

PGDM *iConnect*

Syllabus - Course Outline

**PGDM – Human Resource Management (2023
- 2025)**



ITM Business School
Institute for Technology & Management

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PGDM Human Resource Management

Sr. No.	Semester I	Credits	Hours
1	Accounting for Managers	4	40
2	Marketing Management	4	40
3	Leading & Managing Organization	4	40
4	Managerial Economics	2	20
5	Enterprise Systems Management	2	20
6	Decision Sciences	4	40
7	Lifestyle Management	2	20
8	Technology Based Business Transformation	2	20
9	Introduction to Operations Management	2	20
10	Introduction to MS Excel & Advanced Methods	4	40
11	Managerial Communication – 1	2	20
12	Verbal Skills & Quantitative Analysis – 1	2	20
13	Entrepreneurship	2	20
14	Career Management 1	4	40
	TOTAL	40	400
Sr. No.	Semester II	Credits	Hours
1	Research Methodology	2	20
2	Human Resource Management	4	40
3	Organizational Behavior	4	40
4	Performance Management	2	20
5	Employee Relations	4	40
6	Learning and Development	4	40
7	Leadership Lab	2	20
8	Competency Mapping	2	20
9	Compensation Management	2	20
10	HR Planning, Audit , Metrics & HRIS	4	40
11	NGO Internship	2	20
12	Managerial Communication -2	2	20
13	Advance Excel	2	20
14	Verbal Skills & Quantitative Analysis -2	2	20
15	Employee Sourcing & Recruitment	2	20
16	Career Management -2	2	20
17	Capstone Project Phase-I	2	20
	SUB TOTAL	44	440
	Industry Internship Project	8	80
Sr. No.	Semester III	Credits	Hours
1	Strategic Management	2	20
2	Business Ethics and Corporate Governance	2	20

3	Personal Tax Planning	2	20
4	HR Simulation	2	20
5	Change Management & Organizational Development	4	40
6	HR Analytics	2	20
7	Comprehensive Review Module	2	20
8	Placement Readiness Module	4	40
9	Corporate Transition Module	4	40
12	Capstone Project Phase – II	2	20
	TOTAL	26	260
Sr. No.	Semester IV	Credits	Hours
1	Capstone Project – Final	4	40
2	Social Media and Digital HRM	2	20
3	Career Management	-	-
	TOTAL	6	60
	GRAND TOTAL	124	1240

Semester : 1
Course Code : 0207300300
Course Title : Accounting for Managers
Credit : 4
Duration : 40 hrs.

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain accounting principles, standards, and basic cost concepts which are required for maintaining business accounting records.	L2 Understand	3	Internal Assessment: Assignment <u>End term</u> - Theory
CO2	Apply accounting principles and standards for preparation of Financial Statements.	L3 Apply	9	Internal Assessment: Class test, Assignment <u>End term:</u> Case study
CO3	Calculate Costs and Budgets to determine profit	L 4 Analyze	6	Internal Assessment: Class test, Assignment <u>End term:</u> Theory & Numerical
CO4	Compute the financial statements of the companies to enable users for decision making purpose	L 4 Analyze	12	Internal Assessment: Project <u>End term:</u> Case Study,
CO5	Assess the financial statements of companies to foster analytical and critical thinking	L 5 Evaluate	10	Internal Assessment: Assignment, Class

	abilities.			test, <u>End term</u> -Case study
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Mapping with CO-PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, -- No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	2	-
CO2	3	3	-	2	-
CO3	2	3	-	-	-
CO4	3	3	-	2	1
CO5	2	3	2	2	2
CO	2.6	2.8	2	2	1.5

Session Plan

Sessi on No.	Hours	Topic	Course Outcome (CO)	Cognition	Evaluation Tools
1	2	Introduction - Accounting Principles and Concepts			
(i)	1.0	Introduction –	CO1 - Explain	L 2	Internal

		Accounting Principles, Accounting Standards & IFRS	accounting principles, standards & IFRS	Understand	Assessment: Assignment End term - Theory
(ii)	1.0	Cost Accounting concepts	CO1- Explain basic cost concepts	L 2 Understand	Internal Assessment: Assignment End term - Theory
2	3	Accounting for Depreciation			
(i)	1.0	Introduction, importance, and methods of Depreciation	CO1- Explain Accounting Principles and standards -Depreciation	L 2 Understand	Internal Assessment: Class Test
(ii)	2.0	Application of SLM Method of Depreciation	CO2 - Apply Accounting Principles and Standards -Depreciation	L 3 Apply	Internal Assessment: Class Test
3	5.5	Preparation of Financial Statements of a Sole Proprietor: Trading A/c, Profit and Loss Account and Balance Sheet			
(i)	1.5	Introduction of Financial Statements of a Sole Proprietor	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements	L 3 Apply	Internal Assessment: Class Test
(ii)	2	Preparation of Financial Statements of a Sole Proprietor:	CO2 - Apply Accounting Principle and	L 3	Internal Assessment:

		Trading & Profit & Loss A/c	Standards for the preparation of Financial Statements	Apply	Class Test
(iii)	2	Preparation of Financial Statements of a Sole Proprietor: Balance Sheet	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements	L 3 Apply	Internal Assessment: Class Test
4	6.5	Preparation of Financial Statements of Companies by applying the Revised Schedule III of the Companies Act, 2013: Statement of Profit and Loss, Balance Sheet			
(i)	1.5	Introduction of Financial Statements of Companies by applying the Revised Schedule III of the Companies Act, 2013	CO2 - Apply Accounting Principle and Standards for the preparation of Financial Statements of companies	L 3 Apply	Internal Evaluation Assessment: Assignment End term: Case study
(ii)	2.5	Preparation of Financial Statements of Companies -Statement of Profit and Loss	CO4 - Compute the financial statements of the companies	L 4 Analyze	Internal Evaluation: Assignment End term -Case study
(iii)	2.5	Preparation of Financial Statements of Companies -Balance Sheet	CO4 - Compute the financial statements of the companies	L 4 Analyze	Internal Evaluation: Assignment End term -Case Study
5	7	Preparation of Cash Flow Statement			

(v)	1.5	Introduction of Cash Flow Statement	CO4 - Compute the Cash Flow Statement of the companies	L 4 Analyze	Internal Assessment: Assignment End term- Case Study
(v)	5.5	Preparation of Cash Flow Statement	CO4 - Compute the Cash Flow Statement of the companies	L 4 Analyze	Internal Assessment: Assignment End term- Case Study
6	10	Tools and Techniques of Financial Statement Analysis: Comparative Statements, Common Size Statement, Trend Analysis, and Ratio Analysis			
(i)	2	Tools and Techniques of Financial Statement Analysis: Comparative Statements,	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(ii)	2	Common Size Statement and Trend Analysis,	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(iii)	4	Ratio Analysis	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case Study
(iv)	2	Analysis and assessment of Annual Reports of Listed Companies (different Sectors)	CO5 - Assess the financial statements of companies	L 5 Evaluate	Internal Assessment: Project End term - Case

