

NEP and Learning Outcomes Based Curriculum Framework (LOCF)

For

**5-YEAR MASTER OF BUSINESS ADMINISTRATION
(INTEGRATED) PROGRAMME**

(To be effective from the Academic Session 2024-25)



Department of Management
Gurugram University, Gurugram

(A State Govt. University Established Under Haryana Act 17 Of 2017)

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1. Background

The MBA integrated (5 Year) Post Graduate Degree programme aims to enable students to embark upon a management career after completing 10+2 level examination. The programme provides students with a comprehensive understanding of the fundamentals of business management and the opportunity to pursue chosen areas of specialization. The design and delivery of this integrated program is innovative and unique. It will equip students with the knowledge and skills necessary to compete successfully for challenging positions in industry, government, non-profit organizations and civil services. This programme will create excellent managers and instil the spirit of entrepreneurship so that the students evolve into leaders and wealth creators in the coming years.

The MBA integrated at Gurugram University, one of the country's most rigorous programmes, is designed to prepare students with a global management perspective through a unique pedagogy of learning and interaction among peers in a modular format. Activities like live projects, field assignments, and simulation games will be integral to the programme. Fieldwork, project work, business internship, and team-consulting assignments will help achieve holistic learning and provide a comprehensive understanding of the contemporary business environment.

2. Programme Outcomes

On completing the MBA integrated (5 Year) Programme, the students shall be able to realize the following programme outcomes:

PO's	Description
PO-1	Apply knowledge of management theories and practices to solve business problems.
PO-2	Foster Analytical and critical thinking abilities for data-based decision making.
PO-3	Ability to promote Sustainable and Value based business practices for enhancing leadership activities
PO-4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO-6	Ability to Cultivate Technological Proficiency for Digital Transformation
PO-7	Ability to Enhance Interpersonal and Communication Skills for Diverse Workplaces

3. Programme Specific Outcomes

The MBA (Integrated) program is spread over 10 semesters, leading to a post graduate degree in MBA. It is an integrated program specially designed for 10 + 2 students, who wish to develop managerial skills. The course is tailor made to suit the needs of industry and entrepreneurship. On completing MBA (Integrated) Programme, the students shall be able to realize the following specific outcomes:

PSO1	Strategic Management Proficiency: Students will demonstrate advanced skills in strategic planning, formulation, and implementation, integrating theoretical frameworks with practical applications to address complex business challenges and capitalize on emerging opportunities in dynamic market environments.
PSO2	Innovation Leadership: Students will develop the capability to lead innovation initiatives within organizations, applying creative problem-solving techniques, fostering a culture of innovation, and effectively managing resources to drive business growth, competitive advantage, and societal impact.
PSO3	Entrepreneurial Venture Creation: Students will possess the knowledge, skills, and mindset to conceptualize, plan, and launch successful entrepreneurial ventures, leveraging innovative approaches and strategic thinking to identify market gaps, develop sustainable business models, and navigate the complexities of entrepreneurship.

4. Qualification Descriptors

MBA integrated course is a 5 year undergraduate + postgraduate management program offered by Gurugram University to pursue MBA Integrated after 12th Class. It is aimed at teaching management skills from both undergraduate as well as postgraduate levels.

5. Scheme of Programme

Semester 1

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
241MIDSC1	Business Organization (BL)		4	0	0	4	70	30	-	-	100
241MIDSC2	Business Mathematics		4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
241MIMIC3	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
241MIMDC4	To be selected from the pool		3	0	0	3	75	25	-	-	75
Ability Enhancement Course (AEC)											
241MIAEC5	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
241MISEC6	To be selected from the pool		0	0	6	3	35	15	-	-	50
Value Addition Course (VAC)											
241MIVAC7	To be selected from the pool		2	0	0	2	-	50	-	-	50
Total Credits						22	Total Marks			525	

Semester 2

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
242MIDSC1	Principles of Management (BL)		4	0	0	4	70	30	-	-	100
242MIDSC2	Statistics for Management-I		4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
242MIMIC3	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
242MIMDC4	To be selected from the pool		3	0	0	3	50	25	-	-	75
Ability Enhancement Course (AEC)											
242MIAEC5	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
242MISEC6	To be selected from the pool		0	0	6	3	35	15	-	-	50
Value Addition Course (VAC)											
242MIVAC7	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						22	Total Marks			525	

After successfully completing 1st Year, Certificate in Business Administration (CBA-44 Credits) will be awarded to the students.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva

Semester 3

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
243MIDSC1	Small Business Management		4	0	0	4	70	30	-	-	100
221MIDSC2	Statistics for Management-II		4	0	0	4	70	30	-	-	100
MIC/Vocational Courses (VOC)											
243MIMIC3	To be selected from the pool		4	0	0	4	70	30	-	-	100
Multidisciplinary Courses (MDC)											
243MIMDC4	To be selected from the pool		3	0	0	3	50	25	-	-	75
Ability Enhancement Course (AEC)											
243MIAEC5	To be selected from the pool		2	0	0	2	35	15	-	-	50
Skill Enhancement Course (SEC)											
243MISEC6	To be selected from the pool		0	0	4	2	35	15		-	50
Value Addition Course (VAC)											
243MIVAC7	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						22	Total Marks			525	

Semester 4

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
244MIDSC1	Indian Financial System		4	0	0	4	70	30	-	-	100
244MIDSC2	Financial Management		4	0	0	4	70	30	-	-	100
244MIDSC3	Fundamentals of International Business (BL)		4	0	0	4	70	30	-	-	100
244MIDSC4	Company Law		4	0	0	4	70	30	-	-	100
Vocational Courses (VOC)											
244MIVOC5	To be selected from the pool		4	0	0	4	70	30			100
Ability Enhancement Course (AEC)											
244MIEC6	To be selected from the pool		0	2	0	2	35	15			50
Value Addition Course (VAC)											
244MIVAC7	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						24	Total Marks			600	

NOTES:

1. After successfully completing 2nd Year, Diploma in Business Administration (DBA-90 Credits) will be awarded to the students.
2. Immediately after the completion of the 4th Semester Examination, the students shall proceed for their summer Internship-I (245MISEC6) of 6-8 weeks duration. The summer internship reports prepared shall be assessed in the 5th semester as a Skill Enhancement Course.
3. The Summer Internship-I Report shall be submitted by the candidates in the manner as specified by the department.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

Semester 5

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
245MIDSC1	Operations Research		4	0	0	4	70	30	-	-	100
245MIDSC2	Operations & Supply Chain Management		4	0	0	4	70	30	-	-	100
245MIDSC3	Income Tax Laws		4	0	0	4	70	30	-	-	100
245MIDSC4	Business Process Outsourcing (BL)		4	0	0	4	70	30	-	-	100
Vocational Courses (VOC)											
245MIVOC5	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC) / Summer Internship Report											
245MISEC6	Summer Internship Report-I		0	4	0	4	-	30	70	-	100
Total Credits						24	Total Marks			600	

Semester 6

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
246MIDSC1	Accounting for Managerial Decisions		4	0	0	4	70	30	-	-	100
246MIDSC2	Organizational Behavior		4	0	0	4	70	30	-	-	100
246MIDSC3	Marketing Management (BL)		4	0	0	4	70	30	-	-	100
246MIDSC4	Human Resource Management (BL)		4	0	0	4	70	30	-	-	100
Vocational Courses (VOC)											
246MIVOC5	To be selected from the pool		4	0	0	4	70	30	-	-	100
Skill Enhancement Course (SEC)											
246MISEC6	To be selected from the pool		2	0	0	2	35	15	-	-	50
Total Credits						22	Total Marks			550	

After successfully completing 3rd Year, Bachelor in Business Administration (BBA- 136 Credits) will be awarded to the students.

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

***Summer Internship Report Internal evaluation of 30 marks will be done by Internal Guide /Mentor and 70 marks will be based on External viva.

Semester 7

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
247MIDSC1	International Business Operations (BL)		4	0	0	4	70	30	-	-	100
247MIDSC2	Quantitative Techniques in Management		4	0	0	4	70	30	-	-	100
247MIDSC3	Knowledge Management (BL)		4	0	0	4	70	30	-	-	100
	Specialization – 1					4					100
	Specialization – 2					4					100
Vocational Course (VOC)											
247MISEC6	To be selected from the pool		4	0	0	4	70	30	-	-	100
Total Credits						24	Total Marks			600	

Semester 8

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
248MIDSC1	Strategic Management		4	0	0	4	70	30	-	-	100
248MIDSC2	Cross Cultural Management (BL)		4	0	0	4	70	30	-	-	100
248MIMDC3	Business Research Methods		4	0	0	4	70	30	-	-	100
	Specialization – 1					4					100
	Specialization – 2					4					100
Vocational Course (VOC)											
248MIVOC6	To be selected from the pool		4	0	0	4	70	30	-	-	100
Total Credits						24	Total Marks			600	

NOTES:

1. Immediately after completing the 8th Semester Examination, the students shall proceed for their summer Internship-II of 6-8 weeks. The summer internship reports prepared shall be assessed in the 9th semester as a Skill Enhancement Course.
2. The candidates shall submit the Summer Internship Report as specified by the department.
3. The students must choose any two specialization areas offered under a dual specialization scheme. The specialization will run on a batch of a minimum of 10 students.
4. **After completing 4th Year, the students will be awarded a PG Diploma in Business Administration (PGDBA- 184 Credits).**

* BL stands for Blended Learning

**Each student must pass MOOC, which is available on the SWAYAM portal or any other online educational platform with a reputation of 3 credits (The Course Coordinator will give an option). The student must submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

Semester 9

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
249MIDSC1	Entrepreneurship		4	0	0	4	70	30	-	-	100
249MIDSC2	Business Process Reengineering (BL)		4	0	0	4	70	30	-	-	100
	Specialization – 1					4					100
	Specialization – 2					4					100
Skill Enhancement Course (SEC)											
249MIAEC4	To be selected from the pool		2	0	0	2	35	15	-	-	50
Value Addition Course (VAC)											
249MISEC5	Seminar-Current Trends in Management		0	0	4	2	35	15		-	50
Total Credits						20	Total Marks			500	

Semester 10

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Courses (DSC)											
	Specialization – 1					4					100
	Specialization – 2					4					100
Skill Enhancement Course (SEC)/ Project Report											
24XMISEC3	Project Report/Case Studies***		0	12	0	12	-	90	210	-	300
Discipline Specific Elective Course(s)											
Total Credits						20	Total Marks			500	

NOTES:

- The topic of the Project Report/ Case study (Code 24XMISEC3) shall be finalized in 10th semester by a Committee comprising of the faculty members to be constituted by Director/Principal of the concerned Institute after presentation by the candidate before the Committee.
- After successfully completing 5th Year, Master in Business Administration (MBA- 224 Credits) will be awarded to the students.**

* BL stands for Blended Learning

**Each student is required to pass MOOC available on SWAYAM portal or any other online educational platform of repute of 3 credits (Option will be given by the Course Coordinator). The student is required to submit the passing certificate of the same to the department. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.

***Summer Internship Report Internal evaluation of 30 marks will be assess by Internal Guide /Mentor and 70 marks will be based on External viva.

***Project Report Internal evaluation of 90 marks will be assess by Internal Guide /Mentor and 210 marks will be based on External viva.

Specialization offered

HUMAN RESOURCE

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Course(s)/ Discipline Specific Elective Course(s)											
247DSEC-HR1	Training and Development		4	0	0	4	70	30	-	-	100
248DSEC-HR2	Compensation Management		4	0	0	4	70	30	-	-	100
249DSEC-HR3	Industrial Relations & Labour Laws		4	0	0	4	70	30	-	-	100
24XDSEC-HR4	Strategic HRM		4	0	0	4	70	30	-	-	100

FINANCE

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Course(s)/ Discipline Specific Elective Course(s)											
247DSEC-FIN1	Project Management & Infrastructure Finance		4	0	0	4	70	30	-	-	100
248DSEC-FIN2	Corporate Tax Planning and Management		4	0	0	4	70	30	-	-	100
249DSEC-FIN3	Security Analysis and Portfolio Management		4	0	0	4	70	30	-	-	100
24XDSEC-FIN4	Financial Derivatives		4	0	0	4	70	30	-	-	100

MARKETING

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Course(s)/ Discipline Specific Elective Course(s)											
247DSEC-MKT1	Integrated Marketing Communication		4	0	0	4	70	30	-	-	100
248DSEC-MKT2	Customer Relationship Management		4	0	0	4	70	30	-	-	100
249DSEC-MKT3	Consumer Behavior Analysis		4	0	0	4	70	30	-	-	100
24XDSEC-MKT4	Sales & Distribution Management		4	0	0	4	70	30	-	-	100

DATA ANALYTICS

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Course(s)/ Discipline Specific Elective Course(s)											
247DSEC-DA1	Business Analytics		4	0	0	4	50	-	50	-	100
248DSEC-DA2	Analytics with MS Excel		4	0	0	4	50	-	50	-	100
249DSEC-DA3	Introduction to Python		4	0	0	4	50	-	50	-	100
24XDSEC-DA4	Predictive Modeling and Pattern Discovery- using R		4	0	0	4	50	-	50	-	100

INTERNATIONAL BUSINESS

Course Code	Course Title	Course ID	L	T	P	Credits	TE	TI	PE	PI	Total
Discipline Specific Course(s)/ Discipline Specific Elective Course(s)											
247DSEC-IB1	Foreign Exchange Management		4	0	0	4	70	30	-	-	100
248DSEC-IB2	Export Management		4	0	0	4	70	30	-	-	100
249DSEC-IB3	Multinational Financial Management		4	0	0	4	70	30	-	-	100
24XDSEC-IB4	International Logistics		4	0	0	4	70	30	-	-	100

***Massive Open Online Courses (MOOCs)**

Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) is India's national Massive Open Online Course (MOOC) platform, designed to achieve the three cardinal principles of India's Education Policy: access, equity, and quality. The University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021 have been notified in the Gazette of India, which now facilitates an institution to allow up to 40 per cent of the total courses being offered in a particular programme in a semester through the online learning courses offered through the SWAYAM platform. The management department of Gurugram University has adopted SWAYAM Courses for the benefit of the students. A student can earn credit by completing quality-assured MOOC programmes offered on the SWAYAM portal or any other reputed online educational platform after seeking approval from the department.

