

DEPARTMENT OF COMMERCE

COURSE STRUCTURE & SYLLABI (For the students admitted from year 2023-2024 onwards)

Programme : M. Com.



JAMAL MOHAMED COLLEGE (AUTONOMOUS)
Accredited with A++ Grade by NAAC (4th Cycle) with CGPA 3.69 out of 4.0
(Affiliated to Bharathidasan University)
TIRUCHIRAPPALLI – 620 020

M.COM

Sem	Course Code	Course Category	Course Title	Ins. Hrs/ Week	Credit	Marks		Total	
						CIA	ESE		
I	23PCO1CC1	Core - I	Corporate & Economic Laws	6	5	25	75	100	
	23PCO1CC2	Core - II	Managerial Economics	6	5	25	75	100	
	23PCO1CC3	Core - III	Cost & Management Accounting	6	5	25	75	100	
	23PCO1CC4	Core - IV	Goods & Service Tax	6	5	25	75	100	
	23PCO1DE1A/B	Discipline Specific Electives - I		6	4	25	75	100	
	Total			30	24			500	
II	23PCO2CC5	Core - V	Advanced Income Tax	6	5	25	75	100	
	23PCO2CC6	Core - VI	International Business	6	5	25	75	100	
	23PCO2CC7	Core - VII	Operation Research	6	5	25	75	100	
	23PCO2CC8	Core - VIII	Research Methodology	6	5	25	75	100	
	23PCO2DE2A/B	Discipline Specific Electives - II		6	4	25	75	100	
	23PCN2CO	Community Outreach	JAMCROP	-	@	-	-	@	
	Total			30	24			500	
III	23PCO3CC9	Core - IX	Data Analytics for Finance	6	5	25	75	100	
	23PCO3CC10	Core - X	Higher Corporate Accounting	6	5	25	75	100	
	23PCO3CC11P	Core - XI	Statistical Tools for Research - Practical	6	4	20	80	100	
	23PCO3CC12	Core - XII	Securities Analysis & Portfolio Management	6	5	25	75	100	
	23PCO3DE3A/B	Discipline Specific Electives - III		6	4	25	75	100	
	23PCO3EC1	Extra Credit Course - I*	Online Course	-	*	-	-	-	
	Total			30	23			500	
IV	23PCO4CC13	Core - XIII	Strategic Management	6	6	25	75	100	
	23PCO4CC14	Core - XIV	Project Finance	6	5	25	75	100	
	23PCO4CC15 P	Core - XV	Digital Marketing - Practical	6	5	20	80	100	
	23PCO4DE4A/B	Discipline Specific Electives - IV		6	4	25	75	100	
	23PCO4PW	Project Work	Project Work	6	4	-	100	100	
	23PCNOC	Mandatory Online Course**	Online Course	-	1	-	100	100	
	23PCO4EC2	Extra Credit Course - II*	Online Course	-	*	-	-	-	
	23PCN4EC3	Extra Credit Course - III+	Innovation and Intellectual Property Rights	-	+	-	-	-	
	*Programme Specific Online Course for Advanced Learners ** Any Online Course for Enhancing Additional Skills + Course for Enhancing IPR Skills			Total	30	25			600
Grand Total					96			2100	

DISCIPLINE SPECIFIC ELECTIVES

Semester	Course Code	Course Title
I	23PCO1DE1A	HR Analytics
	23PCO1DE1B	Customer Relationship Management
II	23PCO2DE2A	Industrial Psychology
	23PCO2DE2B	Consumer Behaviour
III	23PCO3DE3A	Industrial Laws & CSR
	23PCO3DE3B	Brand Management
IV	23PCO4DE4A	Logistics & Supply Chain Management
	23PCO4DE4B	Industrial Relations

Semester	Course Code	Course Category	Hours / Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1CC1	Core - I	6	5	25	75	100
Course Title		Corporate & Economic Laws					

SYLLABUS		
Unit	Contents	Hours
I	Companies Act 2013: Changes in the provisions between Companies Act, 1956 and Companies Act, 2013 – Company: Meaning - Definitions - Characteristics – Advantages and Disadvantages – *Procedure for incorporation: Public and Private Limited Company* - Classification of Companies: On the basis of Mode of Incorporation, Liability and Control.	18
II	Memorandum of Association: Definition – *Objectives* - Contents –Alteration – Articles of Association: Definition – Objectives - Contents – *Alteration* – Difference between Memorandum of Association and Articles of Association	18
III	Membership of Company: Methods, Rights and Liabilities – Directors: Appointment, Duties and Liabilities – Board Meeting: Procedures and *Minutes* – Requisites for convening a valid meeting – Winding up: Modes and Procedures.	18
IV	Competition Act 2002: Need – Role in Economic development - Preliminary: Acquisition – Agreement - Goods & Service - Member – Person - Insolvency & Bankruptcy Code: Terms – relationship – Objectives – Insolvency resolution process for individual and Corporate Persons – *Constitution of Board for Professional Agencies* .	18
V	Foreign Exchange Regulation Act: Need - Features – Authorised Person – Structure – Distinction between FEMA and FERA. Money Laundering Act: Provisions and *Preventions* .	18
VI	Recent Trends in Corporate & Economic Laws (For CIA only) Digital transformation of legal departments - raise of legal operations within the departments - tightening the legal budgets based on the economic laws	

***.....* Self - Study**

Text Book(s):
<ol style="list-style-type: none"> 1. CA CS Munish Bhandari, A Textbook On Corporate Economic Laws, Bestword Publications Pvt. Ltd., 2020. 2. Taxman, SEBI & Corporate Laws, Taxman Allied Services (P) Ltd, 2018.
Reference Book(s):
<ol style="list-style-type: none"> 1. N.D. Kapoor, Corporate Laws and Secretarial Practice, Sultan Chand & Sons, 2016. 2. J. Jayasankar, Corporate Laws, First Edition, Margham Publications, 2012. 3. Dr. S. Sankaran, Corporate and Economic Laws, , First Edition, Margham Publications, 2012.
Web Resource(s):
https://www.writinglaw.com/characteristics-of-company/ https://lawcorner.in/what-is-a-company-advantages-and-disadvantages-of-the-company-india/#:~:text=The%20Competition%20Act%2C%202002%20is,effect%20on%20competition%20in%20India. https://byjus.com/free-ias-prep/foreign-exchange-management-act-fema/#:~:text=Main%20Features%20of%20Foreign%20Exchange,without%20the%20approval%20of%20FEMA. https://cleartax.in/s/prevention-of-money-laundering-act-2002

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Ensure to remember the concepts and focus on the select amendments and provisions of Corporate and Economic Laws.	K4
CO2	Understand and devise the desired level of technical competence and provisions of different Laws in a better manner.	K4
CO3	Assess and examine the knowledge on Qualifications and Remuneration of Managerial Personnel, Meetings, inspection, Amalgamations and Winding Up procedures of Companies.	K5
CO4	Acquire and summarise the procedures, role, principles, functions and dispute settlement mechanism of WTO on the Competition Act, Foreign Exchange Regulation Act, Insolvency and Bankruptcy Code.	K5
CO5	Procure and compile ability to analyze, interpret and apply the provisions for dissimilar issues in practical situations with the assist of Corporate and Economic laws.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	3	2	3	3	2	2.6
CO2	2	3	2	3	2	2	3	2	3	3	2.5
CO3	2	3	3	3	3	3	2	3	3	2	2.7
CO4	3	2	2	3	2	3	3	2	2	3	2.5
CO5	3	3	2	3	3	2	3	3	2	3	2.7
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5 High	High

Course Coordinator: Dr. L. ASID AHAMED

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1CC2	Core - II	6	5	25	75	100
Course Title		MANAGERIAL ECONOMICS					

SYLLABUS		
Unit	Contents	Hours
I	Managerial Economics: Introduction- Definition- Scope- Significance- Managerial Economics vs. Business Economics- Fundamental Concepts and Methods- <i>*Firm's Objectives*</i> - Role of Managerial Economist.	18
II	Supply and Demand Analysis: The Demand Schedule, the Demand Curve, Demand Shifts, Elasticity of Demand – Price Elasticity of Demand, Calculating Elasticities, Elasticity and Revenue, Income Elasticity of Demand, <i>*Cross Elasticity of Demand*</i> . Analysis of Supply - The Supply Schedule, The Supply Curve, Shifts in supply. Equilibrium of Supply and Demand – Equilibrium with Supply and Demand Curves, Effect of a Shift in Supply or Demand, Interpreting changes in Price and Quantity, Simultaneous Shifts of Supply and Demand, Rationing by Prices.	18
III	Consumer Behaviour: Choice and Utility Theory, Marginal Utility and the Law of Diminishing Marginal Utility, Equilibrium Condition – Equal Marginal utilities. An Alternative Approach – Substitution Effect and Income Effect, Substitutes and Complements, Derivation of Market Demand, The Paradox of Value, Consumer Surplus, <i>*Applications of Consumer Surplus*</i> . The Indifference Curve Analysis-Indifference Curve, Budget Line or Budget Constraint, The Equilibrium Position of tangency, Changes in Income and price, Price effect, Substitution effect, Income effect, deriving the Demand Curve. Demand Forecasting	18
IV	Production and Cost Analysis: Production analysis: Basic concepts, The Production Function, Total, Average, and Marginal product, The Law of Diminishing Returns, Returns to scale, Short run and Long run, Technological change, The Law of diminishing marginal product Analysis of Costs- Cost concepts, the link between production and costs, Short run and long run cost curves. Economies of scale and scope. <i>*Relevant Costs and Benefits*</i> , Break Even Analysis and Plant Sizing	18
V	Profit, Business Cycle and Managerial Decision Making: Profit- Meaning- Theories of Profit- <i>*Accounting and Economic Profits*</i> - Business Cycle- Definition – Characteristics- Phases. Managerial Decision Making - Risk and Uncertainty- Types of Uncertainties- Precautions for Uncertainties- Elements of Decision Theory- Decision Making Model- Decision Making Procedure- Classification of Managerial Decision Problems-Analysis of Decisions- Decision taking under Certainty-Decision criteria under uncertainty	18
VI	Current Trends (For CIA only) Probability Theory Approach- Assigning Probabilities- Basic Probability Theorems.	

..... Self - Study

Text Book:
1. Dr. S. Sankaran, Managerial Economics, Margham Publications, Chennai, 5th Edition, 2015.
Reference Books:
1. Managerial Economics by Varshney and Maheswari , Sultan Chand & Sons, New Delhi, 2017.
2. Managerial Economics by Joel Dean, Prentice-Hall of India Pvt. Ltd, New Delhi, 2014.
3. Dr. T. Aryamala, Managerial Economics, Vijay Nicole Imprints Private Limited, Chennai, 2014.