					Study
7	6	Preparation of Cost Sheet & Budgets by using the relevant cost accounting concepts			
(i)	3	Preparation of Cost Sheet	CO3 - Calculate Cost Accounting concepts for the preparation of Cost Sheet	L 4 Analyze	Internal Assessment: Class Test End term Theory & Numerical
(ii)	3	Budgets and budgetary control	CO3 - Calculate Cost Accounting concepts for the preparation of Budgets	L 4 Analyze	Internal Assessment: Assignment End term Theory & Numerical

Pedagogy

1. Lecture
2. Case Study
3. Live Projects
4. Numerical

Evaluation: -

Internal Assessment-40 %

External assessment- 60 %

Total- 100 %

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project
5. Assignment

Assessment Mapping:

Parameters	Cos	CO1	CO2	CO3	CO4	CO5
	Marks					
Internal	40	10.00%	35.00%	10.00%	22.50%	22.50%
Class Test	10	0.00%	100.00%	0.00%	0.00%	0.00%
Project	5	0.00%	0.00%	0.00%	0.00%	100.00%
Assignment	5	0.00%	0.00%	0.00%	100.00%	0.00%
Attendance	10	20.00%	20.00%	20.00%	20.00%	20.00%
Class Participation	10	20.00%	20.00%	20.00%	20.00%	20.00%
End Term	60	16.67%	16.67%	16.67%	16.67%	33.33%
Total	100	14.00%	24.00%	14.00%	19.00%	29.00%

Textbook:

1. Accounting for Managers-Dr. CA Geetanjali Pinto, Prof. Uma Ghosh, Prof. Dhaval Bhatt, Dr. CA Pinky Agarwal, Dr Rajshree Yalgi – Himalaya Publishing House, First Edition 2021

Reference Books:

1. Financial Accounting for Management - D.D. Harsolekar, Dr. CA Pinky Agarwal, Taxmann Publication Pvt Ltd. First Edition 2022
2. Accounting and Finance for Non-Finance - Jai Kumar Batra, Sage, 1/e, 2019.
3. Financial Accounting for Management – N. Ramachandran & Ram Kumar Kakani, McGraw Hill Education, 4/e, 2018.
4. Essentials of Financial Accounting – Ashish K. Bhattacharyya, PHI, 4/e, 2017
5. Accounting for Management - Dhanesh K. Khatri, McGraw Hill Education Pvt. Ltd. 1/e, 2015
6. Financial Accounting – Principles & Practices - Prof. Jawahar Lal & Dr. Seema

Srivastava, Practices S. Chand, 3/e, 2014.

7. Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019.

8. A Textbook of Accounting for Management - Maheshwari & Maheshwari, VikasPublication 3/e, 2012

9. Accounting for Management - Dr. Jawahar Lal, Himalaya Publishing House, 6th edition, 2010

10. Accounting for Management - M N Arora, Himalaya Publishing House, 1st Edition, 2010

E-Books:

1. Accounting for Management – Dr. N.P. Srinivasan & Dr. M. Sakthivel Murugan, S.Chand, Revised Edition 2019, eBook.

2. Accounting for Management - S. Ramanathan, Oxford University Press, 1/e, 2019, eBook.

3. A Textbook of Accounting for Management - S N Maheshwari, Sharad K Maheshwari, Vikas Publishing House, 4/e, 2018, e-Book.

4. Accounting for Management - Lal, Jawahar., Himalaya Pub. House., 2019, eBook.

Semester : **I**
Course Title : **Marketing Management**
No of Credits : **4**
Contact Hours : **40 hrs**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain the basics of Marketing, concepts, theories, principles for organizational, customer and societal value	L2: Understand	10	<u>End Term</u> - case study, short answers
CO2	Apply the Value creation and delivery concepts in the context of competitive environment to benefit the stakeholders	L3: Apply	10	<u>Internal</u> - assignment, class test <u>End Term</u> - Case study, short answers
CO3	Examine the competitive environment and integrate the marketing strategies for better marketing decisions	L4: Analyse	9	<u>Internal</u> - Case study, assignment <u>End Term</u> - short answers
CO4	Assess the potential market segments to target and position effectively for profitable business opportunities	L5: Evaluate	7	<u>Internal</u> - Class test, case study discussion <u>End Term</u> - case study, short answers
CO5	Apply marketing mix strategies for value creation to all the stakeholders	L3: Apply	4	<u>Internal</u> -detailed presentation of all a brand launch with all the concepts embedded <u>End Term</u> - Case study, short answers

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5
CO 1	3	2	0	0	0
CO 2	3	2	2	3	2
CO 3	3	3	2	0	0
CO 4	3	3	0	3	0
CO 5	3	3	2	3	2
CO	3.0	2.6	2.0	3.0	2.0

Session plan

Sr. No	Hrs	Units	Cos	Cognition	Evaluation Tools
1	10	Introduction to Marketing			
(i)	10	Introduction – demand states, Sales Vs Marketing, types of marketing, customer satisfaction, loyalty and Value	CO1 - Explain the basics of Marketing, concepts, theories, principles for organizational, customer and societal value	L2: Understand	<u>End term:</u> Case study/short answers
2	10	Strategic Marketing			
(i)	10	Strategic Marketing planning, competition analysis, environment scanning, core competence and competitive advantage	CO2 – Apply the Value creation and delivery concepts in the context of competitive environment to benefit the stakeholders	L3: Apply	<u>Internal Evaluation:</u> Assignment, class test <u>End term:</u> Case study/short answers
3	9	Marketing mix and competition			
(i)	9	STP, consumer behavior analysis, introducing marketing mix, product strategies	CO3 - Examine the competitive environment and integrate the marketing strategies for better marketing	L4: Analyse	<u>Internal Evaluation:</u> Case study Analysis, Assignment

decisions

End term:
Short
answers

4 7 Marketing mix (contd)

- | | | | | | |
|------------|----------|--|---|-------------------------|---|
| (i) | 7 | Pricing, marketing communication, distribution channels, retailing | CO4- Assess the potential market segments to target and position effectively for profitable business opportunities | L5:
Evaluate | <u>Internal Evaluation:</u>