6 Course Outcomes and Mapping Matrix:

- Each course of the MBA Integrated Programme results in a few course/learning outcomes (COs) that are broadly mapped or associated with POs and PSOs.
- Mapping represents the correlation between COs and POs, COs and PSOs on a scale of 1 to 3 as follows.

Scale of Mapping between COs and POs & COs and PSOs

Scale 1	If the course contents have a low correlation (less than 50 %) with the particular Programme Outcomes and particular Programme Specific Outcomes.
Scale 2	If the course contents have a medium correlation (50%-70%) with the particular Programme Outcomes and Programme Specific Outcomes.
Scale 3	If the course contents correlate strongly (more than 70%) with the particular Programme and Programme Specific Outcomes.

Instructions for the Examiner:**Instructions for External Examiner:** The question paper shall be divided in two sections as follows:

	Theory Marks	70	50	35
Section A	Seven (7/6) short answer type questions from whole of the syllabus carrying equal marks each, this section will be compulsory	7*2=14 Marks	6*1= 6 Marks	7*1=7 Marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.	14*4= 56 Marks	11 *4= 44 Marks	7*4= 28 Marks
	Total Theory Marks	70 Marks	50 Marks	35 Marks

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for internal marks.

	Marks out of			
Total Marks	100	75	50	25
Internal Assessment	30	25	15	5
Attendance Below 55= 0 Marks Between 55 to < 65= 1Marks Between 65 to < 70 = 2 Marks Between 70 to < 75 = 3 marks Between 75 to < 80= 4 Marks 80 and more than 80 = 5 Marks	5	5	5	-
Assignment/ Presentations/ Seminars/ Role plays/ Case analysis/ Simulations and Class Participation	15	10	5	-
Sessional Examination*	10	10	5	5
Marks Total	30	25	15	5

*Sessional examination marks will be based on the best performance out of the two sessional exams conducted within the semester, assessed by the faculty in charge of the courses of study.

Syllabus

Name of Subject: BUSINESS ORGANISATION (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 241MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not normally exceed 100 words. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:

CO1: Explain the relationship between various components of the business system and how they interact within the broader business environment.

CO2: Apply critical thinking skills to evaluate various forms of business organization and select the most appropriate one for a given entrepreneurial venture.

CO3: Apply operations management techniques to optimize business processes and improve productivity, as well as financial management strategies to manage resources effectively.

CO4: Evaluate the effectiveness of marketing strategies and tactics in achieving business objectives, analyzing their impact on sales, brand reputation, and customer loyalty.

COURSE CONTENTS:

Unit 1: Business – concept, nature and spectrum of business activities, business system, business environment interface, business objectives	10 Lectures
Unit 2: Entrepreneurship – concept and nature; entrepreneurial opportunities in contemporary business environment; process of setting up a business enterprise; choice of a suitable form of business organization	10 Lectures
Unit 3: Functional aspects of business – (a) operations – business size and location decisions, plant layout, mass production and mass customization, productivity, quality control (b) Finance – money and banking, financial management and securities markets, risk management and insurance	10 Lectures
Unit 4: Functional aspects of business (c) Marketing – marketing and consumer behaviour, product planning and development, pricing decisions, channel and promotional decisions; network marketing, franchising, e-commerce and m-commerce	10 Lectures

Suggested Readings:

1. Vasishth, Neeru, Business Organisation, Taxmann, New Delhi

2. Talloo, Thelma J., Business Organisational and Management, TMH, New Delhi

Mapping Matrix of Course: 241MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 241MIDSC1: Business Organisation (BL)

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	3	1	1	1	3	2	1
CO2	3	3	2	3	3	2	1	2	3	1
CO3	2	2	1	2	1	1	2	2	3	2
CO4	3	3	2	3	1	1	2	3	3	2
Average	2.75	2.75	1.75	2.75	1.5	1.25	1.5	2.5	2.75	1.5

Name of Subject: BUSINESS MATHEMATICS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 241MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcome:-After completing the course students will be able to:

CO1: Understand the concepts and formulas associated with various matrices and systems of linear equations.

CO2: Understand the principles of compound interest, annuities, and the time value of money

CO3: Apply arithmetic and geometric progressions, as well as differentiation techniques, to solve business-related problems effectively.

CO4: Apply integration techniques and utilize theory of set to model and resolve real-world scenarios

COURSE CONTENTS:

Unit 1:	10 Lectures
Matrices: Definition of matrix; Types of matrices; Algebra of matrices; Determinants: Properties of determinants; calculation of values of determinants up to third order; Adjoint of a matrix, through Adjoint and elementary row or column operations; Solution of system of linear equations having a unique solution and involving not more than three variables. (Using Matrices Method & Cramer’s Rule)	
Unit 2:	10 Lectures
Simple and Compound Interest Including Half Yearly and Quarterly Calculations; Effective Rate of Interest, Annuities; Amount and Present Value of Installment, Calculation of Loan EMI (Equated Monthly Instalment), Time value of Money	
Unit 3:	10 Lectures
Arithmetic Progression, Finding the nth term, Sum of n terms, Representation of an A.P. Geometric Progression, Finding the nth term, Sum of n terms and sum of infinity, Representation of a G.P.	
Unit 4:	10 Lectures
Theory of Sets – Meaning, Elements, types, Presentation and Equality of Sets; Union, Intersection, Compliment & Difference Of Sets; Venn diagrams; Cartesian Product of two sets; Applications of Set Theory.	

SUGGESTED READINGS:

1. Dr. Sancheti & Kapoor. Business Mathematics and Statistics, Sultan Chand

2. R.S Bhardwaj. Mathematics for Economics & Business
3. Madappa, Mahadi Hassan, M. Iqbal Taiyab – Business Mathematics, Subhash
4. G.R. Veena and Seema. Business Mathematics and Statistics I.K. Intl Publishers
5. Singh, Dalip. Business Mathematics. Jeevansons Publications

Mapping Matrix of Course: 241MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 241MIDSC2: BUSINESS MATHEMATICS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	3	2	1	1	1	2	2	1
CO2	3	3	2	3	3	2	1	2	3	3
CO3	2	3	2	2	2	1	1	2	3	3
CO4	3	3	3	3	2	2	2	2	3	3
Average	2.75	3	2.5	2.5	2	1.5	1.25	2	2.75	2.5

Name of Subject: PRINCIPLES OF MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 242MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Identify the nature, process, and basic managerial roles and skills involved in management, as well as the different approaches to management such as classical, behavioral, systems, and contingency approaches;

CO2: Understand the concept, purpose, and process of planning, including the various types of plans, strategies, and decision-making processes

CO3: Understand the fundamentals of organizing, leadership, and management control

CO4: Analyze the effectiveness and significance of different management approaches

COURSE CONTENTS:

Unit 1: Introduction – nature and process of management, basic managerial roles and skills, nature of managerial work; approaches to management – classical, behavioural, systems and contingency approaches; contemporary issues and challenges	10 Lectures
Unit 2: Planning and decision making – concept, purpose and process of planning, kinds of plans, strategies, policies and planning, premises, goal setting, MBO; decision making – nature and process, types of managerial decisions, decision making conditions, forms of group decision making in organization	10 Lectures
Unit 3: Organizing – fundamentals of organizing, bases of departmentation, distribution of authority, coordination; organization structure and design; leadership – nature and significance, leading and managing, leadership styles, leadership theories	10 Lectures
Unit 4: Management Control – nature, purpose and process of controlling, kinds of control system, prerequisites of effective control system, resistance to control, controlling techniques	10 Lectures

SUGGESTED READINGS:

1. Griffin, Ricky W, Management, Biztantra, New Delhi
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi
3. Wehrich, Heinz and Harold Koontz, Management: A Global Perspective, Tata McGraw Hill

4. Daft, Management, Thompson Learning, New Delhi
5. Robbins, S.P., Management, Pearson Education

Mapping Matrix of Course : 242MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 242MIDSC1: PRINCIPLES OF MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	1	2	2	2	3	2	1
CO2	2	3	2	3	3	1	2	2	3	2
CO3	2	3	2	2	3	2	2	2	3	2
CO4	2	3	2	3	3	1	2	3	3	2
Average	2.25	3	2	2.25	2.75	1.5	2	2.5	2.75	1.75

Name of Subject: STATISTICS FOR MANAGEMENT –1	Maximum Theory Marks: 100 (70+ 30)
Course Code: 242MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Remember the meaning and definition of statistics, identifying its needs and objectives.

CO2: Comprehend the concept of mathematical and positional averages and their significance in statistical analysis.

CO3: Calculate moments, skewness, and kurtosis for given data sets, and interpret their implications.

CO4: Evaluate the strength and direction of correlations, as well as the accuracy of regression models, assessing their suitability for predictive analysis.

COURSE CONTENTS:

Unit 1: Statistics: Meaning, Definition, Needs & Objectives Collection of data – types, methods, classification and tabulation of data, graphic diagrammatic presentation.	10 Lectures
Unit 2: Measurement of Central Tendency and Variation – Mathematical and Positional averages. Measures of absolute and relative variations.	10 Lectures
Unit 3: Moments (with Sheppard’s corrections), Skewness and Kurtosis	10 Lectures
Unit 4: Correlation Analysis – meaning, significance, types and methods, probable error, coefficient of determination; Regression analysis –Meaning, equations, lines. Standard error of estimate. Difference between correlation and regression.	10 Lectures

SUGGESTED READINGS:

1. Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.
2. D.N.Elhance, Veena Elha
3. nce, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
4. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
5. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(CP) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (CAP)/ Group Project (GP) / Role Play / Live Projects/ Simulation / Worksheet Assessment	10
	Internal Assessment (IA) (1+2+3)	30 (30%)
	End-Term Examination (EE)	70 (70%)
Total Marks (IA+EE)		100

Mapping Matrix of Course: 242MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 242MIDSC2: STATISTICS FOR MANAGEMENT –1

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	2	1	1	1	1	1	3	1	1
CO2	1	3	1	1	1	1	1	3	1	2
CO3	3	3	1	2	1	1	1	3	1	2
CO4	1	3	1	1	2	3	2	3	1	2
Average	1.5	2.75	1	1.25	1.25	1.5	1.25	3	1	1.75

Name of Subject: SMALL BUSINESS MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 243MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand how small business functions in a start-up phase, its evolution, the problems inherent in growth, and the important role that management plays

CO2: Identify and apply the principles of entrepreneurial and family business

CO3: Prepare a business plan or blueprint of a business that they would like to start-up and operate; based on the principles they have learned in the course

CO 4: Evaluate the small business from different perspectives and take managerial decisions

COURSE CONTENTS:

Unit 1: Genesis – The entrepreneurial life, choosing the right business, buying an existing business, franchises, understanding the agriculture market, calculating start-up costs, structuring business	10 Lectures
Unit 2: Developing Business Plan – Visualizing the dream, location plan, branding the business management, projecting financial requirements, sources of funds, small business technology, handling tax and legal requirements	10 Lectures
Unit 3: Growing the business – Customer relationship, product and supply chain management, pricing and credit decisions, advertising and promotion strategies	10 Lectures
Unit 4: Managing the Small Business – Management human resources, managing operations, managing risks, managing assets, evaluating financial performance	10 Lectures

SUGGESTED READINGS:

1. Longnecker, Moore, Petty and Palich, Managing Small Business, Cengage Learning India Pvt. Ltd.
2. Strauss, Steven, The Small Business Bible, John Wiley and Sons, Inc.
3. Kishel, Gregory and Patricia Kishel, How to Start, Run and Stay in Business, John Willy & Sons, Inc.
4. Hisrich, Robert, Small Business Solutions, Mc Graw Hill, Inc.
5. Morris, Michael, Starting a Successful Business , Kogan Page, London

Mapping Matrix of Course: 243MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIDSC1: Small Business Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	2	2	2	2	2
CO2	3	2	2	3	3	2	2	3	2	2
CO3	3	3	2	3	3	2	2	3	3	3
CO4	3	3	3	2	3	2	3	3	3	3
Average	2.75	2.50	2.25	2.75	2.75	2.0	2.25	2.75	2.50	2.50

Name of Subject: STATISTICS FOR MANAGEMENT – II	Maximum Theory Marks: 100 (70+ 30)
Course Code: 243MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the meaning of probability and expected value, as well as the approaches to calculating probability.