Web Resources:
1. https://www.managementstudyguide.com/managerial-economics.htm
2. https://www.toppr.com/guides/business-economics/theory-of-demand/law-of-demand-and-elasticity-of-demand/
3. https://open.lib.umn.edu/macroeconomics/chapter/3-3-demand-supply-and-equilibrium/
4. https://egyankosh.ac.in/bitstream/123456789/67480/1/Unit-4.pdf
5. https://ncert.nic.in/textbook/pdf/leec202.pdf
6. https://www.yourarticlelibrary.com/economics/production-function-law-of-variable-proportions-and-law-of-returns-to-scale/28602

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Connect the scope, significance, fundamentals concepts of managerial economics and role of managerial economist.	K1 & K2
CO2	Illustrate the law of demand, elasticity of demand, law of supply and equilibrium of supply and demand.	K3
CO3	Assess the law of diminishing marginal utility, equilibrium condition and demand forecasting.	K4
CO4	Summarise the production function, the law of diminishing returns and analysis of costs.	K5
CO5	Compile the theories of profit, phases of business cycle and managerial decision making theories.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	3	2	2	2	3	2	2.5
CO2	3	2	2	2	1	2	2	2	3	2	2.1
CO3	3	3	2	3	2	2	2	1	2	1	2.1
CO4	3	2	3	2	3	1	1	2	2	3	2.2
CO5	2	1	2	3	2	2	2	2	2	3	2.1
Mean Overall Score											2.2
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. GOPI

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1CC3	Core - III	6	5	25	75	100
Course Title COST & MANAGEMENT ACCOUNTING							

SYLLABUS		
Unit	Contents	Hours
I	Introduction to method and techniques of costing - Cost Concept in Decision Making– Cost Reduction and Cost Control Techniques: Cost Sheet and Production Account – Preparation of Cost Sheet – *Tender and Quotation* – Reconciliation of Cost and Financial Accounts – Introduction to Cost Accounting Standards- Management Accounting: Evolution, Meaning, Objectives and Scope - Role of Management Accountant in Decision Making	18
II	Process Costing – Meaning – Characteristic — *Process Losses* – Inter Process Profits – Work in Progress and Equivalent Production – Joint Product Costing – By Product Costing	18
III	Operating Costing (Transport Costing) – *Advantages of Operating Costing in Transport Organisation* – Costing procedure in Transport Costing – Computation of Cost Unit in Road Transport Business – Importance of Running Kms — Costing for Lodging Houses. Activity Based Costing – - Calculation of Profit and Selling Price based on Traditional cost and Activity Based Cost - Life Cycle Costing - Bench Marking - Balance Score Card – Just in Time – Business Process Reengineering	18
IV	Marginal Costing Statement – Break Even Analysis and Break Even Point – Cost Volume Profit Analysis – Key Factor – Sale Mix – Make or Buy – Own or Lease – Repair or Renovate – *Shut Down or Continue*	18
V	Budget and Budgetary Control - Meaning – Importance - Merits and Demerits – *Types of Budget* — Sales Budget - Production Budget - Flexible Budget – Master Budget – Performance Budget – Zero Based Budgets – Responsibility Accounting – Control Ratios	18
VI	Current Trends (For CIA only) – Cost Audit : Statutory Cost Audit – Management Audit – Advantages – Types of Cost Audit – Cost Audit in India – Cost Audit Rules	

***.....* Self - Study (Theory 30 % & Problems 70 %)**

Text Book(s):
1. S. P Jain and K. L. Narang, Problems and Solution in Cost Accounting, Kalyani publishers, January 2020 2. V.K. Saxena and C.D Vashist – Advanced Cost & Management Accounting Problems & Solution, Sultan Chand & Sons, January 2015 3. S.N.Maheswari – Principles of Management Accounting, Sultan Chand & sons, New Delhi 2021 Publication
Reference Book(s):
1. M. N. Arora, Cost a Management Accounting Problem and Solution, Himalaya Publishers, 2016 2. M.C Shukla,T. S Grewal and Dr. M.P Gupta , Cost Accounting Text and Problems, S. Chand Publisher, Revised Edition 2020 3. T.S. Reddy & Hari Prasad Reddy - Cost and Management Accounting, Margham Publications, Chennai
Web Resource(s):
1. https://icmai.in/upload/Students/Syllabus-2008/StudyMaterial/Cost_Mgmt_Ac.pdf 2. https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf 3. https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-8-New.pdf

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	To enhance the abilities of students to develop the concept of Cost and Management Accounting and its significance in the business	K1& K2
CO2	enable the students to understand, develop and apply the techniques of costing in the decision making in the corporate world	K3
CO3	To equip the students with knowledge and skill to design and implement Cost Control through Costing Techniques	K4
CO4	To Prepare the students to understand, develop and apply the techniques of management accounting in the financial decision making in the business Corporate	K5
CO5	Apply different methodologies to prepare the budgets, enhance the knowledge of students in establishing budgetary control system and integrate the learned skills for preparation of master budget for the entire organisation and apply employability skills in viewing real world requirements.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)				Programme Specific Outcomes (PSOs)						Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	3	3	2	1	2.6
CO2	2	3	3	3	2	3	2	3	3	3	2.7
CO3	3	3	3	3	1	3	3	3	2	3	2.7
CO4	3	2	3	2	3	3	2	2	3	2	2.5
CO5	3	2	3	3	3	3	3	3	3	2	2.8
Mean Overall Score											2.7
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. N. Mohamed Siddiq

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1CC4	Core – IV	6	5	25	75	100
Course Title		GOODS & SERVICE TAX					

SYLLABUS		
Unit	Contents	Hours
I	Goods and Services Tax – Introduction – Meaning – Objectives – Features – Significance - Benefits - Central Board of Indirect Taxes & Customs (CBIC) - GST Council – Constitution - Members – Structure – *Powers* – Functions.	18
II	GST Network – Process of Enrolment in GSTN - Power and Functions of GSTN - Goods and Service Tax Suvidha Provider (GSP) - *Concept*.	18
III	Registration under GST – Types – Benefits –*Forms* –Cancellation, Surrender and Revocation of the GST Registration. Returns under GST: GSTR-1, GSTR - 2, GSTR - 2A, GSTR - 3, GSTR - 4, GSTR - 5	18
IV	Time of supply- Place of supply- Significance - Types of Supplies under GST – Taxable Supplies – Zero Rated Supplies – *Exempted Supplies* – Negative List under GST	18
V	Reverse Charge Mechanism – Supplies attracts RCM - Composition Levy – Person eligible and not eligible for Composition Scheme. E-way bill–Issue & Generating E-Way bill – Format of E- Bill - *Responsibilities of transporter* – Provisions relating to E- Way Bill.	18
VI	Current Trends (For CIA only) - GST Rate Structure – GST Revenue	

***.....* Self - Study**

Text Book(s):
1. Taxmann, GST Acts with Rules/Forms & Notifications, 2022, Taxmann Publication 2. T.S. Reddy & Y. Hari Prasad Reddy, Business Taxation (Goods and Services Tax - GST), Margham publications 2nd Edition 2020 3. Dr. Thomas Joseph Thoomkuzhy, GST – The Essentials of Goods and Services Tax, Huimalay Publishing House, First Edition 2017.
Reference Book(s):
1. Commercial GST – The Game Changer – Monish Bhalla–Commercial Law Publishers (India) Pvt.Ltd, New Delhi. 2018 2. GST – Laws and Practice, S.S. Gupta– Taxmanns Publications, New Delhi, 2017.
Web Resource(s):
1. https://idtc.icai.org/gst-topic-wise-study-material-list.html 2. https://www.gst.gov.in/ 3. https://www.gstindia.com/links/

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Gain knowledge on the need for the implementation of GST law in the country and derive skill on practical application which will equip them to become GST practitioners	K1, K2
CO2	Basic principles underlying the provisions of indirect tax laws and to develop a broad understanding of the tax laws.	K3
CO3	Define various aspect of indirect taxes (GST) like, Registration, Concept of Supply etc.,	K4
CO4	Apply theoretical knowledge in practical situation will be increased.	K5
CO5	Analyze the composition scheme under GST, Exemptions under GST, concept of supply of goods, nature of supply.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of Cos
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	3	2	3	2	3	2	3	2.6
CO2	3	2	3	3	2	2	2	2	2	3	2.4
CO3	3	3	2	3	2	2	3	3	2	2	2.5
CO4	3	3	2	2	3	3	3	3	3	3	2.8
CO5	3	2	2	2	3	2	2	2	3	2	2.3
Mean Overall Score											2.52
Correlation											HIGH

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. BASHEER AHAMED

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1DE1A	DSE - I	6	4	25	75	100
Course Title HR ANALYTICS							

SYLLABUS		
Unit	Content	Hours
I	HR Analytics Basics: Introduction to HR analytics –Evolution – Significance of HR Analytics- HR Analytics and business linkages - Prerequisites of HR Analytics - <i>*Models and frameworks of HR Analytics*</i> - Measuring intellectual capital – HRIS and Information systems	18
II	Analytics for HR sub-systems: Recruitment and Selection analytics – Evaluating and reliability of Selection Models – Finding out selection bias - Training & Development analytics -Career planning systems - Compensation analytics – <i>*Competency scoreboard*</i> - Employee relations systems	18
III	Performance Analytics: Meaning of Performance analytics - Evaluation Process standard - <i>* Performance Evaluation mode*</i> - Steps in performance evaluation system- Relevance of performance criteria - Modern performance appraisal methods - Setting KPI's - Benefits of employee performance evaluations.	18
IV	Talent Analytics: Purpose of Managing talent - TM model - Process – Benefits - Types-Approaches- Talent gap-Strategies to reduce talent gap- <i>*Recent trends in TM*</i> - Onboarding-Advantages -Principles-Stages-Virtual on boarding- Learning and Development(L&D).	18
V	Monitoring impact of Interventions: Tracking Interventions – Evaluating stress level and Value-change – Formulating Evidence based practices and Responsible Investment – <i>*Evaluation Mediation process*</i> – Monitoring, outcome and impact - Moderation and Interaction Analysis.	18
VI	Current Trends (For CIA only) HR Metrics and HR Analytics: Types of HR metrics – Intuition Vs Analytical Thinking – Applications for HR metrics and creating HR dashboards - <i>*Analytics frameworks*</i> – LAMP – HR scoreboard – Workforce scoreboard – Important Excel formulae useful for creating dashboards.	

***.....* Self - Study**

Text Book(s):
<ol style="list-style-type: none"> 1. Dr, Saroj Kumar, Vikrant Verma,HR Analytics, Thakur Publicaitons Pvt. Ltd., Luckmow, 1st Edition, 2022. 2. Praveen Kumar. C., Sreeranjani K.Rao, Nayana.N.,Fundamentals of HR Analytics, Iterative International Publishers, 1st Edition, 2021.
Reference Book(s):
<ol style="list-style-type: none"> 1. Dr. Martin Edwards and Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric- Kogan Page publishers,2019. 2. Shonna D. Waters PhD, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management,2018. 3. Dipak Kumar Bhattacharyya, HR Analytics: Understanding Theories and Applications, SAGE Publications Pvt. Ltd.,2017. 4. Aswathappa.K, Human Resource Management, TataMcGrew Hill, New Delhi 2017. 5. Fitz-enz, J., & Mattox, J. Predictive Analytics for Human Resources. Wiley, 2014.

