competency-Iceberg-Model-1.pdf">https://iipmi.org/wp-content/uploads/2020/06/Competency-Iceberg-Model-1.pdf</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	S	M	M	S	M
<b>CO 2</b>	M	M	S	M	S
<b>CO 3</b>	M	M	S	S	S
<b>CO 4</b>	M	S	M	S	S
<b>CO 5</b>	M	S	M	S	S

**S-Strong      M-Medium      L-Low**

Title of the Course		INTERNATIONAL HRD						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804387	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To summarize and comprehend the expanding role of global corporations								
✍ To demonstrate the functioning of international assignments								
✍ To elucidate development of global IHRM practices								
✍ To interpret compliance norms of global organizations								
✍ To introspect future of sustainable IHRM practices								
UNIT	Details						No. of Periods for the Unit	
I	<p><b>IHRD:</b> Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization.</p> <p>Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.</p>						9	
II	<p><b>Processes:</b> Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications.</p> <p>International Assignments and Employment practices- motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.</p>						9	
III	<p><b>Development &amp; Practices:</b> Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations.</p> <p>Training &amp; Development in global environment- Krikpatrick's Taxonomy-Expatriate Training, PMS -Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.</p>						9	
IV	<p><b>Practices in Economies:</b> PMS in different economies- Total Rewards in International Context-Components-Complexities-approaches.</p> <p>Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity-Onshoring, offshoring, Friendshoring-Models of strategic HRD.</p>						9	
V	<p><b>Sustainability:</b> Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract.</p> <p>Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.</p>						9	

Course Outcomes	
<b>Course Outcomes</b>	On completion of this course, students will;
<b>CO1</b>	Demonstrate IHRM factors influential in global corporations
<b>CO2</b>	Design IHRM elements for global assignments
<b>CO3</b>	Critique and conclude developmental strategies for IHRM practices
<b>CO4</b>	Implement and audit compliance IHRM norms
<b>CO5</b>	Predict and appraise sustainable IHRM practices

Reading List	
1.	International HRD: context, processes and people – introduction Thomas Garavan, Alma McCarthy, and Ronan Carbery
2.	Theoretical frameworks for comparing HRD in an international context, Jean Woodall
3.	The Issue of International Values and Beliefs: The Debate for a Global HRD Code of Ethics, Darlene Russ-Eft, Timothy Hatcher
4.	International Technology Transfer For Competitive Advantage: A Conceptual Analysis Of The Role Of HRD, A. Ahad M. Osman-Gani

References Books	
1.	K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2 <sup>nd</sup> Edition, 2017.
2.	Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4 <sup>th</sup> Edition, 2014.
3.	Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3 <sup>rd</sup> Edition, 2017.
4.	Peter J. Dowling   Marion Festing   Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7 <sup>th</sup> Edition, 2017.
5.	Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3 <sup>rd</sup> Edition, 2016.
6.	Yongsun Paik, Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2 <sup>nd</sup> Edition, 2013.

Web Resources	
1.	<a href="https://egyankosh.ac.in/bitstream/123456789/6591/1/Unit-15.pdf">https://egyankosh.ac.in/bitstream/123456789/6591/1/Unit-15.pdf</a>
2.	<a href="https://www.elgaronline.com/display/edcoll/9781781954171/9781781954171.00007.xml">https://www.elgaronline.com/display/edcoll/9781781954171/9781781954171.00007.xml</a>
3.	<a href="https://www.aihr.com/blog/human-resources-models/">https://www.aihr.com/blog/human-resources-models/</a>
4.	<a href="https://www.economicdiscussion.net/human-resource-development/what-is-human-resource-development/31779">https://www.economicdiscussion.net/human-resource-development/what-is-human-resource-development/31779</a>

**Mapping with Programme Outcomes:**

	PO 1	PO 2	PO 3	PO 4	PO 5
<b>CO 1</b>	S	M	M	M	L
<b>CO 2</b>	M	M	M	M	M
<b>CO 3</b>	M	S	M	M	L
<b>CO 4</b>	M	M	M	M	L
<b>CO 5</b>	M	M	M	M	L

**S-Strong      M-Medium      L-Low**

Title of the Course		COMPENSATION AND REWARDS MANAGEMENT						
PART								
Category	Elective III	Year	II	Credits	3	Course Code	231804388	
		Semester	III					
Instructional Hours per week	Lecture	Tutorial	Lab Practice	Total	CIA	External	Total	
		3	-	--	3	25	75	100
Learning Objectives								
✍ To familiarize the students to the basic concepts of compensation								
✍ To provide insights on compensation planning								
✍ To throw light on compensation Pay								
✍ To elucidate on Executive compensation								
✍ To create awareness and importance of Wage administration in India:								
UNIT	Details						No. of Periods for the Unit	
I	<b>Compensation:</b> types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic						9	
II	<b>Compensation Planning:</b> Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.						9	
III	<b>Variable Pay:</b> Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.						9	
IV	<b>Executive Compensation:</b> Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.						9	
V	<b>Wage Administration in India:</b> wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.						9	

Course Outcomes	
Course Outcomes	On completion of this course, students will;
CO1	Be familiarized with compensation
CO2	Understand Compensation Planning
CO3	Design Executive Compensation
CO4	Understand Wage administration in India
CO5	Be aware of the importance of Wage administration in India

<b>Reading List</b>	
1.	A Strategic Perspective on Compensation Management, Milkovich, George T.
2.	Compensation Management, Dipak Kumar Bhattacharyya
3.	Employees Perception Towards Compensation Management Practices in Software Industry: An Indian Evidence, Dr. Das Kishore Kumar
4.	Compensation in Organizations, Sara L. Rynes, Barry Gerhart
<b>References Books</b>	
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12 <sup>th</sup> Edition, 2020.

<b>Web Resources</b>	
1.	<a href="http://hrmatters21.net">http://hrmatters21.net</a>
2.	<a href="http://www.prsunotes.in">www.prsunotes.in</a>
3.	<a href="http://www.astronsolutions.net">www.astronsolutions.net</a>
4.	<a href="https://ebooks.inflibnet.ac.in">https://ebooks.inflibnet.ac.in</a>

**Mapping with Programme Outcomes:**

	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	M	M	M	M	M
<b>CO 2</b>	M	M	M	M	S
<b>CO 3</b>	M	M	M	S	M
<b>CO 4</b>	M	M	M	S	M
<b>CO 5</b>	M	S	M	M	M

**S-Strong      M-Medium      L-Low**



**Core Subject**

**PROJECT  
SEMESTER IV**

**Code: 231804401**

**Credits 8**

The student will undertake their main project in their specialisation for a period of Three Months in a reputed business organisation in the commencement of fourth semester.

The Student has to submit the confirmation letter from the organisation, to the Head of the Department. He / she have to get approval from the Head of the Department for the organisation and to start the project work.

The student will be allotted a faculty for guiding the project, he /she have to consult with Faculty Guide and attend the Reviews.

After the completion of the project, he / she has to document the work and submit the work and submit the report ( 4 Copies – one to the Controller’s office, one to the Department library, one to the student and one to the company/organisation).

**Evaluation of Project Work:**

The project work during the fourth semester has been made evaluator. The evaluation of the performance of the candidate will be done through the viva voce conducted at the completion of the training by a panel of internal / external examiners as recommended by the Head of the Institution and approved by the Controller of Examination.

	Internal	External
Project	15	25
Viva	25	75

\*\*\* Students should select the reputed organisation, preferably a public or Private Ltd., in consultation and get the approval from the Head of Institution.