CO2: Understand the characteristics and applications of different probability distributions.

CO3: Apply measurement methods to identify seasonal, cyclical, and irregular variations in time series data.

CO4: Evaluate the advantages and limitations of control charts for monitoring and improving process quality, considering their applications in various industries.

COURSE CONTENTS:

Unit 1: Probability and Expected Value: Meaning and Approaches, Importance of the Concept of the Probability; Calculation of Probability, Probability Theorems: Addition, Multiplication, Conditional and Bayes’ Theorem, Mathematical Expectation.	10 Lectures
Unit 2: Probability Distributions: Binomial, Poisson & Normal distribution; their Properties and Parameters.	10 Lectures
Unit 3: Time series - components, models, trend analysis including second-degree parabola and exponential formula; Measurement of seasonal cyclical and irregular variations, shifting the trend origin.	10 Lectures
Unit 4: Index numbers – Types of price index numbers – Laspyre’s, Paasche’s and Fisher’s price index numbers- the cost of living index numbers – applications.	10 Lectures

SUGGESTED READINGS:

1. Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.
2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.
3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.
4. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.

Mapping Matrix of Course: 243MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 243MIDSC2: STATISTICS FOR MANAGEMENT – II

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	1	1	1	1	1	1	1
CO2	3	2	2	1	1	1	1	2	1	1
CO3	2	3	1	2	1	1	2	2	2	3
CO4	2	3	2	2	1	1	2	2	2	3
Average	2.5	2.5	1.5	1.5	1	1	1.5	1.75	1.5	2

Name of Subject: INDIAN FINANCIAL SYSTEM	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Remember the concepts of financial services and identify various kinds of financial services;

CO2: Utilize the guidelines provided by various legal and regulatory frameworks

CO3: Analyze the stock exchange operations and other NBFCs;

CO4: Demonstrate understanding of concepts of online trading activities & Employ knowledge on mutual funds.

COURSE CONTENTS:

Unit 1: Financial System – Meaning, components and functions; reforms in the Indian Financial System; money market and its segments	10 Lectures
Unit 2: Primary market; stock exchange and its function, trading in stock exchange, NSE, OTCEI, depositories and custodians, new financial instruments, role and functions of SEBI	10 Lectures
Unit 3: Commercial banks, RRBs, risk management in banks, merchant banking and its services, NBFCs	10 Lectures
Unit 4: Mutual funds, factoring and forfeiting, venture capital	10 Lectures

SUGGESTED READINGS:

1. Pathak, Bharati V (2008), The Indian Financial System, Second Edition, Pearson Education
2. Khan, M Y, Indian Financial System, Fourth Edition, Tata Mc Graw Hill
3. Machiraju, H R, Indian Financial System, Third Edition, Vikas Publication
4. Desai, Vasant, The Indian Financial System and Development, Himalaya Publishing House

Mapping Matrix of Course: 244MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIDSC1: Indian Financial System

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	2	2	3	3	3	2	3	3	2
CO4	3	2	2	2	3	3	2	3	2	3
Average	2.75	1.75	2.0	2.0	2.75	2.50	1.75	2.75	2.25	2.25

Name of Subject: FINANCIAL MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completing the course students will be able to:

CO1: Understand fundamental concepts of financial management;

CO2: Apply the concept of time value of money in investment and financing decisions;

CO3: Analyse the role of cost of capital and dividend policy on the value of a firm;

CO4: Evaluate different project proposals for achieving the objective of wealth maximization and business sustainability.

COURSE CONTENTS:

Unit 1: Financial management – scope, finance functions and its organization, objectives of financial management; time value of money; sources of long-term finance	10 Lectures
Unit 2: Investment decisions – importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk-adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital	10 Lectures
Unit 3: Capital structure decisions – financial and operating leverage; capital structure theories – NI, NOI, traditional and M-M theories; determinants and dividend policy and dividend models – Walter, Gordon & M M Models	10 Lectures
Unit 4: Working Capital – meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables	10 Lectures

SUGGESTED READINGS:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M Y, and Jain P K, Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J, Martin, John D Petty J William and Scott David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C, Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomsom Learning, Bombay
7. Kishore R, Financial Management, Taxman’s Publishing House, New Delhi

Mapping Matrix of Course: 244MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIDSC2: FINANCIAL MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	1	1	1	3	2	2
CO2	3	3	2	2	2	1	1	3	2	1
CO3	3	3	1	3	2	2	2	3	3	1
CO4	2	3	1	3	2	2	2	3	3	3
Average	2.75	2.75	1.25	2.50	1.75	1.5	1.5	3	2.5	1.75

Name of Subject: FUNDAMENTALS OF INTERNATIONAL BUSINESS (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

- CO1: Understand concepts and determinants of international business
- CO2: Understand the guidelines provided by various regulatory frameworks
- CO3: Analyze the execution of decisions in the international market
- CO4: Demonstrate decision-making while trading on the international platform.

COURSE CONTENTS:

Unit 1: International Business: An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment – Components and determinants; stages of internationalization of business; international business approaches, concept of Globalization	10 Lectures
Unit 2: Modes of entering into international business; nature of multinational enterprise and international direct investment; motives and determinants of Foreign Direct Investment; Foreign Exchange Market; determination of exchange rate; Balance of Payments	10 Lectures
Unit 3: Theories of International Trade – Absolute advantage theory; comparative advantage theory; factor proportions theory; Product Life Cycle theory of trade; governmental influence on trade, rationale for government intervention, instruments of trade control; the role of WTO, IMF and World Bank in international trade	10 Lectures
Unit 4: Assessing international markets; designing products for foreign markets; branding decisions, international promotions policy; international pricing, international logistics and distribution	10 Lectures

SUGGESTED READINGS:

1. Rugman Alen M and Hodgetts Richard D, International Business, A Strategic Management Approach, McGraw Hill
2. Dunning John H, The Globalisation of Business, Routledge London
3. Omkvisil and Shaw, International Marketing
4. Daniels John D and Radebangh Lee H, International Business, Pearson Education

Mapping Matrix of Course: 244MIDSC3

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIDSC3: Fundamentals of International Business (BL)

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	1	2	2	1	2	2	2
CO2	3	2	2	2	3	2	2	3	2	2
CO3	3	3	3	3	3	2	2	3	3	3
CO4	3	2	2	2	3	2	2	3	3	3
Average	2.75	2.0	2.25	2.0	2.75	2.00	1.75	2.75	2.50	2.50

Name of Subject: COMPANY LAW	Maximum Theory Marks: 100 (70+ 30)
Course Code: 244MIDSC4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the concepts and components of the company.

CO2: Understand the legal framework of a company.

CO3: Remember various laws of the company’s execution and use them for decision-making.

CO4: Analyze the company law's applicability in different Indian companies.

COURSE CONTENTS:

Unit 1: Company- Meaning and Characteristics; Features of company; Types of companies, advantages and disadvantages of incorporation; Lifting of corporate veil	10 Lectures
Unit 2: Formation of Company: - Promotion of company; Functions of promoter; importance of promoter; Promoter’s remuneration; legal status of Promoter; Rights of promoters; Duties of promoters; Liabilities of promoters; Pre- incorporation contracts, Incorporation and commencement of Business. Prospectus:	10 Lectures
Unit 3: Memorandum of Association: - Meaning; importance; clauses of memorandum of association and their Alteration; the doctrine of ultra- virus. Articles of Association: - Meaning; contents; alteration of articles of association; constructive notice and doctrine of indoor management. Share Capital – Shares, issue and allotment of shares, transfer of shares, types of shares, alteration of share capital, buy-back of shares, surrender and forfeiture of shares, bonus shares Debentures – Meaning and kinds, debenture trust deed and duties of trustee	10 Lectures
Unit 4: Company Administration and Meetings – Board of Directors – qualification, appointment, duties and remuneration Meetings – Statutory meeting, annual general meeting, extra – ordinary general meeting Prevention of oppression and mismanagement Winding up – types of winding up, appointment of Liquidator, powers of liquidator, conduct of winding up	10 Lectures

SUGGESTED READINGS:

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

Mapping Matrix of Course: 244MIDSC4

Table 1: CO-PO & CO-PSO Matrix for the Course 244MIDSC4: Company Law

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	2	3	2	1	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	3
CO3	3	2	3	3	2	2	2	3	3	3
CO4	3	2	3	3	2	2	2	3	3	2
Average	2.75	1.75	2.50	2.75	2.00	1.75	1.75	2.75	2.50	2.50

Name of Subject: OPERATIONS RESEARCH	Maximum Theory Marks: 100 (70+ 30)
Course Code: 245MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Recall the evolution of Operations Research (OR), its methodology, and its role in managerial decision-making

CO2: Understand the methodologies for solving transportation and assignment problems, considering unbalanced problems, degeneracy, maximization objectives, and multiple optimal solutions.

CO3: Apply PERT/CPM techniques to schedule and manage complex projects, considering time-cost trade-offs and probability considerations.

CO4: Evaluate the effectiveness of simulation techniques in modelling complex systems and decision-making processes, considering their advantages and limitations in different applications.

COURSE CONTENTS:

Unit 1: Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.	10 Lectures
Unit 2: Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including travelling salesman’s problem. Special cases in assignment problems: unbalanced problems, maximization objectives and multiple optimal solutions.	10 Lectures
Unit 3: PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.	10 Lectures
Unit 4: Game theory, pure and mixed strategy games; the principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.	10 Lectures

SUGGESTED READINGS:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.

3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi.

Mapping Matrix of Course: 245MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIDSC1: OPERATIONS RESEARCH

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	2	1	1	2	3	1	2
CO2	3	3	1	2	1	3	1	3	1	2
CO3	1	3	1	1	1	3	1	3	2	3
CO4	2	3	3	3	1	3	1	3	3	2
Average	2.25	3	1.5	2	1	2.5	1.25	3	1.75	2.25

Name of Subject: OPERATIONS AND SUPPLY CHAIN MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 245MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Develop an understanding of key concepts of Operations and Supply Chain Management.

CO2: Apply the integration among Supply Chain Partners for global competitiveness.

CO3: Analyze the logistics, manufacturing, and inventory policies with demand and customer satisfaction through real-life cases.

CO4: Evaluate the effectiveness of operations and supply chain policies to attain organizational goals.

COURSE CONTENTS:

Unit 1: Introduction to Operations Management; Factors Affecting Operation Management, Decision making in Operation Management; Operation strategies; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.	10 Lectures
Unit 2: Facility Capacity; Capacity Strategies; Evaluation of capacity alternatives; analyzing capacity planning decisions; Facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling and packaging and Managing Quality, JIT and Lean production in operations management.	10 Lectures
Unit 3: Introduction to supply chain management; global optimization; future trends in supply chain management; increasing supply chain responsiveness, Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Logistic renaissance and logistics strategy & Decision Models, Logistic design and operational planning, network integration, managing operation across the supply chain.	10 Lectures
Unit 4: Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, sourcing decision and strategies, E-Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain management, performance measure measurement along the supply chain, Social issues & Relationship development in S.C.M.	10 Lectures

SUGGESTED READINGS:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; NewDelhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; NewDelhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; NewDelhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; NewDelhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson

Table 1: CO-PO & CO-PSO Matrix for the Course: 245MIDSC2 OPERATIONS AND SUPPLY CHAIN MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	1	3	2	1
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	2	3	2
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	1.75

Name of Subject: INCOME TAX LAWS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 245MIDSC3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Identify income basics & its components and residential status

CO2: Assess the income under various heads

CO3: Evaluate the gross total income of an Individual assesses after taking into account the deduction.