Web Resource(s):
1. https://onlinecourses.nptel.ac.in/noc20_mg11/preview 2. https://www.tppl.org.in/2020/all-stream-books/6003-hr-analytics-mba-4-semester-aktu.html 3. https://www.classcentral.com/course/human-resources-analytics-32615 4. https://onlinecourses.swayam2.ac.in/cec21_mg06/preview 5. https://in.coursera.org/projects/hr-analytics-build-hr-dashboard-using-power-bi

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the HR analytics concept and link with Business	K1,K2
CO2	Analyse the Staffing analytics, Training and development and Compensation analytics for better employee relations	K2
CO3	Evaluate the Performance analytics by analyzing the performance standards	K3
CO4	Develop the Talent analytics model and strategies applied for reducing talent gap	K4
CO5	Apply best practice for monitoring impact of interventions and suggest evaluation mediation to reduce stress level	K5
CO6	Create analytics frameworks and to apply in HR metrics	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	3	3	3	-	2.6
CO2	2	3	3	3	1	3	3	3	3	-	2.4
CO3	1	3	3	3	1	3	3	3	3	-	2.3
CO4	1	3	3	3	2	2	3	3	2	-	2.2
CO5	1	3	3	3	3	2	3	3	3	-	2.4
Mean Overall Score											2.38
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5 High	High

Course Coordinator: Dr. K. HALIMUNNISA

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
I	23PCO1DE1B	DSE-I	6	4	25	75	100
Course Title CONSTOMER RELATIONSHIP MANAGEMENT							

SYLLABUS		
Unit	Content	Hours
I	Customer Relationship Management–Meaning and Definition-CRM concepts Scope-Significance – Growth – Acquiring customers – Advantages of CRM - *Distinction between Traditional Marketing and CRM*	18
II	CRM in marketing–One-to-one Relationship marketing–Cross selling & up selling-Customer Retention -- Theoretical foundations of Relationship Marketing – Survey design –Relationship stages – *Models of stages* –Customer satisfaction Measurement.	18
III	Analytical CRM – Managing customer data- customer information database - CRM Business Transformation Process – CRM Implementation–Integration of CRM with ERP – CRM Business Cycle – Different levels of e-CRM – Data Warehousing and Data Mining concepts– *CRM Call Centre* – Call Scripting.	18
IV	Principles of Relationship Marketing – Target Planning – Customer segmentation procedure – Customer Loyalty – Types - Stages of Customer Loyalty – Customer partnership – * Supplier Relationship Management (SRM)*	18
V	Relationship Marketing programmes – The McKinsey‘7s’framework – Nature of Relationship Marketing strategy – Choice of strategy – TQM, BPR and Customer/Supplier relationships – *CRM development Team* – Scoping and prioritizing.	18

***.....* Self - Study**

Text Book(s):
1.Alok Kumar Rai, Customer Relationship Management Concept &Case, Prentice Hall of India Private Limited, New Delhi.2019.
2.S.SheelaRani,CustomerRelationshipManagement,Secondedition,MarghamPublications, 2015.
Reference Book(s):
1.R.K. Sugandhi, Customer Relationship Management, First Edition, New Age International (P) Ltd. Publishers,2013.
2.ShanmugaSundaram,CustomerRelationshipManagement,PHILearningPrivateLtd.,2008
Web Resource(s):
1. http://www.pondiuni.edu.in/storage/dde/downloads/markiv_crm.pdf
2. https://www.onebusiness.ca/sites/default/files/MEDI_Booklet_Customer_Relationship_Management_Accessible_E.pdf
3. http://www.gov.pe.ca/photos/original/IPEI_ebiz_CRM.pdf

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Examine the concepts of Customer relationship management which has emerged as an important factor at domestic and international level.	K1,K2
CO2	Summarise the theoretical foundations of relationship marketing identifying the modern areas of research in the field.	K3
CO3	Employ the tools for customer data applying new technologies in the management of customer relationship	K4
CO4	Investigate into the factors influencing the customer loyalty in real world conditions and also measuring the elements of Supplier Relationship	K5
CO5	Recommend different relationship marketing programmes in correlation with CSR	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	3	2	3	3	3	3	-	2.6
CO2	2	3	3	3	1	3	3	3	2	-	2.4
CO3	2	3	3	3	2	3	3	3	3	-	2.3
CO4	1	3	3	3	2	2	3	3	2	-	2.2
CO5	1	3	3	3	3	2	3	3	3	-	2.4
Mean Overall Score											2.38
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5 High	High

Course Coordinator: Dr. Y. Moydheen Sha

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2CC5	Core - V	6	5	25	75	100
Course Title							
ADVANCED INCOME TAX							

SYLLABUS		
Unit	Contents	Hours
I	Agricultural Income – Partly Agricultural Income – Partly Non Agricultural Income - Clubbing of Incomes and Aggregation of Incomes (Problems Only)	18
II	Set-Off and Carry Forward Losses - Deductions out of Gross Total Income (Problems Only)	18
III	Schedule of Rates of Taxes (Old Regime and New Regime u/s 115 BAC) - Computation of Tax Liability - Assessment of Individuals (Problems Only)	18
IV	Assessment of Firms (Including LLP) – Assessment of Companies. (Problems Only)	18
V	Income Tax Authorities - CBDT and its Powers - Assessing Officer – Jurisdiction and Powers - *Assessment and its Types* - Filing of Return of Income - ITR Forms – Due Dates for Filing of Returns - TDS – TCS – Advance Tax - *Interest and Penalties on Late Payment of Advance Tax* (Theory Only)	18
VI	Current Trends (For CIA only): PAN - Tax Calculator - Income Tax Ombudsman - Registration of Taxpayer on E-Filing Website - Documents required to file Income Tax Return.	

..... Self Study (Theory – 20% and Problems – 80%)

Text Book(s):
1. V.P. Gaur & D.B. Narang - Income Tax Law and Practice, Kalyani Publishers, Ludhiana - 51 st Edition - 2023
2. Dr. H.C.Mehrotra & Dr. S.P.Goyal, Income Tax Law & Accounts - Sahitya Bhawan Publications, Agra - 64th Edition - 2023
3. A. Murthy - Income Tax Law & Practice - Vijay Nicole Imprints (P) Ltd, Chennai - 2023
Reference Book(s):
1. Dr. Vinod K. Singhania: Direct Taxes Law and Practice, Taxmann Publication - 68th Edition 2023
2. Dinakar Pagare - Law and Practice of Income Tax - Sultan Chand and Sons - NewDelhi - 2023
3. T.S. Reddy & Hari Prasad Reddy - Income Tax Theory Law & Practice - Margham Publications, Chennai - 2023
Web Resource(s):
1. https://www.incometax.gov.in
2. https://incometaxindia.gov.in/pages/tools/income-tax-calculator.aspx
3. https://incometaxindia.gov.in/pages/about-us/central-board-of-direct-taxation.aspx
4. https://www.indiafilings.com/income-tax

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand Income Tax system properly, and can get the knowledge of different tax provisions. To understand the provisions of agricultural income and their aspects.	K1, K2
CO2	Illustrate the mechanism of carry forward and set off Losses and to compute gross total income of an Individual Assessee after taking into account deduction u/s 80.	K3
CO3	Enable the students to compute the net total taxable income of an individual. Apply different methodologies and employing skills in filing of return of income with ethical and moral values	K4
CO4	Gain familiarity of legal provisions related to direct taxes and acquire skill to compute taxable income and tax liabilities of Firms and Companies.	K5
CO5	Recognize and acquire knowledge about Computation of Income, Submission of Income Tax Return, Advance Tax, TDS, Tax Collection Authorities under the Income Tax Act, 1961	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	3	2	3	2	3	2	3	2.6
CO2	3	3	2	2	3	2	3	2	2	3	2.5
CO3	2	3	3	2	2	3	3	2	3	3	2.6
CO4	3	2	3	2	2	3	3	3	3	2	2.6
CO5	3	3	2	3	2	3	3	3	2	2	2.6
Mean Overall Score											2.58
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. K. VIJAYAKUMAR

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2CC6	Core – VI	6	5	25	75	100
Course Title		INTERNATIONAL BUSINESS					

SYLLABUS		
Unit	Contents	Hours
I	INTRODUCTION TO INTERNATIONAL BUSINESS18 hours International Business – meaning- Features – Scope- International Business Vs Domestic Business- Advantages of International Business – Theories of IB- Modes of Entry- * Stages of Internationalization*	18
II	FOREIGN COLLABORATIONS AND JOINT VENTURES Foreign Collaborations and Joint ventures: Industrial policy and FDI in the world economy – Horizontal and vertical FDI and its advantages – Kinds of collaborations and Joint ventures- Negotiating foreign collaborations and Joint venture – * Restrictive cases in the foreign collaboration /Joint Venture *	18
III	INTERNATIONAL FINANCIAL ENVIRONMENT 18 hours Balance of Payments- Components-Equilibrium Vs Disequilibrium – Measures to correct Disequilibrium - Foreign Exchange Markets- Features - Exchange Rate Systems- Types – Advantages & Disadvantages - International Monetary Fund- Objectives- Functions- - *International Finance Corporations (IFC)*-	18
IV	INTERNATIONAL TRADE POLICIES & TRADE BLOCKS18 hours International trade policies – Instruments- Government intervention-Trade Blocks – Economic Integration – kinds -Integration between Countries – Levels of Integration - Regional Trading Blocks - EU, NAFTA, ASEAN, * SAARC - Implication of Trading Blocks for business*	18
V	REGULATORY FRAME WORK OF WTO18 hours Globalization -Drivers - Obstacles – Merits and Demerits * Factors favoring Globalization* - MNC –Importance and Dominance – World Bank –Structure and Functions – Objectives –WTO – Structure and Functions- WTO and role in world trade.	18
VI	Current Trends (For CIA only) International marketing intelligence and Channels	

***.....* Self - Study**

Text Book(s):
1. P. Subba Rao - International Business Text & Cases, 5 th edition Himalaya Publishing House, Mumbai. 2021 2. Francis Cherunilam - International Trade and Export Management , 21 st Edition, Himalaya Publishing House, Mumbai, 2022.
Reference Book(s):
1. Charles W L Hill, Arun K Jain- International Business, Tata McGraw Hill Education Pvt. Ltd, New Delhi,2014 2. V.K. Aswathappa – International Business, 7 th Edition, Tata McGraw Hill Education Pvt. Ltd, NewDelhi,2020. 3. V.K. Bhalla & S. Shiva Ramu - International Business, Pearson Education, Anmol Publication Pvt. Ltd, New Delhi,2012
Web Resource(s):
1. https://sol.du.ac.in/pluginfile.php/4586/mod_resource/content/1/lesson%201-5.pdf 2. https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf 3. https://internationalaffairsresources.com 4. https://resources.saylor.org/wwwresources/archived/site/textbooks/International%20Business.pdf

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Identifying the factors responsible for emergence of international trade to extend the business across the world	K1 & K2
CO2	Apply the knowledge of trade policy and procedure for Global business	K3
CO3	Analyse the various regulatory frame works of World Trade Organisation which will raise living standards, create jobs and improve people's lives	K4
CO4	Evaluate the systems of Foreign exchange rates and integrate the knowledge of valuations of currencies and their volatility often have important of international trade, the balance of payments and overall economic performance.	K5
CO5	Generalize the knowledge of Foreign Direct Investment in evaluating the world Economy	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	3	2	2	2	2	1	2.3
CO2	3	3	3	2	3	3	2	2	2	1	2.4
CO3	3	2	3	2	3	3	3	2	2	1	2.4
CO4	3	3	3	3	2	3	2	2	2	1	2.4
CO5	3	2	3	3	3	2	3	2	1	1	2.3
Mean Overall Score											2.36
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. Y. MOYDHEENSHA

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2CC7	Core – VII	6	5	25	75	100
Course Title		Operation Research					

SYLLABUS		
Unit	Contents	Hours
I	Operation Research Models – *Applications of Operation Research* – Linear Programming Problems (LPP) – Basic Requirements – Formulation of LPP – Solving of LPP – Graphic Method, Simplex Method (Problems of Maximisation Type Only)	18
II	Transportation Problems –Obtaining Optimal Solution of Transportation Problem– North West Corner Method, *Least Cost Entry Method* , Vogel’s Approximation Method.	18
III	Assignment Problems – Hungarian Method (Minimisation Case) – Maximisation Case in Assignment Problem – Unbalanced Assignment Problem.	18
IV	Sequencing problem – Processing of n jobs through 2 machines – Processing n jobs on 3 machines – Processing n jobs through m machines. Queuing Theory – Probabilistic queuing Models – Poisson exponential single server model with infinite & finite population - Poisson exponential multiple server model with infinite population & finite population.	18
V	Scheduling Techniques – *Basic Components of Network * –Logical Sequencing – Rules of Network Construction - Network Scheduling – Critical Path Analysis (CPM) – Procedure for determining CPM – Programme Evaluation And Review Technique (PERT)- Procedure for development of PERT.	18
VI	Statistical Quality Control (for CIA only) – Meaning, Uses, Techniques of SQC, Control Chart for variables .	