Class test,
Case study
(critical assessment)
<u>End term:</u>
Case study
Short
answers |
|------------|----------|--|---|-------------------------|---|

5 4 Applied Marketing strategies for value creation

- | | | | | | |
|------------|----------|--|--|-----------------|---|
| (i) | 4 | Project – embedding the major marketing concepts | CO5 – Apply marketing mix strategies for value creation to all the stakeholders | L3 Apply | <u>Internal Evaluation:</u>

A detailed presentation on a new brand creation, covering all the major marketing concepts supported by a report

<u>End term:</u>
Case study/short answers |
|------------|----------|--|--|-----------------|---|

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Articles reading

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

6. Attendance
7. Class Participation
8. Class Test
9. Case study discussion
10. Assignments
11. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40		20%	26%	24%	30%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	5	-	40%	-	60%	-
Case study discussion	5	-	-	60%	40%	-
Assignments	5	-	50%	50%	-	-
Projects	5	-	30%	30%	20%	20%
End Term	60	20%	15%	30%	20%	15%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Marketing Management	Philip Kotler & Levin Lane Keller	Pearson	15 th	2015

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Marketing Management	Rajan Saxena	McGraw Hill	6 th	2019
Marketing Management – Indian context with global perspective	V S Ramaswamy & NamaKumari	McGraw Hill	5 th	2017

E-Books:

Book Title	Name of Author	Publisher	LinL	Year
Marketing Management with Indian cases	Philip Kotler & Levin Lane Keller	Pearson	https://1lib.in/booL/5285475/1e8c03	2017
Strategic Marketing Management: planning, implementation and control	Richard MS Wilson, Colin Gilligan	Butterworth-Heinemann	https://1lib.in/booL/701127/32ede3	2005

Course Title : **Leading and Managing Organization**
Semester : **I**
Credit : **4**
Duration : **40 Hrs**

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Explain management concepts at workplace for better performance in the organisation.	L2 Understand	5.0	<u>Internal</u> Evaluation: Assignment & Class Test & Theory Question in End term exam
CO2	Interpret contemporary HR practices for better workplace productivity.	L3 Apply	7.5	<u>Internal</u> Evaluation: Class Test, Question in end term exam
CO3	Correlate HR systems and individual behaviour for building up the strong culture	L4 Analyse	5.5	<u>Internal</u> Evaluation: Assignment, End term exam
CO4	Examine individual and team behavior for effective people management	L4 Analyse	10.0	<u>Internal</u> Evaluation: Question in End term exam, Assignments
CO5	Asset management functions including human resource practices for improving holistic organization performance	L5 Evaluate	12.0	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO5
CO1	3	2	2	1	-
CO2	2	3	2	2	-
CO3	2	3	2	1	2
CO4	3	3	2	2	3
CO5	2	3	3	2	3
CO EQ	2.4	2.8	2.2	1.6	2.5

Session Plan

Sr. No	Hours	Topic	COs	Cognition	Evaluation tools
1	5	Introduction to Management Concepts			
1.1	2	Importance of Management, Functions of Managers, Introduction to Human Resource Management, Introduction to Organizational Behaviour.	CO 1 Explain management concepts at workplace for better performance in the organisation.	L2: Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
1.2	1	Skills & Roles of Managers,	CO1 Explain management concepts at workplace for better performance in the organisation.	L2: Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
1.3	2	Evolution of Management Thoughts, New & Old Economy	CO1 Explain management concepts at workplace for better performance in the organisation.	L2 : Understand	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
2	2	Planning			
2	2	Definition, Need, importance Planning, levels of Planning & Strategic Planning Process.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
3	2	Structuring			
3	2	Definition, Need, Importance of Structuring. Types of Organisational structure. structuring in Organizations	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
4	2	Organizing and controlling			
4.1	1	Definition of Organizing, Scope, need and importance Organizing Function,	CO2 Interpret	L3: Apply	<u>Internal</u> Evaluation:

		Elements of Organizing,	contemporary HR practices for better workplace productivity.		Project, Class test Question in End term exam.
4.2	1	Managerial Control Process, Types of Control, Control Techniques. Application of Controlling Techniques	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
5	1	Leadership			
5.1	1	Definition, Importance, Leadership Traits,	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
5.2	1	Styles of leadership Leading for High performance Team	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
6		Human Resource Management			
6.1	1	Introduction, Functions, need of HRM.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
6.2	1	Skills and competencies of an hr Manager. Role of Line manager as HR Manager	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
7	2	Recruitment and Selection.			
7.1	1	Definition, Need and Importance. Recruitment process, Selection Process.	CO2 Interpret contemporary HR practices for better workplace	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term

			productivity.		exam.
7.2	1	Definition of Interview and Interview Techniques	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
8	2	Performance Management			
8.1	1	Definition of Performance Management, Need and importance.	CO2 Interpret contemporary HR practices for better workplace productivity.	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
8.2	1	Definition of KRA and KPI. Methods of PMS. Modern methods of Appraisal.	CO2 Interpret contemporary HR practices for better workplace productivity	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
9	2	Compensation and Benefits			
9.1	1	Definition, need for and importance of compensation. Types of compensation.	CO2 Interpret contemporary HR practices for better workplace productivity	L3: Apply	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
9.2	1	Components of employee compensation and CTC	CO5 Asset management functions including human resource practices for improving holistic organization performance	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
10	4	Introduction to OB and Personality			
10.1	2	Definition of OB, Definition of personality, types of personality,	CO4 Examine individual and team behavior for effective people	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term

			management		exam.
10.2	2	Attributes that shape up the personality & Personal Effectiveness, Personality Attributes, Personality Testing	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
11	5	Perception and Individual Decision Making			
11.1	2	Overview of Perception, Attribution Theory, Perception and Individual Decision Making	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
11.2	2	Attitude, Values and Job Satisfaction, Managerial implication & application in industry	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
11.3	1	Defining Attitude, Components of Attitude, Attitude & Behaviour Relationship, Major Job Attitudes	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
12	4	Motivation and Motivation theories			
12.1	2	Motivation Concepts and Application: Defining Motivation, Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
12.2	2	Theories of Motivation, Maslow, Mc Gregor, McClelland, Herzberg	CO3 Correlate HR systems and individual behaviour for building up the strong culture	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
13	4	Group and Group Dynamics			
13.1	3	Foundations of Group Behaviour, Group Development Process, Understanding	CO4 Examine	L4: Analyse	<u>Internal</u> Evaluation:

		Work Team Effectiveness, Building Interpersonal Relationship, Transactional analysis	individual and team behavior for effective people management		Project, Class test Question in End term exam.
13.2	1	Power & Politics, Bases of Power, Implications for Managers	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
14	4	Conflict and Stress Management			
14.1	1	Definition of conflict, reasons of conflict , Conflict management techniques	CO4 Examine individual and team behavior for effective people management	L4: Analyse	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.
14.2	3	Definition of Stress, Reasons of Stress, stress management techniques, Role of Organisation in managing employee stress, wellness at workplace and its importance.	CO5 Asset management functions including human resource practices for improving holistic organization performance	L5 Evaluate	<u>Internal</u> Evaluation: Project, Class test Question in End term exam.