CO4: Compute the total taxable income and tax liability of an Individual assesses who is involved in Business and Profession

COURSE CONTENTS:

Unit 1: Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax;	10 Lectures
Unit 2: Income from salary; Income from house property, Profits and gains of business and profession including depreciation;	10 Lectures
Unit 3: Capital gains; Income from other sources, Clubbing and incomes, Setting off and carrying forward of losses.	10 Lectures
Unit 4: General deductions from Gross Total Income. Assessment of tax of individuals, Computation of tax liability of individuals; Filing of Income Tax Returns (ITR-I & II only)	10 Lectures

SUGGESTED READINGS:

1. Singh, Avtar, Company Law, Eastern Book Company, Lucknow
2. Kapoor, N D, Elements of Company Law

Mapping Matrix of Course: 245MIDSC3

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIDSC3: Income Tax Laws

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO 3
CO1	2	1	1	3	1	2	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	3
CO3	3	3	2	3	2	3	2	2	2	2
CO4	3	3	2	3	2	3	2	3	2	2
Average	2.75	2.25	1.75	2.75	1.75	2.50	1.75	2.50	2.00	2.25

Name of Subject: BUSINESS PROCESS OUTSOURCING(BL)	Maximum Theory Marks: 50 (35+15)
Course Code: 245MIDSC4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the Business Process Outsourcing industry and learn about the BPO business process framework and its key components

CO2: Understand the dynamics of each BPO process component to help better manage operations

CO3: Assess the various dimensions of BPO

CO3: Demonstrate knowledge of and use communication technology in a BPO environment

COURSE CONTENTS:

Unit 1: Introduction – Concept and history of outsourcing, BPO as socio-technical invention, drivers of business process outsourcing, sector’s growth; types of BPOs – offshoring, onshoring, nearshoring, emerging trends in BPO, reverse outsourcing, business transformation outsourcing, stages of outsourcing	10 Lectures
Unit 2: Designing Outsourcing Project: Identify and select outsourcing opportunity; elements of strategic assessment – business value assessment, operational assessment, financial assessment, risk assessment	10 Lectures
Unit 3: Executing Outsourcing Projects: Vendor assessment and selection, negotiation and execution of the contract, project initiation and transition; managing BPO – vendor relationship infrastructure consideration and challenges continuing, modifying or terminating the contract	10 Lectures
Unit 4: Key Dimensions: HR outsourcing, outsourcing of financial services, Knowledge Process Outsourcing, call centre and help desk outsourcing, future of BPO	10 Lectures

SUGGESTED READINGS:

1. Click Rick L and Thomas N Duening, Business Process Outsourcing: The Competitive Advantage, John Wiley & Sons, Inc.
2. Power Mark J, Kevin C Desouza, Carlo Bonifazi, The Outsourcing Handbook: How to Implement a Successful Outsourcing Process, London and Philadelphia
3. Corbett Michael F, The Outsourcing Revolution: Why it Makes Sense and How to Do it Right, Dearborn Trade Publishing, A Kaplan Professional Company
4. Patel Alpesh B, Hemendra Aran, Outsourcing Success: The Management Imperative, Palgrave Macmillan

Mapping Matrix of Course: 245MIDSC4

Table 1: CO-PO & CO-PSO Matrix for the Course 245MIDSC4: Business Process Outsourcing

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	1	1	3	1	2	1	2	2	2
CO2	3	2	2	2	2	2	2	3	2	2
CO3	3	3	2	3	2	3	2	2	2	3
CO4	3	3	2	3	2	3	2	3	2	2
Average	2.75	2.25	1.75	2.75	1.75	2.50	1.75	2.50	2.00	2.25

Name of Subject: ACCOUNTING FOR MANAGERIAL DECISIONS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 246MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcome: - After completing the course students will be able to:

CO1: Evaluate the importance of tools of management accounting in business decision-making;

CO2: Create a report on the financial health of a business with the help of ratio analysis;

CO3: Apply Marginal costing and CVP techniques in decision-making;

CO4: Create a report on deviation from standards with the help of variance analysis.

COURSE CONTENTS:

Unit 1: Management Accounting: - meaning, objectives, nature, scope, functions, techniques and limitations. Financial Statement Analysis: uses, nature, importance and limitations. Tools of financial analysis: Ratio analysis: meaning, objectives, limitations; and types of ratios and Trend Analysis.	10 Lectures
Unit 2: Cash Flow Statement: meaning, objectives, limitations and accounting procedure. Activity Based Costing: Meaning and Methods	10 Lectures
Unit 3: Marginal Costing: meaning, advantages, marginal costing and absorption costing. Cost-Profit-Volume Analysis: Break Even Point, Margin of Safety, P/V Ratio, Concept of key factor	10 Lectures
Unit 4: Standard Costing: Meaning, advantages, limitation, applications, setting of standards, variance analysis, including material variance and Labour variance.	10 Lectures

SUGGESTED READINGS:

1. Malhotra A K, Accounting for Managers, Arya Publication, Rohtak, Haryana
2. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
5. Hansen & Mowen, Cost Management, Thomson Learning
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, New Delhi.

Mapping Matrix of Course: 246MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC1: ACCOUNTING FOR MANAGERIAL DECISIONS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	2	2	1	1	3	2	2
CO2	3	3	1	2	2	2	2	3	2	3
CO3	2	2	1	2	2	2	1	2	2	2
CO4	3	3	2	2	2	1	2	3	2	3
Average	2.75	2.75	1.50	2	2	1.5	1.5	2.75	2	2.5

Name of Subject: ORGANIZATIONAL BEHAVIOUR	Maximum Theory Marks: 100 (70+ 30)
Course Code: 246MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Remember the historical perspective and contributing disciplines to organizational behaviour, as well as the challenges and opportunities it presents.

CO2: Understand the processes of perception, social perception, and attribution, and their effects on individual behavior

CO3: Apply principles of team dynamics and decision-making to enhance team effectiveness and collaboration

CO4: Evaluate the impact of organizational structure, culture, change management, and stress management on organizational effectiveness and employee well-being.

COURSE CONTENTS:

Unit 1: World of Organizational Behaviour – Historical perspective, contributing disciplines, challenges and opportunities for OB, managing diversity, work-life balance, knowledge management; learning – theories and applications	10 Lectures
Unit 2: Individual Behaviour – Self-concept, personality, abilities, values, attitudes and job satisfaction; perception, social perception and attribution; motivation – concepts and applications	10 Lectures
Unit 3: Team and Social Processes – Foundations of team dynamics, developing high-performance teams, individual and group decision-making, power and influence in the workplace, managing conflict and negotiation	10 Lectures
Unit 4: Organizational Dynamics – Foundations of organizational structure, organizational culture, organizational change and stress management	10 Lectures

SUGGESTED READINGS:

1. Krietner, Robert and Angelo Kinicki, Organizational Behaviour, Tata McGraw Hill, New Delhi
2. McShane, Steven, Mary Glinow and Radha R Sharma, Organizational Behaviour, Tata Mc Graw Hill, New Delhi
3. Robbins, Stephen, Timothy A Judge and Seema Sanghi, Organizational Behaviour, Pearson Education, New Delhi

Mapping Matrix of Course: 246MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC2: ORGANIZATIONAL BEHAVIOUR

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	2	1	1	2	3	3	2
CO2	3	3	1	2	1	3	1	3	2	2
CO3	1	3	1	1	1	3	1	3	3	3
CO4	2	1	1	3	2	2	2	3	3	2
Average	2.25	2.5	1	2	1.25	2.25	1.5	3	2.75	2.25

Name of Subject: MARKETING MANAGEMENT (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 246MIDSC3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the fundamental marketing concepts and tasks, including defining and delivering customer value, analyzing the marketing environment, and understanding the Indian marketing environment.

CO2: Understand the product life cycle, new product development processes, and decisions related to product mix, product line, branding, and packaging.

CO3: Apply pricing strategies and marketing channel management techniques to optimize profitability and market reach.

CO4: Evaluate the advantages and disadvantages of standardization versus adaptation in global marketing, assessing the impact of global product, pricing, distribution, and promotional policies on market success and brand equity.

COURSE CONTENTS:

Unit 1: Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain Delivery network, Analysing Marketing environment, Indian Marketing Environment, Marketing Research, Marketing Information System, Strategic marketing planning and organization.	10 Lectures
Unit 2: Analysing Consumer Market and Buyer Behaviour, Analysing Business Market and Business Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging.	10 Lectures
Unit 3: Pricing objectives and strategies, Price adapting policies, Initiating and responding to price changes, Marketing channel system - Functions and flows; Channel design, Channel management and Channel dynamics; Market logistics decisions.	10 Lectures
Unit 4: Integrated marketing communication process and Mix; Advertising, Sales promotion, Personal selling and Public relation decisions. Direct marketing and Telemarketing; Global Target market selection, Standardization Vs Adoption, Product, Pricing, Distribution and Promotional Policy.	10 Lectures

SUGGESTED READINGS:

1. Stanton, William J, Michael J Etzel, Marketing Concepts and Cases, TMH 13th Edition
2. Panda, Tapan K, Marketing Management, Text and Cases, Excel Books, 2nd Edition
3. Kumar, Arun, Marketing Management, Vikas Publishing House
4. Kotler, Philip, Kevin Lane Keller, Abraharm Koshy and Mithileshwar Jha: Marketing Management, Pearson Education Inc., New Delhi

Mapping Matrix of Course: 246MIDSC3

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC3: MARKETING MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	1	3	1	2
CO2	3	3	2	3	2	1	1	3	1	1
CO3	1	3	1	1	1	3	1	2	3	2
CO4	2	3	2	3	3	2	2	3	2	2
Average	2.25	2.75	1.5	2.25	2	1.75	1.25	2.75	1.75	1.75

Name of Subject: HUMAN RESOURCE MANAGEMENT (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 246MIDSC4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Recall the evolution of the HR function, contemporary perspectives of HRM, and the goals of HRM.

CO2: Understand the processes involved in recruitment, selection, placement, and other talent acquisition methods.

CO3: Apply performance management techniques to evaluate and enhance individual and organizational performance.

CO4: Evaluate the impact of compensation and benefits packages on employee motivation, satisfaction, and organizational performance, considering factors such as employee health and safety and labour relations.

COURSE CONTENTS:

Unit 1: Introduction – Evolution of HR function, contemporary perspective of HRM, goals of HRM, strategic role of HRM, financial impact of HRM activities	10 Lectures
Unit 2: Talent Acquisition – Analysis of work and human resource planning, recruitment, selection, placement, employee leasing, recruitment process outsourcing, outplacement, human resource information system	10 Lectures
Unit 3: Development and Assessment – HR assessment and development, institutionalizing performance management system, performance review, assessment centres, potential appraisal, career management, workforce training, designing and administering employee and executive development programmes	10 Lectures
Unit 4: Compensating HR – Philosophies regarding rewards, components and objectives of organizational reward system, policy issues in pay administration, individual and organization-wide incentives, employee benefit plans, employee health and safety, labour relations and collective bargaining	10 Lectures

SUGGESTED READINGS:

1. Cascio, Wayne F, Managing Human Resources, Tata McGraw Hill, New Delhi
2. Dessler, Gary and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi

3. DeNisi, Angelo and Ricky W. Griggin, Human Resource Management, Biztantra – Houghton Migglin
4. Ivancevich, John, Human Resource Management, Tata Mc Graw Hill
5. Noe, Raymond, John Hollenbeck, Barry Gerhart and Patrick M Wright, Human Resource Management – Gaining Competitive Advantage, Tata Mc Graw Hill, New Delhi
6. Snell, Scott and George Bohlander, Human Resource Management, Cengage Learning

Mapping Matrix of Course: 246MIDSC4

Table 1: CO-PO & CO-PSO Matrix for the Course 246MIDSC4: HUMAN RESOURCE MANAGEMENT (BL)

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	2	2	3	2	3	3	3	1
CO2	2	2	2	1	3	1	3	1	3	1
CO3	3	3	3	2	3	3	2	3	3	1
CO4	3	3	3	3	3	1	3	3	3	3
Average	2.75	2.75	2.5	2	3	1.75	2.75	2.5	3	1.5

Name of Subject: INTERNATIONAL BUSINESS OPERATIONS (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand international factors affecting global business operations

CO2: Remember various theories of international repute

CO3: Enhance their cognitive knowledge of global issues; interpersonal skills with individuals from various cultures, and social responsibility awareness on global issues.

CO4: Evaluate various international models for better decision-making.

COURSE CONTENTS:

Unit 1: Recent global trends in international trade and finance; motives for organizational structure for international business; impact of WTO international financial markets; regional economic integration and commodity agreement, cartels and stock trading internationalization of firms; on international business; co-operation, international	10 Lectures
Unit 2: Theories of foreign direct investment; impact of FDI on home and host countries, types and motives for foreign collaborations; international business information and communication; strategic planning in international business	10 Lectures
Unit 3: Global manufacturing and material management; outsourcing factors; managing global supply chains; international marketing channels, counter trade practices	10 Lectures
Unit 4: Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the Lessard-Lorange Model, compensation performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues	10 Lectures

SUGGESTED READINGS:

1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education)
2. Hill, Charles W.L., International Business-competency in the Global Marketplace (New Delhi: Tata McGraw Hill)
3. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India)

4. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi, Pearson Education)
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance, Thomson Learning, Singapore

Mapping Matrix of Course: 247MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course 247MIDSC1: International Business Operations (BL)

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO 3
CO1	2	2	1	2	2	2	2	2	2	2
CO2	3	2	2	3	3	1	3	3	2	3
CO3	3	3	2	3	3	3	3	2	3	3
CO4	3	3	3	3	3	2	3	3	3	2
Average	2.75	2.50	2.00	2.75	2.75	2.00	2.75	2.50	2.50	2.50

Name of Subject: Quantitative Techniques in Management	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: After completing the course students will be able to:

CO1: Recall the concepts of partial and multiple correlation, multiple regression, and association of attributes, including the criterion of independence and consistency of data.

CO2: Understand the principles behind sampling distribution of mean and proportion, and the implications of sampling errors.

CO3: Apply different hypothesis testing techniques to test hypotheses and draw conclusions about population parameters from sample data.

CO4: Evaluate the advantages and limitations of non-parametric tests compared to parametric tests, considering their robustness and appropriateness for different types of data distributions and research questions.