*.....*Self-Study (Marks: Theory 20% and Problems 80%)

Text Book(s):
<ol style="list-style-type: none"> 1. Kanti Swarup, PK. Gupta & Man Mohan, Operations Research, Sultan Chand & Sons, New Delhi, 20th Revised Edition, 2022. 2. Vijay K. Gupta, Bhushan K. Sharma, K. K. Chawla, Operations Research, Kalyani Publishers, New Delhi, 2018. 3. S. Kalavathy, Operations Research, Vikas Publishing House Pvt. Limited, Noida, 2013.
Reference Book(s):
<ol style="list-style-type: none"> 1. S.P. Rajagopalan, R. Sattanathan, Business Statistics and Operations Research, Tata McGraw Hill Education Private Limited, New Delhi, 2018. 2. J K Sharma, Operations Research, Laxmi Publications (P) Ltd., New Delhi, 2016. 3. Debashis Dutta, Statistics and Operations Research, Laxmi Publications (P) Ltd., New Delhi, 2010.
Web Resource(s):
<ol style="list-style-type: none"> 1. http://nptel.iitm.ac.in/video.php?subjectId=112106134 2. http://www2.informs.org/Resources/ 3. http://www.mit.edu/orc/ 4. http://www.universalteacherpublications.com/univ/ebooks/or/ch1/origin.htm

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Know the policies and procedures for optimisation or making most effective utilisation of organisation's resources.	K1, K2
CO2	Apply the tool to determine the units to be transported from supply origin to demand destination taking into consideration the objective of minimizing transportation cost.	K3
CO3	Illustrate and employ the skills to allocate various resources to various activities on one to one basis and reduce the time and cost involved.	K4
CO4	Evaluate situations where there is a choice as to the order in which number of tasks is to be performed.	K5
CO5	Formulate techniques used for planning and scheduling large projects at the same time minimising delays and interruptions.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	3	2	2	2	3	2	2	2	2.2
CO2	2	1	3	2	2	2	3	2	1	2	2.0
CO3	3	2	2	2	3	2	2	3	2	3	2.4
CO4	2	2	1	2	3	2	2	1	2	2	1.9
CO5	3		3	2	1	2	3	2		2	1.8
Mean Overall Score											2.06
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. A. SOPHIA ALPHONSE

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2CC8	Core - VIII	6	5	25	75	100
Course Title RESEARCH METHODOLOGY							

SYLLABUS		
Unit	Contents	Hours
I	Research – Meaning, Definition, Objectives, Types and Significance – Criteria of a good Research – Approaches to Research – Qualities of a Researcher - Problems encountered by researchers in India – Identification, Selection and Formulation of Research Problem - Techniques involved in defining a Research problem – *Review of Literature* .	18
II	Research Design – Meaning, Essentials, and Types – Steps in preparing a Research Design - Factors affecting a Research design – Research Population – Sampling – Methods of Sampling – Determination of Sampling Size – Sampling Error – Methods of Data Collection – Sources of Primary and Secondary Data – * Pilot Study and Pre –Testing*	18
III	Formulation and Testing of Hypotheses – Statistical Tests – Parametric Tests and Non-Parametric Test. Parametric Tests – Meaning – Application of Parametric Test in Research – T-test, F- Test, Z-Test and ANOVA – *Problems in Parametric Tests* .	18
IV	Non-Parametric Tests – Meaning – Application of Non-parametric Test in Research - Chi-Square Test – Mann-Whitney U Test – Kruskal-Wallis H-test – *Differences between Parametric Tests and Non-Parametric Tests* .	18
V	Research Report – Meaning and Types Qualities of Research Report – Layout of the Research Report - Steps in Writing the Research Report - *Presentation and Evaluation of Research Report* – Chapterization – Techniques of Interpretation – Precautions in Interpretation - Plagiarism – Bibliography – Annexure.	18
VI	Current Trends (For CIA only) – Ethics with respect to science and research - Intellectual honesty and research integrity - Scientific misconducts: Falsification, Fabrication and Plagiarism (FFP)	

***.....* Self - Study**

Text Book(s):
<ol style="list-style-type: none"> 1. Research Methodology Methods and Techniques, C.R. Kothari, New Age International (P) Publishers, 2020 2. Research Methodology Techniques and Methods, Acharya S K And Prasenjit Pal, Daya Publishing House, January 2023 3. Research Methodology , R Meenakshi , M Girija , R Cauvery & U K Sudha Nayak, S Chand Publishers, 2016
Reference Book(s):
<ol style="list-style-type: none"> 1. Business Research Methods, Donald R Cooper, Schindler, McGraw Hill Education India, 11th Edition, 2020 2. Statistics Management, Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 2017 3. Statistics for Management, T. N. Srivastava Shailaja Rego, Tata McGraw Hill, 2018
Web Resource(s):
<ol style="list-style-type: none"> 1. https://www.iiium.edu.my/centre/cps/online-materials-for-research-methodology-course 2. https://study.sagepub.com/kumar5e 3. https://alison.com/course/essentials-of-research-methodology

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understanding the nature of problem to be studied and identifying the related area of knowledge.	K1, K2
CO2	Demonstrate the ability to choose methods appropriate to research aims and objectives.	K3
CO3	Collecting data in an organized and controlled manner so as to arrive at valid decisions and develop skills in qualitative and quantitative data analysis and presentation.	K4
CO4	Analyzing data appropriate to the problem and develop advanced critical thinking skills.	K5
CO5	Reviewing literature to understand how others have approached or dealt with the problem.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	3	2	3	2	3	2	3	2.6
CO2	3	3	2	2	3	2	3	2	2	3	2.5
CO3	2	3	3	2	2	3	3	2	3	3	2.6
CO4	3	2	3	2	2	3	3	3	3	2	2.6
CO5	3	3	2	3	2	3	3	3	2	2	2.6
Mean Overall Score											2.58
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. M. MARIMUTHU

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2DE2A	DSE - II	6	4	25	75	100
Course Title INDUSTRIAL PSYCHOLOGY							

SYLLABUS		
Unit	Contents	Hours
I	Industrial psychology: Meaning and definition – Nature of industrial psychology- Role of industrial psychology. Personality: Meaning - *Types* - Factors influencing personality Theories - Determinants of personality. Attitudes: Features – Components - Types –Functions of Attitude	18
II	Perception: Meaning - Elements -Significance – Process - Determinants of perception. Motivation: Meaning - *Benefits* – Types- Process - Theories of Motivation: Theory X and Y- McClelland's need theory - Herzberg's two factor theory-Cultural differences in Motivation	18
III	Decision making: Definition – Nature- Characteristics - Need -Benefits – Functions - Types Group dynamics - Group decision making - Advantages and disadvantages- Process - Effectiveness - Team building - Characteristics of a Team- Steps - *Group Vs Team* .	18
IV	Organizational culture: Definitions – Features – *Components* – Types- Determinants- Functions. Organizational climate: Definition - Features – Elements- Characteristics of good and bad climate - Benefits of a good climate-Organizational culture Vs Organizational climate	18
V	Conflict management: Meaning -Characteristics-Merits and Demerits -Levels - Reasons -Techniques or strategies for managing organizational conflict. Organizational change: Nature – Factors-Resistance to change- *Change agents* - Organizational growth and change	18
VI	Current Trends (For CIA only) Automation and Artificial Intelligence–Integrating work, life, and family– Internet Recruiting	

***.....* Self - Study**

Text Book(s):
1. L M Prasad, Organisational Behaviour ,Sultan Chand & Sons, New Delhi , 5 th Edition 2022 2. UdaiPareek, Understanding Organizational Behaviour, Oxford University Press, England, 4th Edition 2016 3.Ronald.E. Riggio, Introduction to Industrial/Organizational Psychology, Pearson Publication, NewYork, 6th Edition , 2013
Reference Book(s):
1. Steven L. McShane, Mary Ann Von Glinow, Himanshu Rai, Organizational Behavior, Tata Mc Graw Hill, 9 th Edition 2022 2.Gupta C.B, A Textbook of Organisational Behaviour Paperback, S. Chand Publisher, January 2014 3.Shashi K. Gupta & Rosy Joshi, Organisational Behaviour, Kalyani Publisher, 2014
Web Resource(s):
1. https://perpus.univpancasila.ac.id/repository/EBUPT190353.pdf 2. https://india.oup.com/productPage/5591038/7421214/9780199454716 3. https://bdpad.files.wordpress.com/2015/05/fred-luthans-organizational-behavior--an-evidence-based-approach-twelfth-edition-mcgraw-hill-irwin-2010.pdf

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the theoretical frameworks of psychology that can be applied to make an organization more effective and efficient	K1, K2
CO2	Acquire the necessary interpersonal, behavioural and technical skills for application in the work setting	K3
CO3	Analyze the complexities associated with management of the group behaviour in the organization	K4
CO4	Demonstrate how the organizational behaviour can integrate in understanding the motivation behind behaviour of people in the organization	K5
CO5	To Prepare the students to analyse specific strategic human resources demands for future action	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	3	3	3	2	1	2.5
CO2	2	3	3	3	2	3	2	3	2	3	2.6
CO3	3	3	3	3	1	3	3	3	2	3	2.7
CO4	3	2	3	2	3	3	2	2	3	2	2.5
CO5	2	2	3	3	3	3	3	3	3	1	2.6
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. E. Mubarak Ali

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
II	23PCO2DE2B	DSE - II	6	4	25	75	100

Course Title	CONSUMER BEHAVIOUR
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SYLLABUS		
Unit	Contents	Hours
I	Introduction to Consumer Behaviour: Consumer Behaviour – Meaning – Concept – Importance –Evolution - Factors Influencing Consumer Behaviour - * Industrial Buying Behaviour * - Changing Trends-Global Consumer Behaviour-Online buying behaviour.	18
II	Consumer Behaviour & Market Segmentation: Market Segmentation – Criteria for segmentation -Bases – VALS (Values and Lifestyles) –Key Characteristics of VALS - Marketing Communication –Components – Persuasion –* Elements *–Weapons – ELM(Elaboration Likelihood Model).	18
III	Consumer Research Process: Consumer Research – Meaning – Process – Methods - Consumer Needs -Types–Systems–ConsumerMotivation–Process-TypesofMotives–ConsumerAttitude–Introduction - * Models * - Attitude Formation and Change - Consumer Personality: Introduction –Theories of personality –Understanding Consumer Diversity.	18
IV	ConsumerReference&DecisionMaking: GroupDynamicsandConsumerReferenceGroups– Application – Role of family in Decision Making - Social Class and Consumer Behaviour – Lifestyle Profiles - Opinion leadership and Promotional strategies – Diffusion and Adoption – * Stages * –Factors -Decision Making Process-Models of Consumer Buying	18
V	Consumer Behaviour and Society: Societal Marketing Concept - Issues of manipulation and impact on society and children - *Consumer materialism* - knowledge of Consumer behaviour for Public Policy decisions –Marketing Ethics-Consumer Movement-Government Policy and Consumer Protection.	18