Pedagogy
1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Parameters of Internal Assessment:

1. Project
2. Assignment

3. Test
4. Class Participation
5. Attendance

Evaluation:	
Internal Assessment	40%
External Assessment	60 %
Total	100%

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	21%	21%	21%	21%	15%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	5	50%	50%	0	0	0%
Assignments	5	0	0	50%	50%	0
Projects	10	20%	20%	20%	20%	20%
End Term	60	10%	20%	20%	25%	25%
Total	100	15%	21%	21%	24%	21%

Textbook:

1. Management Theory and Practice
(Text & Cases) - Dr. P Subba Rao & Venkatram Tej Kumar,
Himalaya Publis hing House, 2nd Edition,
2014

Reference Books:

1. New Era of Management - Richard L. Daft, CENGAGE Publisher, 2nd edition, Reprint- 2012
2. Principles of Management - P C Tripathi & P N Reddy, Tata McGraw Hill, 5th Edition, 2012
3. Essential of Management - An International, Innovation, & Leadership Perspective - Harold Koontz & Heinz Wehrich, Tata McGraw Hill, 10th Edition, 2015.
4. Management & Organizational Behaviour - Ramesh B Rudani, Tata Mac Graw Hill, 1st Edition, 2011
5. Human Resource Management - Gary Dessler & Biju Varkkey, Pearson, 14th Edition, 2016
6. Human Resource Management – Sharon Pande & Swapnalekha Basak, Vikas Text & Cases Publishing House Pvt. Ltd., 2nd Edition, 2015
7. Human Resource Management - Seema Sanghi, Vikas Publishing House Pvt. Ltd., 1st Edition, 2014.
8. Human Resource Management – A. Din Pangotra, Asian Books Pvt. Ltd., with Practical Up-Gradation 1st Edition, 2013

- | | |
|--|---|
| 9. Organizational Behaviour – Text & Cases | - Kavita Singh, Vikas Publishing House Pvt. Ltd., 3 rd Edition, 2015. |
| 10. Organizational Behaviour – A Modern | - Arun Kumar & N Meenakshi, Vikas Approach Publishing House Pvt. Ltd., 1 st Edition, 1 st Reprint 2014. |

E Books:

<http://open.lib.umn.edu/principlesmanagement/>

<http://www.freebookcentre.net/business-books-download/Introduction-to-Principles-of-Management.html>

<https://bookboon.com/en/management-organisation-ebooks>

<https://learnmgt.weebly.com/ebooks.html>

<https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=30>

<http://bookboon.com/en/organisational-behaviour-ebook>

<https://www.free-ebooks.net/ebook/Management-and-Organization-Behavior>

http://bba12.weebly.com/uploads/9/4/2/8/9428277/organizational_behavior_15e_-_stephen_p_robbins__timothy_a_judge_pdf_qwerty.pdf

<http://www.saylor.org/books>

<https://bookboon.com/en/hrm-ebooks>

<https://www.ciphr.com/features/seven-best-hr-ebooks/>

<http://www.e-booksdirectory.com/listing.php?category=439>

Course Title : **Managerial Economics**
Semester : **I**
Credit : **2**
Duration : **20 hrs**

Course Outcome	Description	Cognition	Hours	Evaluation Tools
After the completion, of the course, students should be able to				
CO1	Understand the fundamental theories and concepts of managerial economics.	L2: Understand	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO2	Apply the key concepts and techniques of microeconomics to recognize and solve business problems faced by an organization.	L3: Apply	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO3	Examine the relationship between production function and cost for managerial decision-making.	L4: Analyze	2.5	Internal Evaluation: Class Test & Assignment End term: Numerical/Theory Question
CO4	Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	6.25	Internal Evaluation: Class Test & Assignment End term: Theory Question
CO5	Evaluate the intent and outcomes of monetary and fiscal policies to address the economic issues.	L5: Evaluate	3.75	Internal Evaluation: Class Test & Assignment End term: Theory Question

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs	PO1	PO2	PO3	PO4	PO5
CO-1	3	2	1	3	1
CO-2	3	3	2	3	2
CO-3	3	3	2	3	2
CO-4	3	3	2	3	2
CO-5	3	3	2	3	2
CO	3	2.8	1.8	3	1.8
CO EQ	3	3	2	3	2

Session Plan:

Session	Hours	Topic	COs	Cognition	Evaluation Tools
1	1.25	The Nature and Scope of Managerial Economics and Theory of the Firm			
	1.25	<p>12. What is Economics and Managerial Economics? - Scope of Managerial Economics.</p> <p>13. Economic Principles: Concept of Scarcity, Opportunity Cost, PPC, Margin, Increment & Discounting Principle.</p> <p>14. Objective of the Firm: Maximization Theory of Profit, Sales Revenue, Growth, Managerial Utility Function & the Wealth of Stockholders under risk and uncertainty.</p>	<p>CO-1</p> <p>Understand the fundamental theories and concepts of managerial economics.</p>	L2: Understand	<p>Class Test</p> <p>Assignment</p> <p><u>End term</u></p> <p>Theory Question</p>
2 & 3	2.50	Demand, Supply, and Market Equilibrium			
	0.50	<p>15. Definition of Demand - Demand Function - Law of Demand</p> <p>16. Law of Supply - Supply Function, Schedule</p>	<p>CO-1</p> <p>Understand the fundamental theories and concepts of managerial economics.</p>	L2: Understand	<p>Class Test</p> <p>Assignment</p> <p><u>End term</u></p> <p>Theory Question</p>
	2.00	<p>17. Demand and Various Types of Goods - Demand Schedule and</p>	<p>CO-2</p> <p>Apply the key</p>	L3: Apply	<p>Class Test</p> <p>Assignment</p> <p><u>End term</u></p> <p>Theory Question</p>