COURSE CONTENTS:

Unit 1: Partial and Multiple Correlation, Multiple Regression and its uses, Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes)	10 Lectures
Unit 2: Introduction to sampling distributions, Sampling Errors, Sampling distribution of mean and proportion, and Sampling techniques.	10 Lectures
Unit 3: Hypothesis Testing; Large samples & Small samples Tests (Z, t, F Test); Application of Z-test, t-test, F-test. Analysis of Variance (ANOVA) One-way Classification and Two-way Classification	10 Lectures
Unit 4: Chi-square Test, Parametric Tests: sign test, Wilcoxon signed Rank test, Friedman Test, Kruskal-Wallis H test, Mann-Whitney U test, Median Test	10 Lectures

SUGGESTED READINGS:

1. Kothari C.R., Quantitative Techniques, Vikas Publishing House, NewDelhi
2. Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, NewDelhi.
6. Bhardwaj, R.S, Business Statistics, Excel Books,2000
7. Gupta C.B. & Gupta, Vijay-Business Statistics, S.Chand & Co.Delhi.
8. Hooda. R.P., Statistics for Business & Economics, McMillan India Ltd.
9. Bhargava., Elements of Business Mathematics, Jeevansons Publications, New Delhi

Mapping Matrix of Course : 247MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course 247MIDSC2: Quantitative Techniques in Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	1	1	3	1	2
CO2	3	3	1	1	1	2	1	3	1	2
CO3	3	3	1	1	1	3	1	3	2	2
CO4	3	3	1	1	1	3	1	3	2	2
Average	3	3	1	1	1	2.25	1	2.25	1.5	2

Name of Subject: KNOWLEDGE MANAGEMENT (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247MIDSC3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Courses

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the role of knowledge management in the attainment of financial objectives, quality and process improvement, and innovation.

CO2: Apply knowledge management models and technologies to business situations.

CO3: Use a knowledge management system for an organization.

CO4: Create a knowledge management plan to leverage opportunities to create, capture, represent and share knowledge within an organization.

COURSE CONTENTS:

Unit 1: Introduction – The context and concept of knowledge management, phases of knowledge development, community of practice, knowledge leader, leading knowledge teams, developing and sustaining knowledge culture, managing knowledge workers	10 Lectures
Unit 2: Knowledge Foundations – Structural support for knowledge management, Hr practices for knowledge management, knowledge creation and knowledge architecture, capturing tacit knowledge, knowledge capture techniques, knowledge management technologies	10 Lectures
Unit 3: Knowledge Applications – Developing a core knowledge framework, knowledge codification, knowledge transfer and knowledge sharing, developing and managing knowledge repositories, knowledge portals, knowledge transfer in e-world	10 Lectures
Unit 4: Knowledge Management Audit – Evaluating the knowledge management, challenges in knowledge management review, ethical, legal and managerial issues, sustainable knowledge management	10 Lectures

SUGGESTED READINGS:

1. Awad, Elias M and Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi
2. Debowski, Shelda, Knowledge Management, Wiley India Pvt. Ltd., New Delhi

Mapping Matrix of Course: 247MIDSC3

Table 1: CO-PO & CO-PSO Matrix for the Course 247MIDSC3: Knowledge Management(BL)

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO 3
CO1	2	2	1	2	2	2	2	2	2	2
CO2	3	2	3	3	3	2	3	3	3	3
CO3	3	3	2	3	3	3	3	3	3	3
CO4	3	3	3	3	3	2	3	3	3	3
Average	2.75	2.50	2.25	2.75	2.75	2.25	2.75	2.75	2.75	2.75

Name of Subject: STRATEGIC MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Develop understanding of the type of decisions taken at different levels of management. .

CO2: Apply various tools and techniques for strategic decision making and problem solving through critical thinking.

CO3: Analyze the significance of strategies and policies for gaining competitive advantage globally.

CO4: Evaluate the strategy which best fits in achieving the organizational goals under various scenarios.

COURSE CONTENTS:

Unit 1: Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal	10 Lectures
Unit 2: Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT (SWOC) analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan	10 Lectures
Unit 3: Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics	10 Lectures
Unit 4: Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control	10 Lectures

SUGGESTED READINGS:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi

3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi

Mapping Matrix of Course: 248MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course: 248MIDSC1 STRATEGIC MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	3	1	2	2	1
CO2	3	3	1	2	3	3	1	3	2	1
CO3	1	2	2	3	2	2	2	3	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	1.75	1.5	1.75	1.75	2.5	1.5	2.5	2	1.5

Name of Subject: CROSS CULTURAL MANAGEMENT (BL)	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Gather sufficient knowledge and understanding of the socio-cultural dimensions and its implications for communication and management differences across cultures;

CO2: Apply differing approaches to management issues that exist around the world;

CO3: Analyze the competent practice in communicating and managing within a culturally diverse context;

CO4: Evaluate cultural sensitivity needed to succeed in any kind of cross-cultural interactions;

COURSE CONTENTS:

Unit 1: Introduction – Nature and dimensions of culture, international management and culture, Hofstede’s cultural dimensions, Trompenaar’s cultural dimensions shift in culture, factors causing shift in culture	10 Lectures
Unit 2: Cultural Impact on Internal Arrangements – Organizational culture and diversity, interaction between national culture and organizational culture, building multicultural teams, cross cultural communication, communication barriers, culture and structure, cultural differences affecting negotiations	10 Lectures
Unit 3: Managing across Cultures – Cross cultural differences and similarities, planning change across cultures, implementing strategy across contexts, international joint ventures, headquarters and subsidiary	10 Lectures
Unit 4: HR Issues – Motivation across cultures, leadership across cultures, talent acquisition and deployment culture shock, training for expatriate assignment, compensating the expatriates	10 Lectures

SUGGESTED READINGS:

1. Mead, Richard, International Management – Cross Cultural Dimensions, Blackwell Business, Oxford, UK
2. Hodgetts, Richard, Fred Luthans and Jonathan Doh, International Management – Culture, Strategy and Behaviour, Tata Mc Graw Hill, New Delhi
3. Jacob, Nina, Intercultural Management, Kogan Page India Pvt. Ltd., New Delhi

4. Trompenaars, Fons and Charles Hampden – Turner, Riding the Waves of Culture, Nicholas Brealey Publishing, London

Mapping Matrix of Course: 248MIDSC2

Table 1: CO-PO & CO-PSO Matrix for the Course : 248MIDSC2 CROSS CULTURAL MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	3	2	2	2	2
CO2	3	2	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	1	3	2	1
CO4	2	2	1	2	2	3	2	3	2	2
Average	2.25	2.25	1.75	1.75	2	3	1.75	2.5	2	1.75

Name of Subject: BUSINESS RESEARCH METHODS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248MIMDC3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Develop understanding of research concepts and the research process.

CO2: Apply the knowledge of research tools and techniques for critical problem solving and decision making.

CO3. Analyze the insights gained about concepts of research designs and methodology aimed at solving business problems and to communicate results to various stakeholders via research reports.

CO4. Evaluate the effectiveness of research tools and technique for strategic decision making.

COURSE CONTENTS:

Unit 1: Business Research: Definition, types of business research; the language of research – concept, constructs, definitions, variables, propositions and hypothesis, theory and models; research – identification of research problem, statement of research objective and hypothesis, formulation research question, role of business research in managerial decision; ethics in business	10 Lectures
Unit 2: Research Design: Exploratory, descriptive, experimental designs and case study; measurement of variables; operational definitions and scales – nominal and ordinal scales, rating scales, ranking scales; reliability and validity – content validity, criterion related validity and construct validity; research tools – questionnaire, check list, interview schedule; measurement and scaling – attitude measurement; sampling methods – probabilistic and nonprobabilistic sampling, sample design and procedures; sample size estimation	10 Lectures
Unit 3: Frequency distribution, cross tabulation and hypothesis testing; test of significance – assumptions about parametric and non-parametric tests; parametric test – T test, F test and Z test; non-parametric test – U test, Kruskal Wallis, sign test, Bivariate (Anova, Chi-Square); multiple regression, factor analysis, multi-dimensional scaling, multivariate analysis – factor, cluster, MDS, discriminate analysis, SPSS and its applications	10 Lectures
Unit 4: Research Reports: Components, the title page, table of contents, executive summary, introductory section, body of the report, final part of the report, acknowledgements, references, appendix; guidelines for preparing a good research report; oral presentation – deciding on the content; visual aids; the presenter and the presentation and handling questions	10 Lectures

SUGGESTED READINGS:

1. Kothari, C R, Research Methodology, New Age International Publishers
2. Zikmund, Business Research Methods, Cengage/Thomson
3. Panerselvam, R, Research Methodology, PHI, New Delhi

4. Bhattacharya, D K, Research Methodology, Excel Books
5. Gupta, S L, Marketing Research, Excel Books
6. Easwaran & Singh, Marketing Research: Concepts, Practices and Cases, Oxford

Mapping Matrix of Course: 248MIMDC3

Table 1: CO-PO & CO-PSO Matrix for the Course: 248MIMDC3: BUSINESS RESEARCH METHODS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	3	1	2	2	1
CO2	3	3	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	1	3	2	1
CO4	2	3	1	2	2	3	2	3	2	2
Average	2.5	2.75	1.5	1.75	2	3	1.5	2.5	2	1.5

Name of Subject: ENTREPRENEURSHIP	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249MIDSC1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Identify and understand various constituents for entrepreneurship development.

CO2: Apply SWOT analysis for internal and external environmental assessment for devising a creative strategy for feasible business plans, within ethical boundaries.

CO3: Analyze feasibility of businesses under the constantly changing global environment for sustainable global competitiveness.

CO4: Evaluate the alternatives in order to be able to create successful business plans.

COURSE CONTENTS:

Unit 1: Entrepreneurship – Concept, knowledge and skills requirement, characteristics of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship	10 Lectures
Unit 2: Creating Entrepreneurial Venture – Environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors	10 Lectures
Unit 3: Sources of Finance – Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing, franchising	10 Lectures
Unit 4: Role of Central and State Governments in promoting entrepreneurship, various incentives, subsidies, fiscal and tax concessions; agencies in entrepreneurship development – District Industries Centres (DICs), Small Industries Service Institute (SISI), Entrepreneurship Development Institutes of India (EDII); Women Entrepreneurs – role, problems, prospects	10 Lectures

SUGGESTED READINGS:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
5. Kuratko, Donald and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi

Mapping Matrix of Course: 249MIDSC1

Table 1: CO-PO & CO-PSO Matrix for the Course : 249MIDSC1 ENTREPRENEURSHIP

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PO7
CO1	3	2	2	2	2	3	2	2	2	2
CO2	3	3	3	3	3	3	3	2	3	3
CO3	2	2	2	3	3	2	3	3	2	3
CO4	2	2	2	2	2	2	2	2	2	2
Average	2.5	2.25	2.25	2.5	2.5	2.5	2.5	2.25	2.25	2.5

Name of Subject: BUSINESS PROCESS RE-ENGINEERING	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249MIDSC2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Develop understanding of the key concepts of business process reengineering model

CO2: Apply BPR principles and tools for process design that can assess the documented business processes using their key operations characteristics; e.g., efficiency, intended service quality, process flexibility and costs associated with delays, material low volume and level of service or product customization.

CO3: Analyze the characteristics of a business process with the process' behavior through simulation.

CO4: Evaluate problems and formulate improvements to observed processes and estimate the effects of these improvements

COURSE CONTENTS:

Unit 1: Concept, origin and evolution of Business Process Reengineering (BPR), basics of BPR, objectives and drivers of BPR, elements of BPR, benefits of BPR, impact of BPR	10 Lectures
Unit 2: BPR Principles and Dimensions – Principles of BPR, process redesign and process improvement, process mapping tools, process innovation, organizational and human resource enablers of process change, designing and implementing new processes	10 Lectures
Unit 3: Role of IT in BPR, strategic aspects of BPR, operational aspects of BPR; improvement, managing reengineering projects	10 Lectures
Unit 4: BPR and ERP, BPR and quality improvement, innovative BPR in manufacturing industry, emerging trends in BPR, future of BPR	10 Lectures

SUGGESTED READINGS:

1. Davenport, Thomas (1993), Process Innovation: Reengineering work through information technology, Harvard Business School Press, Boston
2. Davenport, Thomas (1995), Reengineering – The Fad That Forgot People, Fast Company, November, 1995
3. Hammer, Michael and Champy, James (1993), Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business
4. Radha Krishan, R and S Balasubramanian, Business Process Reengineering – Text and Cases, Prentice Hall of India Pvt. Ltd., New Delhi

Mapping Matrix of Course: 249MIDSC2

Table 1: CO-PO Matrix for the Course 249MIDSC2 BUSINESS PROCESS RE-ENGINEERING

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	3	2	2	2	1
CO2	3	2	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	1	3	2	2
CO4	2	2	1	2	2	3	2	3	2	2
Average	2.25	2.25	1.75	1.75	2	3	1.75	2.5	2	1.75

SPECIALIZATIONS SYLLABUS

HUMAN RESOURCE SPECIALIZATION

Name of Subject: TRAINING AND DEVELOPMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247DSEC-HR1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Recall the concept and rationale of training, as well as the strategic importance of training and development for organizations.

CO2: Understand learning styles, training climate, and pedagogical approaches to design effective training programs.

CO3: Apply innovative training techniques such as brainstorming, mentoring, and e-learning to enhance learning outcomes and engage participants effectively.