..... **Self - Study**

Text Book(s):
1. Consumer Behaviour - Atish Singh–Himalaya PublishingHouse,2016.
2. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India,NewDelhi,2011.
Reference Book(s):
1. Consumer Behavior, Raju M.S ,Vikas Publishing House Pvt.Ltd.,NewDelhi, 2015.
2. LeonG.Schiffman,KanukLeslieLazar, Consumer Behavior, PHIL earning, New Delhi, 2016.
Web Resource(s):
1. http://www.en.wikipedia.org/wiki/consumer.behaviour
2. http://www.springerlink.com
3. https://www.oxfordreference.com/view/10.1093/oi/authority.20110803100135203
4. https://onlinelibrary.wiley.com/doi/abs/10.1002/9781444316568.wiem01033

Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Identify and measure the impact of different factors influencing Consumer Behaviour in the Modern Scenario with reference to change in the Global consumer behaviour	K1, K2
CO2	Summarize the different criteria for Market Segmentation and the relative significance of Consumer Values and Lifestyles based on which consumers can be effectively communicated and product can be positioned successfully	K3
CO3	Interpret the Elements of Consumer Persuasion and to develop a Model form ensuring the Consumer Needs	K4
CO4	Develop and devise a model for Consumer Research to formulate strategies which will help to manage the Consumer Personality and Attitude and to evaluate the significance of Group Dynamics explaining the different stages of Consumer Buying Decision Process	K5
CO5	Assess the Social Impact of Consumer Behaviour Strategy and to appraise the Consumer awareness regarding their Protection	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	2	3	3	3	2	1	2.5
CO2	2	3	3	3	2	3	2	2	2	3	2.6
CO3	2	3	3	3	1	3	3	3	2	3	2.7
CO4	3	2	2	2	3	3	2	2	2	1	2.5
CO5	2	2	3	3	1	3	3	3	2	1	2.6
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. M. Habeebur Rahman

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	23PCO3CC9	Core – IX	6	5	25	75	100
Course Title		DATA ANALYTICS FOR FINANCE					

SYLLABUS		
Unit	Contents	Hours
I	Financial Statement Analysis: Income Statement, Balance Sheet, Cash Flow Statement, Understanding the Financial Statements and their interlinking, Financial Ratios, Ratio Analysis. Time Value of Money: Present Value (single and multiple cash flows), Future Value (single and multiple cash flows), Annuity, Perpetuity, Growing Annuity. Application: Loan Amortization, *Compounding the interest rate*(Problems only)	18
II	Analysis of Bonds & Long-Term Financing: Valuation of Bonds, Analysis of Risk in Bond including Duration and Convexity. Basic Portfolio Analysis: Return, Risk, Risk Premium, Markowitz Portfolio Theory (two-assets and multi-assets portfolio), Minimum Variance Portfolio, Efficient Frontier, *Capital Market Line*(Theory only)	18
III	Valuation of Equity and Firm/Business: Dividend Discount Model, Return On Equity, Cost of Equity (Gordon-Growth Model). Security Market Line (CAPM) (Cost of Equity), Analysis of Beta, Weighted Average Cost of Capital (WACC). Free Cash Flow to Equity (FCFE), Free Cash Flow to the Firm (FCFF), Discounted Cash Flow Approach to Equity and Business Valuation. *Relative Valuation Approach to Valuation*(Problems & Theory)	18
IV	Capital Structure Analysis: Modigliani-Miller Theorem (with and without taxes)- Financial Distress and Cost of Financial Distress- Static trade-off Theory, Pecking Order Theory and *Windows of Opportunity Theory* Leasing: Operating lease and financial lease (Problems & Theory)	18
V	Capital Budgeting Analysis: Net Present Value, Internal Rate of Return (IRR), Payback period. Financial Derivatives: Basics of Forward and Future-Basics of Option-Option Trading Strategies. (Problems & Theory)	18
VI	Current Trends (For CIA only) Value-at-Risk Estimation and Back Testing: Historical Simulation-Simple Variance Based Approach-Risk Metrics- *Monte Carlo Simulation* Decision Tree: Decision Tree Analysis (Problems & Theory)	

*.....*Self - Study Portion (Marks: Theory 40% and Problems 60%)

Text Books:
1. Dr. S. N. Maheswari - Management Accounting – Sulthan Chand & Company, New Delhi, 2022. 2. Dr. S. N. Maheswari – Financial Management – Sulthan Chand & Company, New Delhi, 2022.
Reference Books:
1. A. Murthy – Financial Management – Margham Publications, Chennai, 2021. 2. Prasanna Chandra – Financial Management Theory & Practice – Tata McGraw Hill, New Delhi, 2022. 3. I. M. Pandey – Financial Management – Vikas Publishing House, New Delhi, 2021. 4. Dr. M. Sheik Mohamed, Dr. E. Mubarak Ali & Dr. M. Abdul Hakkeem – Management Accounting, Raja Publications, 2019. 5. Khan & Jain – Theory and problems of Management Accounting, Tata McGraw – Hill, 2022 6. R. S. N. Pillai & V. Bagavathi - Management Accounting, S. Chand & Co Ltd, New Delhi, 2022. 7. T. S. Reddy & Y. Hari Prasad Reddy - Management Accounting, Margham Publications, Chennai 2022.

Web Resources:

1. http://eslm.lpude.in/management/mba/term_2/DMGT405_FINANCIAL%20MANAGEMENT.
2. [http://eslm.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING FOR MANAGERS](http://eslm.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS)

Course Outcomes

Upon successful completion of this course, the student will be able to:

CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Discuss the Time Value of Money, Financial Statement Analysis and their interlinking.	K4
CO2	Describe the Analysis of Bonds & Long-Term Financing and Basic Portfolio Analysis.	K4
CO3	Evaluate the Valuation of Equity and Firm and its applications.	K5
CO4	Apply Capital Structure Analysis, Capital Budgeting Analysis and Decision Tree Analysis to the firm.	K5
CO5	Assess the tools of Financial Derivatives, Value-at-Risk Estimation and Back Testing and Leasing.	K5

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	3	2	2	2	3	2	2.5
CO2	3	2	2	2	1	2	2	2	3	2	2.1
CO3	3	3	2	3	2	2	2	1	2	1	2.1
CO4	3	2	3	2	3	1	1	2	2	3	2.2
CO5	2	1	2	3	2	2	2	2	2	3	2.1
Mean Overall Score											2.2
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S.GOPI

Semester	Course Code	Course Category	Hours / Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	23PCO3CC10	Core - X	6	5	25	75	100
Course Title HIGHER CORPORATE ACCOUNTING							

SYLLABUS		
Unit	Contents	Hours
I	Valuation of Goodwill – Valuation of Shares – Accounting Standards – Objectives – Need & Significance – Accounting Standards in India – Indian Accounting Standards – *International Accounting Standards* .	18
II	Final Accounts of Companies as per Companies Act, 2013 – Important Features - Profit & Loss Statement (Part II of Schedule-III) - Balance Sheet – (Part I of Schedule-III) - Forensic Accounting – Application of Forensic Accounting – Techniques – *Difference between Forensic Accounting and Audit* .	18
III	Liquidation – Statement of Affairs and Deficiency Accounts – Liquidator's Final Statement of Account- Accounting for Price Level Changes - Limitations of Historical Accounting- *Inflation accounting at National and International Levels* – Methods of Inflation Accounting.	18
IV	Insurance Company Accounts - *Types of Insurance–Features of Insurance–IRDA – Duties, Powers and Functions* - Preparation of Final Accounts of Insurance Companies (New Format). Human Resource Accounting – Meaning & Definition – Objectives – Valuation of Human Resources – Methods.	18
V	Double Accounts System – *Advantages and Disadvantages – Double Account System Vs Double Entry System* - Final Accounts of Electricity companies - Social Responsibility Accounting – Objectives – Approaches and Methods – Preparation of Social Income Statement and Balance Sheet -	18
VI	Current Trends (For CIA only) Financial Reporting – Objectives – Characteristics - Financial Reporting Practices in India.	

*** * Self – Study Portion (Marks: Theory - 20% and Problems - 80%)**

Text Book(s):
1. Gupta R. L. & Radhaswamy M. (2021), “Corporate Accounting – Volume I & II”, 14th Edition, Sultan Chand & Sons, New Delhi. 2. Maheshwari S. N., Sharad K. Maheshwari & Suneel K. Maheshwari, (2022), “Advanced Accountancy - Volume I & II”, 11th Edition, Vikas Publishing House Pvt. Ltd., New Delhi. 3. Jain S. P., Narang K. L., Simmi Agrawal and Monika Sehgal (2019), “Advanced Accountancy - Corporate Accounting – Volume - II”, 22nd Edition, Kalyani Publishers, New Delhi.
Reference Book(s):
4. Arulanndam M.A & Raman K.S., (2021), “Advanced Accounting (Corporate Accounting – II)”, 8th Edition, Himalaya Publishing House Pvt Ltd, Mumbai. 5. Shukla M C, Grewal T S and Gupta S C, (2022), “Advanced Accounts Volume II”, 19 th Edition, Sultan Chand & Sons, New Delhi. 6. Gupta R. L., (2022), “Problems and Solutions in Company Accounts”, 2 nd Edition, Sultan Chand & Sons, New Delhi. 7. Reddy T. S. & Murthy A., (2022), “Corporate Accounting – Volume I & II”, 17 th Edition, Margham Publications, Chennai.
Web Resource(s):
1. https://resource.cdn.icai.org/66550bos53754-p1-cp9.pdf 2. https://resource.cdn.icai.org/66545bos53754-p1-cp4.pdf 3. https://resource.cdn.icai.org/66638bos53803-cp1.pdf 4. http://ppup.ac.in/download/econtent/pdf/MBA%201st%20sem%20Lecture%20note

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand the Methods of Valuation of Goodwill, Shares and the applicability of the Indian and International Accounting Standards.	K1,K2
CO2	Apply the provisions of Companies Act 2013 in the preparation of final accounts of companies as per Schedule III and to know the concepts of Forensic Accounting.	K3
CO3	Identify the methods of Liquidation of Companies and Accounting for Price Level Changes.	K4
CO4	Employ the IRDA Regulations in the preparation of final accounts of Insurance companies and Human Resource Accounting.	K5
CO5	Examine the Double Accounts System for Electricity companies Social Responsibility Accounting	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	3	2	3	3	2	2.6
CO2	3	3	3	2	2	2	3	2	3	2	2.5
CO3	3	3	3	2	2	3	3	3	3	1	2.6
CO4	3	2	3	3	2	3	3	2	3	2	2.6
CO5	3	3	3	2	3	3	3	3	2	2	2.7
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5 High	High

Course Coordinator: Dr. M. SIRAJUDEEN

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	23PCO3CC11P	CORE - XI	6	4	20	80	100
Course Title		STATISTICAL TOOLS FOR RESEARCH - PRACTICAL					