		<p>Demand Curve - Determinants of Demand - Changes in Quantity Demanded Vs. Changes in Demand - Individual Demand and Market Demand.</p> <p>18. Supply Schedule and Supply Curve - Determinants of Supply - Change in Quantity Supplied Vs. Change in Supply - Individual Supply and Market Supply.</p> <p>19. Market Equilibrium - Effects of Changes and Simultaneous Changes in Demand and Supply.</p>	<p>concepts and techniques of microeconomics to recognize and solve business problems faced by an organization.</p>		
4	1.25	Elasticity of Demand			
	1.25	<p>20. Price Elasticity of Demand -Degrees of Elasticity - Point and Arc Elasticity - Price Elasticity and Total Revenue.</p> <p>21. Cross-Price Elasticity</p> <p>22. Income Elasticity</p>	<p>CO-2</p> <p>Apply the key concepts and techniques of microeconomics to recognize and solve business problems faced by an organization.</p>	L3: Apply	<p>Class Assignment <u>End term</u> Test</p> <p>Theory Question</p>
5 & 6	2.50	Supply-Side Economics: Theory of Production and Cost			
	2.50	<p>23. Definition of Production - Short Run and Long Run Function of Production - Classification of Factors of</p>	<p>CO-3</p> <p>Examine the relationship between production function and cost for</p>	L4: Analyze	<p>Class Assignment <u>End term</u> Test</p> <p>Numerical/Theory Question</p>

		<p>Production - Law of Diminishing Marginal Returns.</p> <p>24. Concepts of Revenue: Total Revenue (TR) and Marginal Revenue (MR).</p> <p>25. Cost Concepts - Costs Curve in the Short Run and Long Run - Returns to Scale - Break-Even Analysis - Margin of Safety - Total Economic Cost - Economic Profit.</p>	managerial decision-making.		
7	1.25	Market Structure: Introduction and Basic Features			
	1.25	Market Morphology - Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly: Market Features – Existence in Real World(examples).	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
8 & 9	2.50	Nature and Scope of Macroeconomics and National Income: Concept and Measurement			
	1.25	26. Definition and Nature of Macroeconomics - Circular Flow: Two, Three and Four Sector Economy - Aggregate Demand & Supply - Consumption & Investment.	CO-1 Understand the fundamental theories and concepts of managerial economics.	L2: Understand	Class Test Assignment <u>End term</u> Theory Question
	1.25	27. National Income:	CO-4 Analyze the impact of	L4: Analyze	Class Test Assignment <u>End term</u>

		<p>GDP/GNP, Nominal, Real and Deflator - GDP at Factor Cost & Market Price - Methods of Measuring National Income - NDP, National Income (NI) and Per-Capita Income (PCI) - Personal Income (PI) and Disposable Income (DI) - National Income Estimates Based on New Series (Base Year 2011-12) - GVA.</p>	macroeconomic factors on business decision-making.		Theory Question
10 & 11	2.50	Inflation: Theories and Control Measures			
	2.50	<ul style="list-style-type: none"> • Inflation, Deflation, Disinflation, and Stagflation - Methods of Measuring Inflation: WPI/PPI, CPI and GDP Deflator - Kinds of Inflation - Degrees or Types of Inflation. • Modern Theories of Inflation - Demand-Pull and Cost-Push Inflation - Inflation and Money Supply - Inflation and Interest Rates - Effects of Inflation - Philips Curve - Policy Measures to Control Inflation. 	<p>CO-4</p> <p>Analyze the impact of macroeconomic factors on business decision-making.</p>	L4: Analyze	<p>Class Test</p> <p>Assignment</p> <p><u>End term</u></p> <p>Theory Question</p>
12 & 13	2.50	Monetary Policy			
	2.50	<ul style="list-style-type: none"> • Evolution of Money – Functions of Money - The Value of Money - The Quantity Theory of Money - The Neutrality of Money. • Demand for Money and Supply of Money - Money Creation by the Commercial Bank - Banks 	<p>CO-5</p> <p>Evaluate the intent and outcomes of monetary and fiscal policies to</p>	L5: Evaluate	<p>Class Test</p> <p>Assignment</p> <p><u>End term</u></p> <p>Theory Question</p>

		and the Money Supply - The Money Multiplier - Deposit Creation and Deposit Multiplier - Credit Multiplier. • Monetary Policy: Meaning, Scope, and Quantitative and Qualitative Instruments.	address the economic issues.		
14	1.25	Fiscal Policy and Union Budget			
	1.25	5. Meaning and Objectives of Fiscal Policy - Fiscal Instruments & Target Variables - Fiscal Deficit - Union Budget 2022-2023.	CO-5 Evaluate the intent and outcomes of monetary and fiscal policies to address the economic issues.	L5: Evaluate	Class Test Assignment <u>End term</u> Theory Question
15 & 16	2.50	Balance of Payment			
	2.50	<ul style="list-style-type: none"> • Meaning, Purpose, and Structure of Balance of Payments: Basic Principles - Balance of Trade (BOT) - Assessment of BOP Disequilibrium - Capital Account Convertibility - Special Drawing Rights. • Calculating Exchange Rate Changes - Appreciation, Depreciation, Devaluation, and Revaluation - Exchange Rate in Free Market and Fixed Exchange Rate System - The Real Exchange Rate: NEER and REER - Purchasing Power Parity. 	CO-4 Analyze the impact of macroeconomic factors on business decision-making.	L4: Analyze	Class Test Assignment <u>End term</u> Theory Question

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	40%

External	60%
Total	100%

Evaluation:
Internal Assessment
External Assessment
Total

External Assessment:

End Term Examination

Parameters of Internal Assessment:

1. Class Test
2. Assignment
3. Class Participation
4. Attendance

Assessment Mapping:

Parameter	Marks	CO-1	CO-2	CO-3	CO-4	CO-5
Internal	20	17.5%	20%	20%	22.5%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	10%	20%	20%	30%	20%
Assignment	5	20%	20%	20%	20%	20%
End Term	30	10%	20%	20%	30%	20%

Textbook:

Managerial Economics (ME) D. N. Dwivedi, 9th Edition, Vikas Publishing House Pvt Ltd, 2022.