CO4: Analyze the suitability of different training methods for various learning objectives and participant preferences, considering factors such as learning style and organizational culture.

CO5: Evaluate the impact of statutory provisions and institutional mechanisms on compensation practices and employee relations within organizations.

COURSE CONTENTS:

Unit 1: Training – Concept and rationale; strategic importance of training and development, training process; training needs assessment – organizational analysis, training needs in different strategies; models of organizing the training department; competency mapping	10 Lectures
Unit 2: Designing the training programme: Process of learning in training programme – attributes and factors influencing; learning process; learning styles; training climate and pedagogy; selection and training of trainers; developing training modules; training aids	10 Lectures
Unit 3: Training methods and techniques – Role playing, business games, in basket exercises, laboratory training; incidents and cases; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving, mentoring, executive coaching, employee counseling, e-learning	10 Lectures
Unit 4: Evaluation of Training – Need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspective on training – cross cultural training, transfer of training	10 Lectures

SUGGESTED READINGS:

1. Noe, Raymond A, Employee Training and Development, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Naik, G Pandu, Training and Development – Text, Cases and Research, Excel Books, New Delhi
3. Jankiraman, B, Training and Development, Biztantra, New Delhi
4. Agochia, Devendra, Every Trainer’s Handbook, New Delhi, Sage Publications
5. De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning

Mapping Matrix of Course : 247DSEC-HR1

Table 1: CO-PO & CO-PSO Matrix for the Course 247DSEC-HR1: TRAINING AND DEVELOPMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	2	1	2	3	2	3
CO2	2	2	2	3	3	2	2	2	1	3
CO3	2	3	2	3	3	3	3	3	3	3
CO4	3	3	1	3	2	1	1	3	3	3
CO5	1	2	3	2	2	1	2	3	1	1
Average	2.75	3	2.25	3.25	3	2	2.5	3.5	2.5	3.25

Name of Subject: COMPENSATION MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248DSEC-HR2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Recall the economic and behavioral theories related to compensation and understand the strategic perspectives of compensation.

CO2: Understand the factors influencing inter and intra-industry compensation differentials and the design of pay structures.

CO3: Apply principles of compensation management to design competitive compensation packages for corporate directors, chief executives, and other senior managers.

CO4: Evaluate the impact of statutory provisions and institutional mechanisms on compensation practices and employee relations within organizations.

COURSE CONTENTS:

Unit 1: Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy	10 Lectures
Unit 2: Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans	10 Lectures
Unit 3: Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation	10 Lectures
Unit 4: Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning	10 Lectures

SUGGESTED READINGS:

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill
2. Henderson, R.O., Compensation Management, Pearson Education
3. Martocchio, J.J., Strategic Compensation, Pearson Education
4. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
5. Singh, B.D., Compensation Reward Management, Excel Books, New Delhi

Mapping Matrix of Course : 248DSEC-HR2

Table 1: CO-PO & CO-PSO Matrix for the Course 248DSEC-HR2: COMPENSATION MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	1	1	2	2	3	2	1
CO2	3	3	3	3	2	3	2	3	1	2
CO3	3	3	3	3	2	3	3	3	2	2
CO4	2	3	1	3	1	2	1	3	2	1
Average	2.75	3	2	2.5	1.5	2.5	2	3	1.75	1.5

Name of Subject: INDUSTRIAL RELATIONS AND LABOUR LAWS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249DSEC-HR3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Remember the concepts and definitions related to industrial relations, such as its scope, objectives, and the impact of technological change.

CO2: Apply their knowledge of trade unions and the ILO to analyze labor disputes and propose strategies for prevention and resolution.

CO3: Analyze the impact of labor legislations on workers' rights, workplace dynamics, and organizational performance.

CO4: Evaluate the knowledge of co-ownership management to assess its potential benefits and challenges in different organizational contexts.

COURSE CONTENTS:

Unit 1: Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.	10 Lectures
Unit 2: ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO. Prevention and settlement of disputes.	10 Lectures
Unit 3: Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline	10 Lectures
Unit 4: Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of work life	10 Lectures

SUGGESTED READINGS:

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21st Century, IIRA Excel Books, New Delhi
3. Monappa, A. Industrial Relations, Tata McGraw Hill, New Delhi
4. Monappa, A. Managing Human Resources, Tata McGraw Hill, New Delhi

5. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New Delhi
6. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
7. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi

Mapping Matrix of Course: 249DSEC-HR3

Table 1: CO-PO & CO-PSO Matrix for the Course 249DSEC-HR3: INDUSTRIAL RELATIONS AND LABOUR LAWS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	1	2	3	2	3
CO2	3	2	3	2	3	2	1	2	1	3
CO3	2	3	1	3	2	2	2	3	3	3
CO4	3	2	1	2	3	1	1	1	1	1
Average	2.75	2.25	1.5	2.25	2.75	1.5	1.5	2.25	1.75	2.5

Name of Subject: STRATEGIC HUMAN RESOURCE MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 24XDSEC-HR4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understand the HR environment and the role of HRM in the knowledge economy, including the concept and investment perspective of SHRM.

CO2: Apply strategic fit frameworks to link business strategy with HR strategy, exploring approaches like HR bundles and best practices to align HRM with organizational goals.

CO3: Analyze the strategic implications of HR systems, ensuring alignment with business strategy and the enhancement of organizational performance and competitiveness.

CO4: Evaluate strategic options and HR decisions related to downsizing, restructuring, domestic and international labor markets, mergers and acquisitions, and outsourcing.

COURSE CONTENTS:

Unit 1: HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning	10 Lectures
Unit 2: Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices	10 Lectures
Unit 3: HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems	10 Lectures
Unit 4: Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring	10 Lectures

SUGGESTED READINGS:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

Mapping Matrix of Course : 24XDSEC-HR4

Table 1: CO-PO & CO-PSO Matrix for the Course 24XDSEC-HR4: STRATEGIC HUMAN RESOURCE MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	2	1	2	2	3	3	2	3
CO2	3	3	3	2	1	1	3	3	2	3
CO3	2	3	3	3	2	1	2	3	2	3
CO4	2	2	1	3	3	3	2	3	1	3
Average	2.5	2.5	2.25	2.25	2	1.75	2.5	3	1.75	3

FINANCE

Name of Subject: PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247DSEC-FIN1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Demonstrate comprehension of the phases and objectives of capital budgeting, including project idea generation, screening, and various analyses such as market, demand, technical, and financial analysis.

CO2: Apply risk assessment techniques to mitigate project risk and optimize project selection, ensuring alignment with organizational objectives and risk tolerance levels.

CO3: Analyze concepts and financial instruments related to financing infrastructure projects, including public finance and models like BOOT/BOT, ensuring efficient resource allocation and sustainable infrastructure development.

CO4: Evaluate social cost-benefit analysis approaches such as the UNIDO approach and SCBA by financial institutions, understanding project financing mechanisms and environmental appraisal considerations.

COURSE CONTENTS:

Unit 1: Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.	10 Lectures
Unit 2: Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk	10 Lectures
Unit 3: Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India project appraisal by financial institutions, environmental appraisal of Projects.	10 Lectures
Unit 4: Project management: organization, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects	10 Lectures

SUGGESTED READINGS:

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.

4. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK,

Mapping Matrix of Course : 247DSEC-FIN1

Table 1: CO-PO & CO-PSO Matrix for the Course 247DSEC-FIN1: PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	3	1	1	2	1	3
CO2	2	2	1	2	3	1	2	2	2	1
CO3	3	3	1	2	1	1	2	1	3	3
CO4	1	2	2	3	3	2	2	2	3	3
Average	2.25	2.25	1.25	2.25	2.5	1.25	1.75	1.75	2.25	2.5

Name of Subject: CORPORATE TAX PLANNING AND MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248DSEC-FIN2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: :- After completing the course students will be able to:

CO1: Understand fundamental tax concepts including evasion, avoidance, planning, and management, along with the necessity, precautions, and constraints associated with tax planning.

CO2: Apply tax planning techniques to various financial management decisions and amalgamations, considering the tax benefits and implications for the involved entities, to achieve optimal tax outcomes.

CO3: Analyze tax provisions related to free trade zones, infrastructure sectors, and backward areas, along with the tax implications of amalgamations, including incentives for companies and shareholders.

CO4: Analyze tax planning opportunities and challenges related to selling in domestic or foreign markets, including tax incentives for exporters, to enhance competitiveness and profitability.

COURSE CONTENTS:

Unit 1: Corporation Tax: Meaning of tax, Tax evasion, Tax avoidance, Tax planning, Tax management, Need for tax planning, Precautions in tax planning, Limitations of tax planning. Tax planning for new business: Tax planning with reference to location, nature and different forms of organization of new business. 10 Lectures

Unit 2: Tax provisions relating to free trade zones, infrastructure sector, backward areas. Tax issues relating to amalgamations: Meaning and types of amalgamation, Tax incentives of amalgamation to amalgamating company, amalgamated company and shareholders of amalgamating company. Tax planning with reference to amalgamation of companies. 10 Lectures

Unit 3: Tax Planning and Financial Management Decisions: Tax Planning relating to capital structure decisions, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease. Tax planning regarding Managerial Remuneration. 10 Lectures

Unit 4: Tax planning and Financial Management Decisions: Tax planning in respect of sale of assets used for scientific research, Make or buy decisions, Repair replace, Renewal or renovation of an asset, Shut down or continue decisions. Tax planning in respect of selling in domestic or foreign market. Tax planning in respect of Tax Incentives to Exporters. 10 Lectures

Suggested Readings:

1. corporate Tax Planning & Management by H.C. Mehrotra& S P Goel, SahityaBhawan, Agra
2. Simplified Approach to Corporate Tax Planning & Management: Dr.GirirshAhuja&Dr. Ravi Gupta, Bharat Law House, New Delhi
3. Corporate Tax Planning & Management by V K Singhania&MonciaSinghania, Taxmann Publications, New

- Delhi.
4. Corporate Tax Planning & Management by RajveePuri& Puja Gaur, NirupamSahityaSadan, Agra

Mapping Matrix of Course : 248DSEC-FIN2

Table 1: CO-PO & CO-PSO Matrix for the Course 248DSEC-FIN2: CORPORATE TAX PLANNING AND MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	1	2	1	3	2	3
CO2	3	3	1	2	1	3	1	3	2	3
CO3	1	2	1	3	1	2	1	3	2	3
CO4	1	1	1	1	1	2	1	3	2	3
Average	2	2	1	2.25	1	2.25	1	3	2	3

Name of Subject: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249DSEC-FIN3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Demonstrate comprehension of investment concepts, including return, risk, and total risk components, distinguishing between systematic and unsystematic risk

CO2: Apply fundamental analysis techniques such as economic, industry, and company analysis, alongside technical analysis methods, to inform investment decisions effectively.

CO3: Apply models like the Capital Asset Pricing Model (CAPM) and the Sharpe single-index model to assess risk and return characteristics, optimizing portfolio construction for investor utility and efficiency.

CO4: Evaluate portfolio performance using risk-adjusted measures, applying formula plans such as constant-dollar-value, constant ratio, and variable ratio plans to achieve investment objectives effectively.

COURSE CONTENTS:

Unit 1: Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.	10 Lectures
Unit 2: Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.	10 Lectures
Unit 3: Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe singleindex model; Capital Asset Pricing Model; Arbitrage Pricing Theory.	10 Lectures
Unit 4: Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.	10 Lectures

SUGGESTED READINGS:

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thomson Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden

5. Press, Thomson Learning, Bombay.
6. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi, 2006.
7. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis, John Wiley & Sons.
8. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

Mapping Matrix of Course : 249DSEC-FIN3

Table 1: CO-PO & CO-PSO Matrix for the Course 249DSEC-FIN3: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	3	2	3	3	3	2
CO2	3	3	1	3	3	3	3	2	3	2
CO3	2	2	1	3	2	3	2	3	2	2
CO4	3	3	1	2	3	1	2	2	3	2
Average	2.75	2.5	1	2.75	2.75	2.25	2.5	2.5	2.75	2

Name of Subject: FINANCIAL DERIVATIVES	Maximum Theory Marks: 100 (70+ 30)
Course Code:24XDSEC-FIN4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to

CO1: Demonstrate understanding of derivative instruments and the roles played by participants like hedgers, speculators, arbitragers, and scalpers in derivative markets.

CO2: Apply knowledge of futures and forwards, including trading mechanics and the basics of stock index, interest rate, and currency futures, for hedging purposes.

CO3: Analyze various types of options and trading strategies involving options, while understanding option pricing using models such as the Black Scholes option pricing model.

CO4: Apply knowledge of swap instruments to evaluate and implement effective hedging strategies in financial markets.