SYLLABUS		
Unit	Contents	Hours
I	Data handling: open SPSS data file – save – import from other data source – data entry – Coding of Data – Data Values –insert variables and cases – merge variables and cases.	15
II	Data handling: Split – select cases – Changing the Data Types – Compute Reliability Test (Cronbach Alpha) –Changing column –font style and sizes	15
III	Diagrammatic representation: Simple Bar diagram – Percentage diagram - Pie Diagram – Frequency Table – Histogram – Scatter diagram – Boxplot.	15
IV	Descriptive Statistics - Mean, Median, Mode, SD- Skewness- Kurtosis. Correlation – KarlPearson’s and Spearman’s Rank Correlation , Regression analysis: Simple and Multiple Regression Analysis	20
V	Testing of Hypothesis: Parametric – One sample – Two sample Independent t – test – Paired t –test. Non – parametric: One sample KS test- Mann-Whitney U test – Wilcoxon Signed Rank test -Kruskal Wallis test – Friedman test- Chi-square test. Analysis of variance: One way and Two wayANOVA	25

***.....* Self – Study Portion**

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Acquire practical knowledge in Statistical Package for Social Science (SPSS)	K1,K2
CO2	Understand basic functions of statistical software package for managing variables and generate descriptive statistics to describe the data and analyze data through graphs and charts.	K3
CO3	Identify relationships between variables and develop models for predicting dependent variables on the basis of independent variables.	K4
CO4	Acquire the skill to perform Descriptive, Correlation and Regression Analysis.	K5
CO5	Analyse the statistical tools using Parametric and Non Parametric Test.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	2	3	3	2	2	2	2.4
CO2	3	3	3	2	2	3	3	2	3	2	2.6
CO3	3	3	2	3	2	2	2	2	3	2	2.4
CO4	2	2	2	3	2	2	2	2	2	3	2.2
CO5	3	2	2	2	3	3	2	2	2	3	2.4
Mean Overall Score											2.4
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. BASHEER AHAMED

Semester	Course code	Course Category	Hours/Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	23PCO3CC12	CORE-XII	6	5	25	75	100
Course Title		Securities Analysis & Portfolio Management					

SYLLABUS		
Unit	Contents	Hours
I	Investment and Environment: Introduction to Investment: Meaning-Investment and Speculation -Factors of Sound Investment-Relevance of Investment Analysis-Investment Decision Process- Financial Markets: Financial System-Financial Markets-Financial Instruments-* Players and Participation in Financial Markets* .	18
II	Securities Market in India: Indian Capital Market-Meaning and Types – Regulatory Framework of Securities Market: Securities Contract Act,1956 and SEBI-Types of Securities in Indian Capital Market-Trading Procedure at the Stock Exchange-* Global Listing of SENSEX and NIFTY* - Mutual Funds: Features and Characteristics-Mechanism-Benefits-Mutual Fund Schemes-SIP-SWP-STP-* Emerging Trends in Mutual Funds in India. *	18
III	Fundamental and Technical Analysis: Fundamental Analysis: Meaning - Economic Analysis: Variables and Techniques for Economic Analysis- Economic Forecasting-Industry Analysis: Key Factors in Industry Analysis-Industry Life Cycle-SWOT Analysis- Company Analysis: Sources of information- Difference between Fundamental and Technical Analysis- Technical Analysis: Basic Tools Dow Theory -Elliott Wave Theory-Price and Volume Charts-* Price Pattern Analysis-Indicator Analysis-Market Indicators*	18
IV	Risk -Return Analysis in Investment: Risk: Meaning-Concept-Sources of Risk -Types of Risk-Risk Aversion-Measurement of Risk-Risk Version and Utility Function- Return: Meaning-Concept - Measuring return from Historical Data-Return and Foreign Exchange Risk-Determinants of Required Rate of Return,	18
V	Portfolio Theory: Portfolio Selection and Portfolio Management: Diversification -Portfolio Management-Return and Risk in the Context of Portfolio-Multi Security Portfolio-Portfolio Theory: Markowitz Model-Capital Market Theory-Sharpe Optimization Model-Capital Assets Pricing Model (CAPM) Security Market Line (SML)-Arbitrage Pricing Theory (APT)-Portfolio Evaluation: Factors-* Measures of Performance. *	18
VI	Current Trends (For CIA only) -Assets Based Securities(ABS)-Mortgage Based Securities(MBS)-Investment in Real Assets-Collateralized BEBT Obligations.	

..... **Self – Study Portion**

Text Books recommended
1. Rustagi RP (2022), “Investment Analysis and Portfolio Management”, 5th Edition, Sultan Chand & Sons, New Delhi
2. Prasanna Chandra (2021), “Investment Analysis and Portfolio Management”, 6th Edition, McGraw Hill, Noida, UP
3. Bhalla V.K. (2019), “Investment Management”, 19th Edition, S. Chand & Co. Ltd., New Delhi
Books for reference:
1. Donald E. Fischer, Ronald J. Jordan, Ashwini. K. Pradhan (2018), “Security Analysis Portfolio Management”, 7thEdition, Pearson
2. V.A. AVADHANI (2016), “Securities Analysis and Portfolio Management”, 12thEdition, Himalaya Publishing House, Mumbai
3. Ranganathan M. and Madhumathi R(2012), “Security Analysis and Portfolio Management”,2ndEdition., Pearson,
4. Punithavathy Pandian (2019), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Mumbai

5. Subrata Mukherjee (2021), “Security Analysis and Portfolio Management”, Vikas Publishing, New Delhi.

Web references:

1. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_SAPM_Lecture_Notes.pdf
2. <https://www.studocu.com/in/document/galgotias-university/equity-portfolio-management/portfolio-management-lecture-notes-1-10/17701348>
3. <https://www.educba.com/fundamental-analysis-vs-technical-analysis>

Course Outcomes

CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Examine investment options and structure a portfolio	K1,K2
CO2	Understand the modus operandi of Stock market and regulatory framework of SEBI.	K3
CO3	Examine stock performance through fundamental and technical analysis	K4
CO4	Study the various Portfolio Theories.	K5
CO5	Evaluate the portfolio performance.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	3	2	2	3	3	2	3	2	2.6
CO2	2	3	2	2	2	3	3	2	3	3	2.5
CO3	3	3	2	3	3	3	3	2	3	2	2.7
CO4	3	2	3	2	2	2	3	2	3	3	2.5
CO5	3	3	3	2	2	3	3	2	3	3	2.7
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
>1.5 and 2.5	Medium
>2.5 High	High

Course Co-Ordinator: Dr. G. PASUPATHI

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	TOTAL
III	23PCO3DE3A	DSE – III	6	4	25	75	100
Course Title		INDUSTRIAL LAWS & CSR					

SYLLABUS		
Unit	Contents	Hours
I	The Factories Act, 1948 [as amended by the Factories (Amendment) Act, 1987]: Objectives – Health, Safety and Welfare measures – Working Hours – Overtime - Holidays – Annual Leave with Wages - *Employment of Women and Young Persons*. The Industrial Disputes Act, 1947 [as amended through the Industrial Disputes (Amendment) Act, 2010]: Objectives – Authorities for Prevention and Settlement of Industrial Disputes - Conciliation – Adjudication – Arbitration – Award and Settlement – Strike and Lockout – Layoff, Retrenchment and Closure.	18
II	The Trade Unions Act, 1926 [as amended by the Trade Unions (Amendment) Act, 2001]: Objectives – Registration of Trade Unions – Cancellation of Registration – Appeal - Duties and Liabilities of a Registered Trade Union - Rights and Privileges. The Payment of Wages Act, 1936 [as amended through the Payment of Wages (Amendment) Act, 2017]: Objectives & Enforcement – Rules for Payment of Wages – Deductions from Wages – Appeals - Penalty for Offences. The Minimum Wages Act, 1948: Objectives – Fixation and Revision of Minimum Wages – Advisory and Central Advisory Board - Payment of Minimum Wages – Inspectors – Claims – *Offences and Penalties*.	18
III	The Employees’ State Insurance Act, 1948 [as amended through the Employees’ State Insurance (Amendment) Act, 2010]: Objectives – Administration of ESI Scheme - ESI Corporation - Standing Committee - Medical Benefit Council – Officers and Staff – Inspectors – ESI Fund – Rules regarding Contribution – Benefits – ESI Court – Constitution - Powers. The Payment of Bonus Act, 1965 [as amended through the Payment of Bonus (Amendment) Act, 2015]: Objectives – Eligibility and Disqualification for Bonus – Determination of Bonus – Available Surplus and Allocable Surplus – Set On and Set Off Rules – *Payment of Bonus by New Establishments*.	18
IV	The Employees’ Provident Fund & Miscellaneous Provisions Act, 1952 [as amended through the Employees’ Provident Fund & Miscellaneous Provisions (Amendment) Act, 1996]: Objectives – EPF Schemes – Employees’ Pension Fund Scheme and Fund - Administration of the Schemes – Determination of money due from employers - Recovery – EPF’s Appellate Tribunal. The Employee’s Compensation Act, 1923 [as amended through Employee’s Compensation (Amendment) Act, 2017]: Objectives – Employer’s Liability for Compensation – Amount of Compensation – Distribution of Compensation – *Notice and Claim*.	18
V	Legal Framework of CSR in India: Meaning and Definition – Section 135 of the Companies Act, 2013 - Scope for CSR Activities under Schedule VII - Role of Board of Directors - Computation of Net Profits - CSR Committee: Composition and Functions – CSR Policy - CSR Implementation – Applicability to Newly Incorporated Companies and SMEs – *Provisions relating to Treatment of Unspent Amount, Surplus and Excess Spending*. Recent Developments in CSR in India: Digitization of CSR – Inclusion of COVID-19 Relief Measures in CSR – Introduction of National Guidelines on Responsible Business Conduct (NGRBC) – Social Entrepreneurship – Impact Assessment – Annual Business Responsibility Report (ABRR) - Business Responsibility Reporting Framework (BRRF).	18

VI	Current Trends (For CIA only): The New Labour Codes: The Code on Wages, 2019; The Occupational Safety, Health, and Working Conditions Code, 2020; The Industrial Relations Code, 2020; The Social Security Code, 2020 – Acts Subsumed and Highlights of each Code.
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***.....* Self – Study**

Text Book(s):	
1. N.D. Kapoor, “Elements of Industrial Law”, Sultan Chand & Sons, New Delhi, 2021. 2. Taxmann, “Labour Laws”, Taxmann Publications (P) Ltd, New Dehi, 2022	
Reference Book(s):	
1. S.N. Mishra, “Labour and Industrial Laws”, Shree Ram Law House, Delhi, 2019. 2. CS Rajesh Lohia, “Corporate Social Responsibility (CSR) Activities & Projects Under the Companies Act, 2013”, XcessInfostore Private Limited, 2017	
Web Resource(s):	
1. https://labour.gov.in/ 2. https://icmai.in/upload/Students/Syllabus2022/Inter_Stdy_Mtrl/P5_new.pdf 3. https://icmai.in/upload/Students/Supplementary/Dec2018/P17_CSRR.pdf 4. https://www.icsi.edu/media/webmodules/Guidance_Note_on_CSR_Final.pdf 5. https://onlinecourses.nptel.ac.in/noc22_1w05/preview 6. https://labour.gov.in/sites/default/files/labour_code_eng.pdf 7. https://www.clearias.com/labour-code/ 8. https://www.mca.gov.in/Ministry/pdf/NationalGuideline_15032019.pdf 9. https://www.pwc.in/assets/pdfs/publications/2013/handbook-on-corporate-social-responsibility-in-india.pdf 10. https://taxguru.in/company-law/complete-understanding-corporate-social-responsibility.html	