Reference Books:	
Managerial Economics (MEG)	Geetika, Piyali Ghosh and Purba Roy Choudhury, 3rd Edition, McGraw Hill

	Education Pvt Ltd, 2017.
Managerial Economics Principles and Worldwide Applications (MEPWA)	Dominick Salvatore and Siddhartha K. Rastogi, 8th edition, Oxford University Press, 2016.
Managerial Economics (MEK)	Paul G. Keat. Philip K.Y. Young and Sreejata Banerjee, 7th Edition, Pearson Education, New Delhi, 2017.
Managerial Economics (MET)	Christopher R. Thomas, S. Charles Maurice, and Sumit Sarkar, 9 th Edition, Tata McGraw Hill Education Pvt Ltd, New Delhi, 2011.
Macroeconomics Policy Environment (MPE)	Shyamal Roy. 2 nd Edition, McGraw Hill Education Pvt Ltd, New Delhi, 2016.
Principles of Economics	N. Gregory Mankiw, 7th Edition, Cengage Learning India Pvt Ltd, 2015.
Economics	Lipsey and Chrystal, 13 th International Edition, Oxford University Press, 2015.
Macroeconomics	Dornbusch Rudiger, Fischer, Stanley, Startz, 12th Edition, McGraw Hill Education, 2018.

eBooks:	
Managerial Economics (ME)	D. N. Dwivedi, 8th Edition, Vikas Publishing House Pvt Ltd, 2015.
Managerial Economics	Suma Damodaran, 2nd edition, Oxford University Press, 2010.
Principles of Economics	N. Gregory Mankiw, 7th Edition, Cengage Learning India Pvt Ltd, New Delhi 2015.
Managerial Economics	R. Panneerselvam, P. Sivasankaran & P. Senthilkumar, 1st Edition Cengage Learning India Pvt Ltd, 2018.
Managerial Economics Principles and Worldwide Applications (MEPWA)	Dominick Salvatore and Siddhartha K. Rastogi, 9th edition, Oxford University Press, 2020.
Microeconomics: Markets, Methods, and Models	Douglas Curtis and Ian Irvine, LYRYX Service Course Solution, 2014. https://laecon1.lyryx.com/textbooks/OPEN_CURTIS_MIC_1/marketing/CurtisIrvine-Microeconomics-2017A.pdf
Simplified Principles of Microeconomics	Hazbo Skoko, 1 st Edition, Bookboon.com, 2015. https://bookboon.com/en/simplified-principles-of-microeconomics-ebook#download
Principles of Microeconomics for AP courses	Timothy Taylor, Openstax College, Rice University, 2015. https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofMicroeconomicsforAPCourses-OP.pdf
Principles of Economics	Timothy Taylor, Openstax College, Rice University, 2014. https://d3bxy9euw4e147.cloudfront.net/oscms-prodcms/media/documents/PrinciplesofEconomics-OP.pdf
Essentials of Macroeconomics	Peter Jochumzen, 1 st Edition, Bookboon.com, 2010. https://bookboon.com/en/macroeconomics-uk-ebook
Practical Guide to Contemporary Economics	Yuri Yevdokimov, Bookboon.com, 2012. https://bookboon.com/en/practical-guide-to-contemporary-economics-ebook

Course Title: Enterprise Systems Management
Semester: I
Credit: 2
Duration: 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand various information systems concepts and e-commerce strategies to improve managerial decision-making.	L2: Understand	2	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
CO2	Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	6	<u>Internal-</u> Practical <u>End Term-</u> Theory
CO3	Apply various e-commerce strategies to achieve innovative digital markets.	L3: Apply	2	<u>Internal-</u> Test, Practical <u>End Term-</u> Theory
CO4	Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	3	<u>Internal-</u> Test, Assignment <u>End Term-</u> Theory
CO5	Assess the impact of futuristic and challenging trends in enterprise systems.	L5: Evaluate	3	<u>Internal-</u> Assignment <u>End Term-</u> Theory

Mapping with CO-PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No Alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	2	2	-
CO2	3	3	3	-	1
CO3	3	3	3	-	1
CO4	3	2	3	3	1
CO5	3	2	3	3	2
CO	3	2.6	3	1.6	1.25

Session Plan

Sr. No	Hours	Units	COs	Cognition	Evaluation Tools
		Introduction to ESM			
1	2	28. Introduction to Enterprise Systems Management 29. Introduction to database concepts 30. Introduction to e-commerce concepts and strategies	CO1: Understand various information systems concepts and e-commerce strategies to improve managerial decision-making.	L2: Understand	<u>Internal Quiz, Test</u> <u>End Term-Theory</u>
		ERP Module - 1			
2	3	<ul style="list-style-type: none"> ● ERP Modules - An insight into TPS, MIS, DSS, ESS, and their applications ● ERP, SCM, KMS, and CRM applications ● ERP System Configuration and Integration ● ERP implementation challenges ● SCM implementation challenges ● SCM Types ● CRM implementation challenges 	CO2: Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	<u>Internal-Practical</u> <u>End Term-Theory</u>
		ERP Module - 2			
3	3	<ul style="list-style-type: none"> ● Database Management Systems ● Structured Query Language Practical ● Business Intelligence ● Business Analytics ● Big Data Analytics ● Difference between Business Intelligence, Business Analytics, and Big Data Analytics 	CO2: Apply various information systems strategies and database concepts to upgrade decision-making practices.	L3: Apply	<u>Internal-Practical</u> <u>End Term-Theory</u>
		ERP Module - 2			

4	3	<ul style="list-style-type: none"> ERP, SCM, and CRM -the best fit for the chosen industry. Employee Table, Product Table, and Supplier Table in MS Access. E-Commerce Strategies as per Changing Business Trends. 	CO3: Apply various e-commerce strategies to achieve innovative digital markets.	L3: Apply	<u>Internal-Test, Practical End Term-Theory</u>
		ERP Module - 1			
5	1	<ul style="list-style-type: none"> ERP, SCM, and CRM Project Design & Planning Process, Success factors of a good ERP, SCM, and CRM. How to leverage ERP, SCM, and CRM systems to enhance and improve better decision-making in organizations. 	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
6	1	<ul style="list-style-type: none"> How do DBMS, Business Intelligence, Business Analytics & Big Data Analytics support Decision Making? Structured Query Language Analysis 	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
		E-commerce			
7	1	<ul style="list-style-type: none"> E-Commerce Unique features of e-commerce, Assess digital markets, and digital goods strategies. How has e-commerce transformed marketing? 	CO4: Analyse enterprise systems strategies to gauge their impact on business decisions.	L4: Analyse	<u>Internal-Test, Assignment End Term-Theory</u>
		E-commerce			
8	2	<ul style="list-style-type: none"> How has e-commerce transformed marketing? How has e-commerce affected B2B transactions? What is the role of m-commerce in business and 	CO 5: Assess the impact of futuristic and challenging trends in	L5: Evaluate.	<u>Internal-Assignment End Term-Theory</u>

		what are the most important m-commerce applications? • What issues must be addressed when building an e-commerce presence? • Types of E-Commerce • E-Commerce Payment Systems	enterprise systems.		
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Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Projects