COURSE CONTENTS:

Unit 1: Concept and type of derivatives; Participants – hedgers, speculators, arbitragers and scalpers; uses of derivatives; types of orders; derivative markets in India – current trends and future prospects.	10 Lectures
Unit 2: Fundamentals of futures and forwards - concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics); use of futures for hedging;; difference between forward and future contracts; clearing process	10 Lectures
Unit 3: Types of options, trading strategies involving options; option pricing – black scholes option pricing model	10 Lectures
Unit 4: Fundamental of swaps – introduction to swaps; interest rate swaps; currency swaps; mechanics of swap – Interest rate swap and currency swaps; swap pricing	10 Lectures

SUGGESTED READINGS:

1. Chance, Don M., An Introduction to Derivatives and Risk Management, Harcourt College Publishing
2. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
3. Hull, John C., Futures and other derivatives securities, PHI, New Delhi
4. Redhead, Financial Derivatives : An Introduction to Future/Forward, Options and Swaps, Prentice Hall of India, New Delhi
5. Gupta, S.L., Financial Derivatives, PHI
6. Kumar, S.S.S., Financial Derivatives, PHI

Mapping Matrix of Course : 24XDSEC-FIN4

Table 1: CO-PO & CO-PSO Matrix for the Course 24XDSEC-FIN4: FINANCIAL DERIVATIVES

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	3	1	2	1	3	1	3
CO2	3	3	1	3	2	2	1	3	1	3
CO3	3	3	1	3	2	2	1	3	1	3
CO4	1	3	1	3	1	3	1	3	1	3
Average	2.5	3	1	3	1.5	2.25	1	3	1	3

MARKETING

Name of Subject: INTEGRATED MARKETING COMMUNICATION	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247DSEC-MKT1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Understand the concept of marketing communication, along with various models such as AIDAS, DAGMAR, and PCB and comprehend the marketing communication planning process and the drivers of an integrated marketing mix

CO2: Apply segmentation and target marketing concepts to analyze promotional opportunities and formulate promotional strategies aligned with competitive positioning.

CO3: Analyze advertising and media planning strategies, including creative strategies, media objectives, scheduling, and key issues like comparative advertising and web advertising.

CO4: Evaluate broader aspects of marketing communication, such as sales promotions, personal selling, public relations, and ethical considerations, to ensure the development of ethical and effective promotional campaigns.

COURSE CONTENTS:

Unit 1: Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process	10 Lectures
Unit 2: Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources	10 Lectures
Unit 3: Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising	10 Lectures
Unit 4: Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication	10 Lectures

SUGGESTED READINGS:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

Mapping Matrix of Course : 247DSEC-MKT1

Table 1: CO-PO & CO-PSO Matrix for the Course 247DSEC-MKT1: INTEGRATED MARKETING COMMUNICATION

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	2	3	3	1	3	3	2	2
CO2	3	3	1	2	3	2	2	2	3	3
CO3	3	3	2	3	3	2	3	3	2	3
CO4	2	2	1	3	2	2	1	3	2	3
Average	2.75	2.5	1.5	2.75	2.75	1.75	2.25	2.75	2.25	2.75

Name of Subject: CUSTOMER RELATIONSHIP MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248DSEC-MKT2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Understand the origin, evolution, and strategic importance of CRM and comprehend the operational aspects of CRM, including sales force automation, marketing automation, and customer service operations.

CO2: Apply operational CRM techniques such as lead management, contact management, and campaign management to enhance sales and marketing effectiveness.

CO3: Analyze customer data management and analysis techniques in analytical CRM, including data warehousing, data mining, and business intelligence applications.

CO4: Evaluate the effectiveness of CRM implementation through key account management and ROI assessment.

COURSE CONTENTS:

Unit 1: Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture	10 Lectures
Unit 2: Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations	10 Lectures
Unit 3: Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM	10 Lectures
Unit 4: CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment	10 Lectures

SUGGESTED READINGS:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK

3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK

Mapping Matrix of Course : 248DSEC-MKT2

Table 1: CO-PO & CO-PSO Matrix for the Course 248DSEC-MKT2: CUSTOMER RELATIONSHIP MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1	1	1	2	1	2	3	1	3
CO2	3	3	2	2	2	3	2	3	1	3
CO3	3	3	1	3	3	2	3	3	1	3
CO4	3	3	1	3	2	3	1	3	1	3
Average	3	2.5	1.25	2.25	2.25	2.25	2	3	1	3

Name of Subject: CONSUMER BEHAVIOUR ANALYSIS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249DSEC-MKT3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Demonstrate comprehension of the significance and principles underlying consumer behavior, including the basic consumer decision process and methods of studying consumer behavior.

CO2: Understand the impact of culture, ethnicity, social classification, family influences, household consumer behavior, and group influences on consumer behavior.

CO3: Apply approaches to attract consumer attention and manage exposure, understanding the process of customer opinion formation and approaches to changing consumer opinion.

CO4: Evaluate consumer demographics, psychographics, personality factors, and motivation challenges, managing consumer knowledge effectively to influence consumer behavior toward new and innovative products.

COURSE CONTENTS:

Unit 1: Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; using consumer analysis to build consumer relationships and loyalty	10 Lectures
Unit 2: Pre-purchases processes; consumer resources and purchase decision process; post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products.	10 Lectures
Unit 3: Impact of culture, ethnicity and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges	10 Lectures
Unit 4: Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory through cognitive learning and retrieval; brand recognition and recall measures	10 Lectures

SUGGESTED READINGS:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour; Theoretical Sources, Prentice-Hall, Englewood Cliffs,

Mapping Matrix of Course : 249DSEC-MKT3**Table 1: CO-PO & CO-PSO Matrix for the Course 249DSEC-MKT3: CONSUMER BEHAVIOUR ANALYSIS**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	1	2	3	1	2
CO2	3	3	2	2	3	2	1	2	2	3
CO3	2	3	2	3	3	3	2	2	2	3
CO4	3	3	2	2	3	2	2	1	3	3
Average	2.75	2.75	1.75	2.5	2.75	2	1.75	2	2	2.75

Name of Subject: SALES & DISTRIBUTION MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 24XDSEC-MKT4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Understand the objectives and theories of sales management and comprehend the various aspects of sales management

CO2: apply sales management techniques such as sales meetings, contests, quotas, and territory management to enhance sales performance and profitability.

CO3: Apply sales management principles and techniques to solve real-world problems in sales force management and distribution channels, optimizing sales performance and market penetration.

CO4: Evaluate the effectiveness of channel management strategies, including channel information systems and market logistics, in optimizing supply chain management and international sales

COURSE CONTENTS:

Unit 1: Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force	10 Lectures
Unit 2: Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability	10 Lectures
Unit 3: Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system	10 Lectures
Unit 4: Channel management; channel information system; market logistics and supply chain management; international sales management	10 Lectures

SUGGESTED READINGS:

1. Havaladar, Krishna K.& Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management–Decision, Strategies and Cases; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management–Team work, Leadership and Technology; Thomson Learning.; New Delhi
6. Rosenbloom, Bert;Marketing Channels: A Management View; Thomson Learning; New Delhi

8. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; Marketing Channels; Prentice Hall of India/Pearson Education; New Delhi

Mapping Matrix of Course : 24XDSEC-MKT4

Table 1: CO-PO & CO-PSO Matrix for the Course 24XDSEC-MKT4: SALES & DISTRIBUTION MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1	1	3	2	1	1	3	3	3
CO2	3	3	1	1	2	3	3	2	3	2
CO3	2	3	1	2	1	3	2	2	2	3
CO4	1	2	3	3	3	3	3	3	3	3
Average	2.25	2.25	1.5	2.25	2	2.5	2.25	2.5	2.75	2.75

DATA ANALYTICS

Name of Subject: BUSINESS ANALYTICS	Maximum Theory Marks: 100 (50+ 50)
Course Code: 247DSEC-DA1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Objectives: After completing the course students will be able to:

CO1: Understand the historical development of data analysis and differentiate between roles in analytics and comprehend the data science project lifecycle.

CO2: Apply data collection and management techniques to effectively handle various data sources, including big data, and ensure data quality.

CO3: Analyze data using techniques such as data visualization, classification, and data mining tasks like association analysis and cluster analysis.

CO4: Evaluate the effectiveness of different machine learning algorithms, including supervised, unsupervised, and reinforcement learning, in solving business analytics problems.

COURSE CONTENTS:

Unit 1: Introduction: Business analytics, Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, Data Science; Applications for data science, Data Scientists Roles and Responsibility	10 Lectures
Unit 2: Understanding your business: Identify business value - Determine how business and corporate drivers impact the strategic direction of the business - Analyze different project processes used in working with data - Compare different types of data, Data Profiling: Identify core data profiling tasks - Identify outliers - Use tools for data profiling - Data Cleansing: Identify core data cleansing tasks - Use tools for cleansing	10 Lectures
Unit 3: Business Analytics Ecosystem: Relational Databases: Nature of relational databases - Purpose of the SQL language - Key aspects of ACID - Meaning of ETL - Not Only SQL: Big data and other data storage tools - Interacting with MongoDB - Document stores and graph stores - Big Data: Key functions of big data technologies - Utility of Hadoop - Purpose of MapReduce - Statistical Tool, Machine Learning, and Data Visualization: Tools for statistical analysis - Python and R - Purpose of machine learning - Visualization tools.	10 Lectures
Unit 4: Types of Variables: Determine the nature of variables in data analysis - Differentiate between numerical and categorical. Variables - Distinguish between nominal and ordinal variables - Differentiate between interval and ratio - Distinguish between continuous and discrete, ESSENTIAL STATISTICS DATA ANALYTICS: Central Tendency of Data: Identify the components of central tendency - Calculate	10 Lectures

mean/median/mode, Measurement and Variability: Determine core aspects of measurement and variability - Calculate range - Calculate quartiles - Calculate interquartile range - Calculate variance - Calculate standard deviation, Measures of Skewness and Kurtosis.	

SUGGESTED READINGS:

1. "Business Analytics: The Science of Data-Driven Decision Making" by Ramesh Sharda, Dursun Delen, and Efraim Turban
2. "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
3. "Doing Data Science" by Cathy O'Neill and Rachel Schutt
4. "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic

Mapping Matrix of Course : 247DSEC-DA1

Table 1: CO-PO & CO-PSO Matrix for the Course 247DSEC-DA1: BUSINESS ANALYTICS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	1	2	3	1	2
CO2	3	2	2	3	3	2	1	2	2	3
CO3	2	3	2	3	3	3	2	2	2	3
CO4	3	3	2	2	3	2	2	1	3	3
Average	2.75	2.5	1.75	2.75	2.75	2	1.75	2	2	2.75

Name of Subject: ANALYTICS WITH MS EXCEL	Maximum Theory Marks: 100 (50+ 50)
Course Code: 248DSEC-DA2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Demonstrate a comprehension of data collection methods and recall the steps involved in data preparation, handling missing values, and identifying outliers.

CO2: Apply descriptive statistics and various tests like Chi-square, ANOVA using MS Excel for given datasets and utilize sampling techniques and statistical inference principles to draw conclusions about populations based on sample data

CO3: Evaluate hypotheses with the aid of MS Excel, distinguishing between type 1 and type 2 errors, understanding the level of significance, and conducting one-tailed and two-tailed tests.

CO4: Integrate advanced Excel functions like VLOOKUP, HLOOKUP, and Goal Seek in business scenarios to solve complex problems and make informed decisions.

COURSE CONTENTS:

Unit 1: Data collection- Meaning, Experiments and Surveys, Collection of Primary data, Questionnaires, schedules, collection of secondary data, selection of appropriate methods of data collection. Data preparation process, missing values and outliers	10 Lectures
Unit 2: Descriptive statistics and steps involved in calculation of descriptive statistics in MS Excel. Mean, Median, mode, range, Standard deviation, skewness, kurtosis. Sampling and statistical inference – parameter and statistic, sampling and non- sampling errors, sampling distribution of mean and proportion, degree of freedom, standard error, central limit theorem.	10 Lectures
Unit 3: Testing of Hypothesis with the help of MS Excel; hypothesis testing – meaning, types, type 1 and type 2 errors, level of significance, two tailed and one tailed tests. Procedure for hypothesis testing for mean, proportion and variance, limitations of the test of hypothesis.	10 Lectures
Unit 4: Chi-square test and analysis of variance with the help of MS Excel; Other excel functions used in business i, e. Vlookup, Hlookup, Goalseek	10 Lectures

SUGGESTED READINGS:

1. "Statistics for Business and Economics" by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams
2. "Practical Business Statistics" by Andrew F. Siegel
3. "Statistics for Managers Using Microsoft Excel" by David M. Levine, David F. Stephan, and Timothy C.

Krehbiel

- "Data Analysis Using Microsoft Excel: Updated for Office 365" by Michael R. Middleton

Mapping Matrix of Course : 248DSEC-DA2

Table 1: CO-PO & CO-PSO Matrix for the Course 248DSEC-DA2: ANALYTICS WITH MS EXCEL

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	1	2	3	1	2
CO2	2	2	2	3	3	2	1	2	2	3
CO3	3	3	1	2	1	3	2	2	2	3
CO4	3	3	2	2	3	2	2	1	3	3
Average	2.75	2.5	1.5	2.5	2.25	2	1.75	2	2	2.75

Name of Subject: INTRODUCTION TO PYTHON	Maximum Theory Marks: 100 (50+ 50)
Course Code: 249DSEC-DA3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise Five short answer type questions from the whole of the syllabus carrying two mark each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Objectives: On completion of this course, the students will be able to

CO1: To understand the fundamental concepts of Python programming, advanced Python objects and comprehend the usage of libraries like Numpy and Pandas along with data visualization techniques.