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Identify and implement the legal framework of the Factories Act and the Industrial Disputes Act in an industrial establishment.	K1, K2
CO2	Examine and explain the legal provisions of the Payment of Wages Act and the Minimum Wages Act.	K3
CO3	Summarize the legislations relating to the ESI Act and the Payment of Bonus Act.	K4
CO4	Review the contents of the EPF Act and the Employee’s Compensation Act	K5
CO5	Relate and adapt to the legal framework of CSR in India.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	2	2	3	2	1	2	2	2	1	2	1.9
CO2	2	2	3	2	1	3	2	2	1	2	2
CO3	3	3	3	2	2	2	2	2	2	2	2.3
CO4	2	3	3	3	2	3	2	2	2	2	2.4
CO5	3	3	3	2	2	3	2	2	2	2	2.4
Mean Overall Score											2.2
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. A. MEHATHAB SHERIFF

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
III	23PCO3DE3B	Discipline Specific Elective – III	6	4	25	75	100
Course Title		Brand Management					

SYLLABUS		
Unit	Contents	Hours
I	Brand: Introduction – Meaning - Characteristics – Branding: Challenges - Opportunities - Brand Equity - * <i>Customer Based Brand Equity</i> * - Brand Loyalty - Brand Awareness - Brand Image Constellation.	18
II	Identifying and Establishing Brand Positioning: Position or Perish – Brand Positioning - Advertising Persuasion - * <i>Unique Selling Proposition</i> * – Brand Image and Personality.	18
III	Brand Management: Brand Building and Positioning – Measuring Brand Performance - Designing Brand Marketing Programmes - * <i>Branding in Retail Business</i> * - Role of Own Label – Emerging Trends in Brand Management.	18
IV	Management of Sales Promotion: Importance - * <i>Need for Sales Promotion</i> * - Planning for Consumer Schemes and Contests - Different Types of Consumer Schemes.	18
V	Strategic Brand Management Process: Planning and Implementing Brand Marketing Programs - Measuring and Interpreting Brand Performance - Growing and Sustaining - * <i>Evolution of Brands</i> *	18
VI	Current Trends (For CIA only) – Contemporary developments related to the course during the semester concerned.	

* * **Self – Study**

Text Book(s):
1. K.L. Keller, Strategic Brand Management – Trans Atlantic, Pearson Publications 2012. 2. Dr. S. L. Gupta, Himalaya Publications House 2019, New Delhi 110002.
Reference Book(s):
1. Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House 2004 New Delhi 110002. 2. Y.L.R. Murthy, Brand Management - Indian Cases, Vikas Publication, Chennai 600029
Web Resource(s):
1. www.brandextension.org 2. www.managementstudyguide.com 3. www.nielsen.com

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Demonstrate the nature and process of brand, branding and identify the customer based brand equity	K1,K2
CO2	Formulate and justify brand development of positioning, advertising and identifying the images of brand personality	K3
CO3	Understand the building, measuring and identify the trends in brand management	K4
CO4	Evaluate the scope of brand management activity analyse the other business areas	K5
CO5	Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	2	3	3	2	2	2	3	2	2.5
CO2	3	2	2	2	1	2	2	2	3	2	2.1
CO3	3	3	2	3	2	2	2	1	2	1	2.1
CO4	3	2	3	2	3	1	1	2	2	3	2.2
CO5	2	1	2	3	2	2	2	2	2	3	2.1
Mean Overall Score											2.2
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. Y.RAZEETH KHAN

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
IV	23PCO4CC13	Core - XIII	6	6	25	75	100
Course Title		STRATEGIC MANAGEMENT					

SYLLABUS		
Unit	Contents	Hours
I	Strategy and Strategic Management – Concept - Relevance and Benefits - Levels of Strategy - Strategic Management Process- Phases of Strategic Management - Approaches to Strategic Decision Making - Strategic Intent – Vision, Mission, Goals and Objectives - Strategy and Corporate Governance, *Challenges in Strategic Management in Global Economy*	18
II	Strategy Formulation: Concept of environment - Environmental sectors - Environmental scanning - Organizational appraisal – Competence vs. Capability - Techniques for organizational appraisal - Industry and Competition Analysis - *Strategic alternatives at corporate level*	18
III	Strategic Choice: Corporate Level Strategies - Stability Strategy – BCG portfolio model - Generic strategies - Expansion strategies – Ansoff Matrix, Integration Strategies, Diversification Strategies - Cooperative Strategies - Retrenchment Strategies - *Strategic Analysis and Choice*	18
IV	Strategic Management Analysis: Strategy Analysis and Choice - SWOC Analysis - Critical Success Factors(CSF) and Value Chain Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - PEST analysis - Balance Score Card - *Case study* - TOWS Matrix- Portfolio Analysis - BCG, GE and ADL Matrix	18
V	Strategy Implementation and Control : Nature - Barriers and Inter relationship - Structural Implementation - Functional and Operational Implementation - Behavioural Implementation - Resource Mobilization and Allocation - Strategic Evaluation and Control: Concept - Role - Barriers - Control Process - *Techniques of Strategic Evaluation and Control*	18
VI	Current Trends (For CIA only)Strategic Issues: Managing Technology and Innovation - Strategic leadership across the organisations - Strategies for Internet Economy	

***.....* Self - Study portion**

Text Book(s):
1. Francis Cherunilam, Strategic Management, Himalaya Publishing House, Mumbai, 2016 2. AzharKazmi& Adela Kazmi, Strategic Management and Business Policy, TataMcGraw Hill, New Delhi, 2015 3. Dr.S.Sankaran, Strategic Management, Margham Publication, Chennai, 2012
Reference Book(s):
1. Jeyarathanam M., “Strategic Management” 7 th Edition, Himalaya Publishing House Pvt. Ltd, Mumbai, 2021 2. ICAI Study Material for Paper 7: Enterprise Information Systems & Strategic Management, 2017. 3. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen, J., David Hunger, Alan N. Hoffman, Charles E. Bamford and PurvaKansal, Pearson Education India, Noida, 2018
Web Resource(s):
1. https://archive.nptel.ac.in/courses/110/108/110108047/ 2. https://onlinecourses.swayam2.ac.in/imb19_mg08/preview 3. https://iimbx.iimb.ac.in/strategic-management/

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Identify the factors affecting the formulation of strategies in the current scenario	K2
CO2	Apply the Strategic Analysis in Corporate sectors	K3
CO3	Employ the different strategies at various levels of the organisation	K4
CO4	Evaluate and choose the successful implementation of a strategy which suits the real world business situations	K5
CO5	Develop solutions for strategic issues which leads to Strategy Development	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	3	2	3	2	3	2	3	2.6
CO2	3	3	2	2	3	2	3	2	2	3	2.5
CO3	2	3	3	2	2	3	3	2	3	3	2.6
CO4	3	2	3	2	2	3	3	3	3	2	2.6
CO5	3	3	2	3	2	3	3	3	2	2	2.6
Mean Overall Score											5.8
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. K. HALIMUNNISA

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
IV	23PCO4CC14	Core - XIV	6	5	25	75	100
Course Title		PROJECT FINANCE					
SYLLABUS							
Unit	Contents						Hours
I	Project Identification & Formulation - Concept - Overview of project finance, project life cycle and its impact on the feasibility - Project Identification and Formulation - *Different types of projects under BMRED (Balancing, Modernization, Replacement, Expansion and Diversification)* - Macro parameters in project selection - Different considerations for project under private, public and joint sectors - Project formulation: preparation of project profile, project report: DSCR - Broad criteria for pre-investment decisions.						18
II	Project Appraisal - Different types of appraisal - Technical, Economic, Organizational and Managerial, Commercial and Financial - *Financial techniques for project appraisal and feasibility* - Discounted cash flow and non-discounted cash flow methods - Social cost benefit analysis and economic rate of return - Non-financial justification of project appraisal.						18
III	Project Risk Analysis - Risk Analysis in Capital Investment Decisions - Concept of Risk - Types of Risk - Measurement of Risk - *Method of Incorporating Risk into Capital Budgeting* - Monte Carlo Simulation - Deal structuring through risk identification, assessment and mitigation - Managing Project Risks.						18
IV	Project Financing - Pattern of financing - Sources of finance - Conventional and alternative finance - Impact of taxation - Public loans - Government Schemes-Subsidies, CGTMSE - Foreign aid - Public sector project financing - Role of tax planning in project financing - Loan Syndication - Various debt instruments and innovative Structures - Equator principles - securitizing project loans - *PPP Models of Project Finance - PPP and CPPP models* - Management Agreements - Leasing, DBO, BOT, BOO, Privatization - Infrastructure Project Financing.						18
V	Global Projects - Issues - World Bank Project Reports - Project Initiation and Resource Allocation - *Importance of Economic Allocation of Resources* - Process of Resource Allocation at the Corporate Level, at Business Unit Level - Political and Currency Risk Analysis.						18
VI	Current Trends (For CIA only) - Net zero economy, Carbon capture and storage (CCS) technologies, Environmental, Social and Governance(ESG)						

..... **Self – Study**

Text Book(s):
1. Machiraju H.R., Project Finance, Vikas Publishing House, New Delhi
2. Chandra Prasanna, “Projects”, McGraw Hill Education, 9 th Edition, 2019.
3. Kesava Rao, P.C, Project Management and Control, Sultan Chand and Sons, New Delhi, 2017
Reference Book(s):
1. Finnerty, John, “Project Financing: Asset Based Financial Engineering”, 3 rd Edition, Wiley and Sons Inc., 2013.
2. Mun, Jonathan, “Applied Analytical Project Management”, Liper Press, 2020.
3. Srivastava Vikam and Rajaram V, “Project and Infrastructure Finance: Corporate Banking Perspective”, Oxford University Press, 2017.
Web Resource(s):
1. https://practiceguides.chambers.com/practice-guides/project-finance-2022/india/trends-and-developments
2. https://practiceguides.chambers.com/practice-guides/project-finance-2022/india/trends-and-developments
3. https://www.studocu.com/row/document/meru-national-polytechnic/management/project-financing-lecture-notes/26457818

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Implementing the Project Identification and its Formulation	K3
CO2	Understand the evaluation methods relating to project Appraisal	K2
CO3	Assess different kinds of project risks while structuring the deal	K5
CO4	Categorising the various sources of finance and its models	K4
CO5	Collaborating the globally appraised project and the various process associated with the project reports	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	2	1	3	3	2	3	1	2.3
CO2	2	2	3	2	1	3	3	2	3	2	2.3
CO3	3	2	3	2	-	3	3	2	2	1	2.1
CO4	3	3	2	2	1	3	3	2	2	2	2.3
CO5	1	3	3	1	1	3	3	2	2	1	2.0
Mean Overall Score											2.2
Correlation											Medium

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. K. INDUMATHI

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
IV	23PCO4CC15P	CORE - XV	6	5	20	80	100
Course Title		DIGITAL MARKETING - PRACTICAL					