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Class Activity
5. Assignments
6. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	15%	18%	22%	24%	21%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	10	30%	30%	15%	15%	10%
Class Activity	5	10%	20%	30%	20%	20%
Assignments	5	-	20%	20%	30%	30%
Projects	10	-	-	30%	40%	30%
End Term	60			30%	40%	30%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems -Managing the digital firm-	Kenneth C. Laudon & Jane P. Laudon	Pearson	16th	2022

Reference Books:

Book Title	Name of Author	Publisher	Edition No.	Year
Management Information Systems	James A O'Brien, George M Marakas & Ramesh Behl	Tata McGraw Hill	12th	2018
Enterprise Resource Planning - Demystified	Alexis Leon	Tata McGraw Hill	2nd	2016
Management Information system	James A O'brien	Tata McGraw Hill	5 th	2016
Enterprise Resource Planning	Mary Sumner	Pearson		2015
Management Information Systems	Davis and Olson	Tata McGraw Hill	2nd	2017
Management Information Systems	Effy oz	Cengage Learning	6th	2019

E-Books:

Book Title	Name of Author	Publisher	Link	Year
MIS			http://www.uotechnology.edu.iq/depts/mypdf/subjects/4is/4mis.pdf	
MIS			http://www.academia.edu/5275161/Management_Information_Systems_12th_Edition_	
MIS			https://drive.google.com/file/d/1Arp1vggiOgxjksUrIScOBIt7b5Q8vvNF/view	
Introduction to MIS			https://drive.google.com/file/d/1DQ48mt_EbzBRRCX_Zyzmtz6SOhdsoagL/view	
MIS – Basic Concepts			https://drive.google.com/file/d/1xhxT8ReGYpmlfApE8lBXij0cCGH7Ji9F/view	
MIS			https://www.sigc.edu/departments/mba/studymet/ManagementInformationSystem.pdf	
MIS			http://dinus.ac.id/repository/docs/ajar/Kenneth_C.Laudon_Jane_P._Laudon_-_Management_Information_System_13th_Edition_.pdf	

MIS			http://www.pearsonmiddleeastawe.com/pdfs/SAMPLE-MIS.pdf	
MIS			Managing the digital firm - http://iefb.weebly.com/uploads/1/4/2/4/14240576/libri_per_msi.pdf	
ERP - Making it happen			http://www.labee.ufsc.br/~luis/egcec/livros/ERP/ERP%20-%20Making%20It%20Happen.pdf	
ERP - Global opportunities and challenges			http://www.csbd.edu.in/csbdue-old/pdf/Enterprise_Resource_Planning.pdf	
Thinking about ERP -			https://www.syspro.com/dl/EB/SYSPRO-Thinking-About-ERP-ALL-EB.pdf	
Open ERP			http://brochures.sisalp.fr/openerp-book-v6.pdf	
Business Analysis	Steven P. Blais		Best Practices for Success	

Semester : **I**
Course Title : **Decision Sciences**
No of Credits : **4**
Contact Hours : **40 hrs**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the various statistical concepts used in Decision Science	L2: Understand	7.0	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory <u>Internal-</u> Assignments,
CO2	Illustrate the use of statistical concepts to solve business problems	L3: Apply	7.5	project work, Viva <u>End Term-</u> Sums <u>Internal-</u> Assignment
CO3	Analyze the statistical information for business decision making	L4: Analyze	9.0	Viva project work <u>End Term-</u> Sums <u>Internal</u> Project work
CO4	Assess the tools & techniques used in decision making for its appropriateness	L5: Evaluate	5.5	<u>End term-</u> Sums <u>Internal</u> Project work
CO5	Develop suitable statistical models for business decision making	L6: Create	3.0	<u>End term</u> sums

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	-	-
CO2	2	3	-	1	-

CO3	3	3	2	1	2
CO4	3	3	2	2	2
CO5	3	3	2	2	2
CO	2.8	2.8	2	1.5	2

Session Plan

Sr. No	Hrs	Topic	COs	Cognition	Evaluation Tools
1	1	Introduction to Decision Sciences			
(i)	1	Meaning and Importance of Decision Science	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal - Test</u>
2	2.0	Representation of Data			
(i)	2	Frequency Distribution Charts, tables and diagrams.	CO2: Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal- Practical, project work</u>
3	3.5	Measures of Central Tendency			
(i)	.5	Various concepts related to measures of central tendency	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal- Class Test, Viva, Project work</u>
(ii)	3.0	Practical application on various datasets	CO2: Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal -Practical, Class test</u>
4	2.5	Measures of Dispersion			
(i)	.5	Various concepts related with measures of dispersion	CO1: Understand the various statistical concepts used in Decision Science	L2 : Understand	<u>Internal- Test, Viva, Practical</u>
(ii)	2	Sums related to dispersion	CO3: Analyze the statistical information for business decision making	L4: Analyse	<u>Internal - Project work, Test</u>
5	1.5	Measures of Symmetry			
(i)	.5	Various concepts related to skewness,	CO1 : Understand the	L2 :	<u>Internal-</u>

		moments and Kurtosis	various statistical concepts used in Decision Science	Understand	Test, Viva
(ii)	1	Sums related to Skewness and Kurtosis	CO3 : Analyze the statistical information for business decision making	L4: Analyse	<u>Internal - Project work</u>
6	3.5	Probability & its Distributions			
(i)	1	The various concepts related with probability	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal- Viva Test, End Term- Theory</u>
(ii)	1	Discrete and Continuous Frequency Distribution: Calculation of Binomial, Poisson and Normal Distribution	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal- Test, Practical End Term- Sums</u>
(iii)	1.5	Discrete and Continuous Frequency Distribution: Application of Binomial, Poisson and Normal Distribution.	CO3 : Analyze the statistical information for business decision making	L4: Analyse	<u>Internal- Viva, Test, End Term- Theory</u>
7	1.0	Theory of estimation			
(i)	.5	Various concepts related with theory of estimation	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal- Test, Viva Practical End Term- Sums, Theory</u>
(ii)	.5	Calculation of point and interval estimate	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal- Test, Practical End Term- Sums</u>
8	3.5	Hypothesis Testing			
(i)	1	T test & F Test : Concepts	CO3 : Analyze the statistical information for business decision making	L4 : Analyse	<u>Internal- Project work End term -Practical</u>
(ii)	2.5	T test & F test : Application	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L5 : Evaluate	<u>Internal- Project work End term -Practical</u>
9	1	Chi-Square test			
(i)	1	Introduction to Chi-square	CO1 : Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal- Viva Test, End Term- Theory</u>
10	2	Analysis of Variance			