CO2: Apply Python functions effectively to solve various programming tasks and utilize libraries like Pandas for querying and manipulating DataFrame structures.

CO3: Evaluate and apply time series analysis techniques to analyze temporal data effectively

CO4: Utilize machine learning algorithms like K Nearest Neighbors for classification and clustering tasks.

COURSE CONTENTS:

Unit 1: History of Python, Need of Python Programming, Applications Basics of Python Programming Using the REPL(Shell), Running Python Scripts, Variables, Assignment, Keywords, Input- Output, Indentation. Types - Integers, Strings, Booleans; Operators- Arithmetic Operators, Comparison (Relational) Operators, Assignment Operators, Logical Operators, Bitwise Operators, Membership Operators, Identity Operators, Expressions.	10 Lectures
Unit 2: Lists, Operations, Slicing, Methods, Tuples, Sets, Dictionaries, Sequences, Comprehensions, Conditional blocks using If, Else and El-if, For Loop, For loop using Ranges, String, list and Dictionaries, While Loop, Loop Manipulation using Pass, Continue, Break and Else, Conditional and Loops Block.	10 Lectures
Unit 3: Defining Functions, Calling Functions, Passing Arguments, Keyword Arguments, Default Arguments, Variable-length arguments, Anonymous Functions, Function Returning Values, Scope of the Variables in a Function - Global and Local Variables. Creating modules, Name Spacing, Introduction to PIP, Installing Packages via PIP, Using Python Packages.	10 Lectures
Unit 4: Classes, Self-Variable, Methods, Constructor Method, Inheritance, Overriding Methods, Data Hiding, Difference between an Error and Exception, Handling Exception, Try Except Block, Raising, Exceptions, and User Defined Exceptions.	10 Lectures

SUGGESTED READINGS:

1. R.Nageswara Rao, 2018, Core Python Programming, Dreamtech.
2. John Hearty, 2016, Advanced Machine Learning with Python, Packt.
3. Jake VanderPlas, 2016, Python Data Science Handbook: Essential Tools for Working with Data, O'Reilly.
4. Mark Lutz, 2010, Programming Python, O'Reilly.
5. Tim Hall and J-P Stacey, 2009, Python 3 for Absolute Beginners, Apress.

Mapping Matrix of Course : 249DSEC-DA3

Table 1: CO-PO & CO-PSO Matrix for the Course 249DSEC-DA3: INTRODUCTION TO PYTHON

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	3	1	2	1	3	3	3	1	2
CO2	3	3	1	2	2	3	3	3	2	3
CO3	2	3	1	1	2	3	3	3	2	2
CO4	2	3	1	2	1	3	3	3	1	3
Average	2.5	3	1	1.75	1.5	3	3	3	1.5	2.5

Name of Subject: PREDICTIVE MODELING AND PATTERN DISCOVERY- USING R	Maximum Theory Marks: 100 (50+ 50)
Course Code: 24XDSEC-DA4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying one mark each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Objectives: On completion of this course, the students will be able to:

1. To define data mining, various forms of data preprocessing techniques ,data reduction methods , classification and clustering techniques. Learn how to use R for data manipulation, visualization, and statistical analysis
2. To apply data preprocessing techniques to clean and transform datasets effectively and hierarchical and partitional clustering algorithms like CURE and Chameleon to real-world datasets
3. Students will evaluate the performance and effectiveness of different models using various evaluation metrics and techniques.
4. Design and implement data mining processes following the CRISP-DM methodology.

COURSE CONTENTS:

Unit 1: Introduction to Predictive Modeling and Pattern Discovery: Overview of Predictive Modeling and Pattern Discovery, Data Mining tasks – Data Mining versus Knowledge Discovery in Data bases – Relational databases – Data warehouses – Transactional databases – Object oriented databases – Spatial databases –Temporal databases – Text and Multimedia Databases – Heterogeneous Databases - Mining Issues –Metrics – Social implications of Datamining , Data preparation and exploration: Data cleaning ,Data Integration, Data Transformation , Data Reduction , Data Discretization.	10 Lectures
Unit 2: Data Mining Techniques, Classification and Prediction Association Rule Mining ,The Apriori Algorithm ,Multilevel Association Rules , MultidimensionalAssociation Rules , Constraint Based Association MiningIssues regarding Classification and Prediction , Decision Tree induction , Bayesian Classification ,Back Propagation , Classification Methods , Prediction , Classifiers accuracy.	10 Lectures
Unit 3: Clustering Techniques; Cluster Analysis, Clustering Methods , Hierarchical Methods , Density Based Methods , OutlierAnalysis , Introduction to Advanced Topics: Web Mining , Spatial Mining and Temporal Mining	10 Lectures
Unit 4: Data WarehousingNeed for data warehousing, The building blocks of a Data warehouse, Architecture and Infrastructure: Data Warehouse Architecture, Infrastructure and Metadata Management Principles Of Dimension Modeling, Introduction to Dimensional Modeling, Extract Transform Load (ETL) Cycle, Implementation and Maintenance: Physical design process, Aggregates and Indexing.Data Warehouse Deployment	10 Lectures

SUGGESTED READINGS:

1. J. Han and M. Kamber , 2001, Data Mining: Concepts and Techniques, Morgan Kaufmann,New Delhi.
2. Popover Pang, Michael Steinbach, Vipin Kumar (2016). Introduction to Data Mining .Pearson
3. M. H.Dunham, 2003, Data Mining : Introductory and Advanced Topics , Pearson Education, Delhi.
4. S.N. Sivananda and S. Sumathi, 2006, Data Mining, Thomsan Learning, Chennai.

Mapping Matrix of Course : 24XDSEC-DA4**Table 1: CO-PO & CO-PSO Matrix for the Course 24XDSEC-DA4: PREDICTIVE MODELING AND PATTERN DISCOVERY- USING R**

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	3	2	2	3	1	2
CO2	3	3	2	2	2	1	2	2	3	3
CO3	3	2	1	3	3	2	1	2	3	3
CO4	2	2	2	3	3	2	2	3	2	3
Average	2.75	2.5	1.5	2.5	2.25	2	1.75	2	2	2.75

INTERNATIONAL BUSINESS

Name of Subject: FOREIGN EXCHANGE MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 247DSEC-IB1	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Demonstrate comprehensive knowledge and understanding of the theories of exchange rates and their empirical relevance;

CO2 : Apply the concepts of exchange rate fluctuations and its factors and use that information for decision making.

CO3: Identify and analyse mechanisms for managing risk in foreign exchange markets.

CO4: Critically evaluate key policy issues to be faced with regard to the exchange rate.

COURSE CONTENTS:

Unit 1: Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach; purchasing power parity theory; overvalued and undervalued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.	10 Lectures
Unit 2: General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.	10 Lectures
Unit 3: Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.	10 Lectures
Unit 4: Currency futures, options and determination of their market value, over-the counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.	10 Lectures

SUGGESTED READINGS:

1. Sharan, International Financial Management, Prentice Hall of India, N.Delhi.

2. Shapiro, Multinational Financial Management, Prentice Hall of India, N.Delhi.
3. Paul Einzip, A Textbook On Foreign Exchange.
4. Maurice D. Levi, International Finance, Mcgraw Hill, NY.
5. Buckley, Multinational Finance, Prentice Hall Of India, New Delhi.
6. Paul Roth, Mastering Foreign Exchange And Money Markets, Pitman, London.

Mapping Matrix of Course : 247DSEC-IB1

Table 1: CO-PO and CO-PSO Matrix for the Course 247DSEC-IB1: FOREIGN EXCHANGE MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	3	1	2	2	2
CO2	3	3	2	2	2	3	2	2	2	3
CO3	2	3	2	2	2	3	1	3	2	3
CO4	2	3	1	2	2	3	2	3	2	3
Average	2.5	2.75	1.5	1.75	2	3	1.5	2.5	2	2.75

Name of Subject: EXPORT MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 248DSEC-IB2	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:- After completing the course students will be able to:

CO1: Understanding basic international business vocabulary with specific emphasis on terms associated with international trade and import / export operations.

CO2: Apply and select between common modes of export in order to fit the business needs of exporting organizations.

CO3: Analyze factors that indicate strong potential export markets in order to define market selection models or drive market selection systems.

CO4: Evaluate major governmental and non-governmental sources of information, import/export assistance, and apply that knowledge through development of marketing plans tied to global business activity and country-specific business conditions.

COURSE CONTENTS:

Unit 1: Meaning, need, nature, features and process of export management, functions of export manager and export firm; International trading environment; organizing an export firm, target market selection	10 Lectures
Unit 2: International marketing intelligence; product identification for exports; export pricing decision; INCOTERMS; methods of payment, channels of distribution; market entry strategies – location of importers, business negotiation	10 Lectures
Unit 3: International promotional strategies – personal selling, publicity, sales promotion, advertising; organization for export marketing; FEMA, market access initiative, marketing development assistance	10 Lectures
Unit 4: Pre-shipment export documentation; significance of procedures and documentation in international trade; procedures and documentation as trade barriers; export of services, India’s foreign trade; India’s current foreign trade policy	10 Lectures

SUGGESTED READINGS:

1. Khurana P.K., Export Management; Galgotia Publishing Company
2. Onkvisil Sak and Shaw John J., International Marketing – Analysis and Strategy, Prentice Hall, Inc.
3. Cherunilam, Francis, International Trade and Export Management, Himalaya Publishing House
4. Czinkota, Ronkainen and Moffett, International Business, Harcourt College Publishers

Mapping Matrix of Course: 248DSEC-IB2

Table 1: CO-PO and CO-PSO Matrix for the Course 248DSEC-IB2 EXPORT MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	3	2	2	2	2
CO2	3	2	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	1	3	2	1
CO4	2	2	1	2	2	3	2	3	2	2
Average	2.25	2.25	1.75	1.75	2	3	1.75	2.5	2	1.75

Name of Subject: MULTINATIONAL FINANCIAL MANAGEMENT	Maximum Theory Marks: 100 (70+ 30)
Course Code: 249DSEC-IB3	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes:-After completing the course students will be able to:

CO1: Understand international capital and foreign exchange market

CO2: Identify and appraise investment opportunities in the international environment

CO3: Analyze risk relating to exchange rate fluctuations and develop strategies to deal with them

CO4: Identify and evaluate foreign direct investment and international acquisition opportunities

COURSE CONTENTS:

Unit 1: An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multination firms; international flow of funds	10 Lectures
Unit 2: International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB	10 Lectures
Unit 3: Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm	10 Lectures
Unit 4: Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms.	10 Lectures

SUGGESTED READINGS:

1. Madura Jeff, International Financial Management; Thomson Learning
2. Sharan, V., International Financial Management, PHI, New Delhi
3. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
4. Levi, Maurice D., International Finance, McGraw Hill
5. Apte, P.G., International Financial Management, Tata McGraw Hill
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok,
7. Multinational Business Finance, Pearson Education

Mapping Matrix of Course : 249DSEC-IB3

Table 1: CO-PO and CO-PSO Matrix for the Course 249DSEC-IB3: MULTINATIONAL FINANCIAL MANAGEMENT

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	2	2	3	2	3	2	2	2	2
CO2	3	2	2	2	2	3	2	2	2	2
CO3	2	3	2	2	2	3	2	3	2	3
CO4	2	2	2	3	2	3	2	3	2	3
Average	2.25	2.25	2	2.5	2	3	2	2.5	2	2.5

Name of Subject: INTERNATIONAL LOGISTICS	Maximum Theory Marks: 100 (70+ 30)
Course Code: 24XDSEC-IB4	Time Allowed: 3 Hrs
Credits 4	Discipline Specific Elective Course

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section ‘A’** shall comprise seven short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section ‘B’ shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course students will be able to:

CO1: Understanding the concepts of Logistics and Supply Chain Management.

CO2: Apply the best practices of Procurement and Outsourcing for smooth inbound logistics

CO3: Analyze the concept of post-shipment finance and principles of Inventory Management

CO4 Evaluate the major export promotion schemes in India and facilities for service exports

COURSE CONTENTS:

Unit 1: Trends in world trade growth; nature, significance and components of international logistics; registration and licensing; selecting export products and markets deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.	10 Lectures
Unit 2: Arranging pre-shipment finance; export procurement; quality control and pre-shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.	10 Lectures
Unit 3: Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners’ foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.	10 Lectures
Unit 4: Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.	10 Lectures

SUGGESTED READINGS:

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi
3. Shavaramu, Export Marketing–A Practical Guide for Exporters, Wheeler Publishing, New Delhi
4. Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, Ministry of Commerce and Industry–Handbook of Procedure, Govt. of India, New Delhi

Mapping Matrix of Course : 24XDSEC-IB4

Table 1: CO-PO and CO-PSO Matrix for the Course 24XDSEC-IB4: INTERNATIONAL LOGISTICS

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	2	3	2	2	2	2	2	2
CO2	3	2	2	2	2	3	2	2	3	3
CO3	2	3	2	2	2	3	2	3	2	3
CO4	2	2	2	3	2	3	2	3	2	3
Average	2.25	2.5	2	2.5	2	2.25	2	2.5	2.25	2.25