SYLLABUS		
Unit	Contents	Hours
I	Website Planning Process: Internet - Understanding domain names & domain extensions - Different types of websites - Booking a domain name & web hosting - Adding domain name to web Server - Adding webpages & content -Adding Plugins Building website using CMS in Class - Identifying objective of website - Deciding on number of pages required - Planning for engagement options - Landing Pages & Optimization - Creating blueprint of every webpage.	15
II	Search Engine Optimization: Introduction to SEO - How do Search Engines work? - Organic Search vs. Paid Search Results - Keyword Research - On-Page SEO : HTML Basics - On-page SEO Elements Technical SEO -Mobile SEO - Schema Mark-up - Off-Page SEO : Link Building -Social SEO -Local SEO -Backlink Audits using SEMrush - SEO Audit, Tools, Measurement: SEO Audits - Algorithm Updates - Measurement with Google Analytics - SEO Resources, Careers in SEO.	20
III	Search Engine Marketing: Introduction to Paid Marketing - Ad Formats & Ad Extensions - Ad Groups and Keywords setup - Ad Rank, Quality Score Optimization - Bidding strategies & Conversion Tracking - Display Ads Campaigns - Dynamic search campaigns - Google Ads (Google AdWords) account and billing settings - Google Ads (Google AdWords) tools - Mobile Apps Marketing - PPC Campaign Setup - Remarketing campaigns - Shopping Campaigns - Types of Campaigns - Video Marketing	20
IV	Social Media Marketing & Social Media Optimization: Social Media Platforms for Marketing: Facebook – Instagram – X (Formerly Twitter) - YouTube – Pinterest – Linked In. - Email Marketing: Email Marketing - Basic terminology in email marketing - Email Marketing Software's - Building subscriber lists - Designing Newsletters - Types of Campaigns.	20
V	Google Ad sense & Affiliate Marketing: Adsense - How to get approved for adsense - Cool trick to get adsense approval by Google - Using your adsense account interface - Placing ads on your blog - Affiliate Marketing - Types of Affiliate Marketing - Making Money using Affiliate Marketing - Popular Affiliate Networks - Freelancing Business Strategies	15

Text Book(s):
1. Satinder Kumar, Digital Marketing, Taxmann Publications, New Delhi, 2023 2. Seema Gupta, Digital Marketing, Tata McGraw Hill, New Delhi, 2022
Reference Book(s):
1. Ryan Deiss and Russ Henneberry, “Digital Marketing for Dummies”, Wiley Publications, 2020 2. Puneet Singh Bhatia, “Fundamentals of Digital Marketing”, Pearson Publishers, 2023
Web Resource(s):
1. https://www.simplilearn.com/tutorials/digital-marketing-tutorial/what-is-digital-marketing 2. https://rockcontent.com/blog/what-is-digital-marketing/

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Understand about website, domains and hosting to prepare own website	K1, K2
CO2	Apply the practical aspects of Search Engine Optimization	K3
CO3	Analyse how Search Engine Marketing (SEM) skills will help to drive website traffic, reach target audiences, build brand awareness and optimize digital presence.	K4
CO4	Discover and promote new ideas and information by the way of creating various social media accounts, social media campaign and blogs / vlogs	K5
CO5	Build a blog or a website through AdSense and affiliate marketing to generate revenue.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	3	3	2	3	3	2	3	2	2.6
CO2	3	3	3	2	3	3	3	2	3	2	2.7
CO3	3	3	2	3	2	2	2	2	3	2	2.4
CO4	2	3	2	3	2	2	2	3	2	3	2.4
CO5	2	2	3	2	2	3	2	2	2	3	2.3
Mean Overall Score											2.5
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. M.H.N. BADHUSHA

Semester	Course Code	Course Category	Hours / Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
IV	23PCO4DE4A	Discipline Specific Elective - IV	6	4	25	75	100
Course Title		Logistics & Supply Chain Management					

SYLLABUS		
Unit	Contents	Hours
I	Logistics: Concepts – Evolution – Types – Role & Functions – Principles – Classification – Logistics Management: Concepts – Nature & Scope – *Importance* – Operating Objectives – Functions - Merits & Demerits.	17
II	Customer Service: Definition – Features - *Elements* – Components – Importance - Procurement Outsourcing: Definition – Types – Contract Lifecycle Management - Benefits – Critical Issues.	17
III	Key Logistics Activities: Logistics Management Cycle - Warehousing: Meaning – Benefits – Transportation: Classification – Courier/Express: Guidelines and its Category – *Pricing in Courier* – Logistics & Technology: Role of Logistics Information System –Electronic Data Interchange: Types & Benefits.	20
IV	Supply Chain Management: Definition – Evolution - Objectives – Importance – Functions –Process – Benefits - *Key Issues* - Difference between Logistics and Supply Chain Management - Value Chain Perspective (Porter's Value Chain) – Decision Phases in SCM.	18
V	Supply Chain Drivers and Network Design: Drivers of Supply Chain Performance – *Impellers of Supply Chain* - Factors Influencing Supply Chain Network Design Decisions - Strategic decision to Outsourcing - Third party logistics (3PL) - Fourth party logistics (4PL).	18
VI	Current Trends (For CIA only) Emerging concepts in Logistics: Supply Chain Integration -Emerging Technologies in SCI - Role of Sustainability in SC - Sustainability and Supply Chain Drivers - Closed Loop Supply Chain.	

***.....* Self – Study Portion**

Text Book(s):
1. Satish C. Ailawadi & Rakesh Singh, <i>Logistics and Supply Chain Management</i> , Sultan Chand & Sons, New Delhi, 2021.
2. Russel and Taylor, <i>Operations and Supply Chain Management</i> , 8th Edition, Wiley, 2021.
Reference Book(s):
1. Vinod V. Sople, <i>Logistic Management</i> (2nd Edn.) Pearson Limited, 2012.
2. Logistics and Supply Chain Management, S.P. Shobha Devi, Dr. Bilal Ahmad Dar and Sharmila Fernandes, The Write Order Publication, Bengaluru, 2022.
Web Resource(s):
1. https://egyankosh.ac.in/bitstream/123456789/72273/1/Unit-1.pdf https://egyankosh.ac.in/bitstream/123456789/72278/1/Unit-2.pdf
2. https://www.letslearnfinance.com/logistics-management-advantages-and-disadvantages.html
3. https://www.axestrack.com/functions-of-logistics-management/
4. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7563975/
5. https://www.dbgroup.net/en/news/here-are-top-6-advantages-outsourcing-logistics
6. https://egyankosh.ac.in/bitstream/123456789/72295/1/Unit-12.pdf
7. https://egyankosh.ac.in/bitstream/123456789/72290/1/Unit-9.pdf
8. https://www.ifm.eng.cam.ac.uk/research/dstools/value-chain/
9. https://www.googlesir.com/essential-supply-chain-drivers/
10. https://www.scribd.com/document/476892648/Impellers-of-Supply-Chain
11. https://phantran.net/framework-for-network-design-decisions-in-the-supply-chain/

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Ensure to remember the concepts and importance of logistics and supply chain management.	K1,K2
CO2	Relate the components, role and functions of logistics and SCM.	K3
CO3	Analyse the knowledge acquired on procurement sourcing, SCM framework, network design decisions and factors of facility location layout.	K4
CO4	Evaluate and Examine the importance of Inventories, outsourcing decisions and role of Transportation in supply chain management.	K5
CO5	Procure and createability to analyse, interpret and apply the Process views and decision phases of logistics and supply chain management.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	3	2	3	3	2	2.6
CO2	3	3	3	2	2	2	3	2	3	2	2.5
CO3	3	3	3	2	2	3	3	3	3	1	2.6
CO4	3	2	3	3	2	3	3	2	3	2	2.6
CO5	3	3	3	2	3	3	3	3	2	2	2.7
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5 High	High

Course Coordinator: Dr. L. ASID AHAMED

Semester	Course Code	Course Category	Hours/ Week	Credits	Marks for Evaluation		
					CIA	ESE	Total
IV	23PCO4DE4B	Discipline Specific Elective - IV	6	4	25	75	100
Course Title		Industrial Relations					

SYLLABUS		
Unit	Contents	Hours
I	Industrial Relations: Concept – Impact of Industrial Relations – Importance of Industrial Relations – Scope and Aspects of Industrial Relations - Factors affecting Industrial Relations - Approaches to Industrial Relations – *Pre-requisite Successful Industrial Relations Programme* .	18
II	Industrial Conflicts: Concept and Essential of a Dispute – Classification of Industrial Disputes – Impact of Industrial Disputes - *Causes of Industrial Conflicts* – Strikes: Typology – Justification of Strikes – Rights and Prevention of Strikes - Lockouts.	18
III	Trade Unions: Concept – origin and growth - Types – functions - Trade unionism in India - evolution and growth - *Trade unions in the 21st century* – Trade union legislation - amendments - provisions.	18
IV	Collective Bargaining and Workers Participation in Management: Collective Bargaining - Concept – Features – Importance – Functions – Principles – Forms - *Essential conditions for the success of Collective Bargaining* – Workers Participation in Management-Concepts- Objectives – Forms.	18
V	Industrial Relations and the Constitution: Industrial Relations and the Technological Change – International Labour Organisation - Industrial Relations and Human Resource Development – *Industrial relations systems in U.K and USA* .	18
VI	Current Trends (For CIA only) – Contemporary developments related to the course during the semester concerned.	

* * - Self – Study Portion

Text Book(s):
1) Dynamics of Industrial Relations: C.B. Mamoria and Dr. Satish Mamoria, S.V. Gankar, Himalaya Publishing House, 2010 2) Industrial Relations: Theory and Practices –Michael Salamon, Financial Times Management, 4 th Edition, 2001
Reference Book(s):
1) Industrial Relations – C.S. VenkataRatnam, Manoranjan Dhal, Oxford University Press, 2017 2) Industrial Relations and Labour Laws – S C Srivastava, Vikas Publishing House Pvt. Ltd., Sixth Edition, 2012.
Web Resource(s):
1) https://www.economicdiscussion.net/industries/industrial-relations/32249 2) https://www.economicdiscussion.net/industrial-disputes-2/causes-of-industrial-disputes-labour-production-economics/29325 3) https://www.yourarticlelibrary.com/essay/industrial-dispute-in-india-definition-causes-and-measures-to-improve-industrial-relations/27991 4) https://www.yourarticlelibrary.com/trade-unions/trade-union-meaning-objectives-and-benefits/90560 5) https://www.businessmanagementideas.com/trade-unions/trade-unions-objectives-functions-formation-regulations-rights-and-liabilities/2489

Course Outcomes		
Upon successful completion of this course, the student will be able to:		
CO No.	CO Statement	Cognitive Level (K-Level)
CO1	Identify and exhibit the applicability of the various concepts of Industrial Relations in order to understand the importance and approaches of Industrial Relations towards its success.	K1,K2
CO2	Summarize the different concept, classification, impact and causes of Industrial Disputes and concepts of Strikes and its Typology, Rights and Prevention - Lock-Outs.	K3
CO3	Interpret the core of Trade unions, Importance of Trade unions amendments with its various Bodies and Councils.	K4
CO4	Assess and apply Collective Bargaining system and Workers Participation in Management Mechanism in improving conducive industrial atmosphere.	K5
CO5	Infer the factors affecting industrial relations and the constitution, Technological change, Industrial labour organization and human resource development which ultimately lead to the industrial effectiveness and success.	K6

Relationship Matrix:

Course Outcomes (COs)	Programme Outcomes (POs)					Programme Specific Outcomes (PSOs)					Mean Score of COs
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	3	3	2	2	2	2	3	3	2	2.6
CO2	2	3	2	3	2	3	3	2	3	3	2.5
CO3	2	3	3	3	3	2	2	3	3	2	2.7
CO4	3	2	2	3	3	3	3	2	2	3	2.5
CO5	3	3	2	3	2	3	3	3	2	3	2.7
Mean Overall Score											2.6
Correlation											High

Mean Overall Score	Correlation
< 1.5	Low
≥ 1.5 and < 2.5	Medium
≥ 2.5	High

Course Coordinator: Dr. S. RIZVAN AHAMED