(i)	1	Concept of ANOVA	CO2 : Illustrate the use of statistical concepts to solve business problems	L3: Apply	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
(ii)	1	Practical application using software	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L5 : Evaluate	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
11	4.0	Measures of Association			
(i)	.5	Understand the various concepts related measures of association	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal</u> <u>-Viva, Test</u>
(ii)	2.5	Concept: Karl Pearson, Spearman coefficient of correlation	CO3 : Analyze the statistical information for business decision making	L3:Apply	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
(iii)	1	Practical application using software : Karl Pearson, Spearman coefficient of correlation	CO4 : Assess the tools & techniques used in decision making for its appropriateness	L4 : Analyze	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
12	5	Regression Analysis			
(i)	1	Understand the various concepts related with regression analysis	CO1: Understand the various statistical concepts used in Decision Science	L2: Understand	<u>Internal</u> <u>-Viva</u> <u>End term</u> <u>-Practical question</u>
(ii)	1	Least Square Principle, Drawing the regression line	CO4: Assess the tools & techniques used in decision making for its appropriateness.	L5 : Evaluate	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
(iii)	2	Relationships among the correlation coefficient, Coefficient of Determination, Standard Error of Estimate.	CO5: Develop suitable statistical models for business decision making	L6: Create	<u>Internal-Project work</u> <u>End term</u> <u>-Practical</u>
(iv)	1	Multiple Regression Analysis	CO5: Develop suitable statistical models for business decision making	L6: Create	<u>Internal</u> <u>Project work</u> <u>End term-</u> <u>Sums</u>
13	1.5	Time Series and forecasting			
(i)	.5	Introduction and components of time series	CO1: Understand the various statistical	L2: Understand	<u>Internal</u> <u>-Viva</u>

			concepts used in Decision Science		<u>End term</u> -Theory question <u>Internal-</u> Project work <u>End term</u> -Practical
(ii)	1	Forecasting Techniques : Moving Average & Weighted Moving Average	CO3 : Analyze the statistical information for business decision making	L4: Analyse	

Pedagogy

6. Lecture
7. Case Studies
8. Presentation and assignments

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

31. Attendance
32. Class Participation
33. Class Test
4. Assignment
5. Project

Assessment Mapping

Parameter	Marks	CO1	CO2	CO3	CO4	CO5
Internal	40	17.5%	25.0%	25.0%	15.0%	17.5%
Attendance	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	10	20.0%	20.0%	20.0%	20.0%	20.0%
Class Test	10	30.0%	40.0%	30.0%	0.0%	0.0%
Assignments	5	0.0%	40.0%	60.0%	0.0%	0.0%
Projects	5	0.0%	0.0%	0.0%	40.0%	60.0%
End Term	60	16.7%	16.7%	25.0%	25.0%	16.7%
Total	100	17.0%	20.0%	25.0%	21.0%	17.0%

Text Book:

Statistical techniques in Business & Economics- Lind, Marchal & Wathen, Mc Graw Hill Education, 16th Edition, 2017.

Reference Books:

Book Title	Name of the Author	Publisher	Edition no.	Edition year
Business Statistics	Ken Black	Wiley India,	7th Edition	Reprint 2012
Fundamentals of Business Statistics.	J.K Sharma	Vikas Publishing house Pvt Ltd, New Delhi	2 nd Edition	2014
Statistics for Management Prentice	Levin and Rubin	Pearson	7 th Edition	2011
Business Statistics in practice	Bruce L. Bowerman,	Tata Mc Graw Hill, Pearson.	7th Edition,	2014
Applied Statistical Methods	S. P. Gupta	S Chand	41 st Edition	2011
Business Statistics	S C Gupta	Himalaya Publishing	6 th Edition	2013

E-Books details:

Sr. No.	Name of the Book	Author's Name	Publication	link	Edition
1)	Introductory Statistics: Concepts, Models and Applications	David. W. Stockburger	Atomix publishing.com	http://www.pdftitles.com/book/13223/introductory-statistics-concepts-models-and-applications	1996
2)	Business Statistics	Bajpai Naval	Pearson India	https://www.pinterest.com/pin/760404718307803413/	2008
3)	Fundamentals of Business Statistics	Sharma J.K	Pearson India	https://docs.google.com/document/d/12xXI9UF2FEMuJ_uN6J6h7TJ1biiAp2kt1DKlhuo0yvA/edit	2008
4)	Problems & Solutions of Business Statistics	Sharma, J. K.	Pearson India	https://www.amazon.in/Business-Statistics-Problems-Solutions-Sharma-ebook/dp/B00CDIDNAG#reader_B00CDIDNAG	2011
5)	Statistics for Economics,	Michael Barro	Financial Times/	https://thenigerianprofessionalaccountant.files.wordpress.com/2013/04/statistics-for-economics-accounting-and-business-studies-4th-	2006

	Accounting and business studies	w	Prentice Hall	ed.pdf	
6	Business Statistics	Ken black	Wiley India	https://www.pdfdrive.net/business-statistics-e23260267.html	2010

Semester: I
Course Title: Lifestyle Management
No of Credits: 2
Contact Hours: 20 hrs

Course Outcome

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain Yoga concepts and principles to regulate and discipline lifestyle.	L2: Understand	2.0	<u>Internal</u> , Practical, <u>End Term</u> Theory
CO2	Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	6.0	<u>Internal</u> - Practical
CO3	Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	7.0	<u>Internal</u> - Practical
CO4	Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	2.0	<u>Internal</u> - Test, Practical <u>End Term</u> -
CO5	Evaluate the Yogic and Lifestyle Management techniques in developing value-based leadership	L5: Evaluate	3.0	<u>Internal</u> - Test, Practical <u>End Term</u> - Test

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO-1	3	2	-	-	-
CO-2	3	3	2	-	2

CO-3	3	3	2	1	2
CO-4	3	3	2	1	2
CO-5	3	3	3	1	2
CO	3	3	2.23	1	2

Session Plan

Session	Hrs	Topic	COs	Cognition	Evaluation Techniques
1	2 hrs	Introduction to LSM Meaning of Yoga and its importance in higher education. Do's and Don'ts in LSM. Sitting correct for good postures. Simple yogic stretches for whole body. What is Asana? Does Yoga mean only asanas?	CO1: Explain Yoga concepts and principles to regulate and discipline lifestyle.	L2: Understand	<u>Internal</u> , <u>Practical</u> , <u>End Term</u> Theory
2	1 hrs	HELM-CONNECT Where we learn about our peers and our mentors, and we connect with them. We also understand the power of intention and the need for inner guidance.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal</u> - Practical
3	1 hrs	Personality Development Tools Suryanamaskar simplified in steps. Build your strength. Guided Meditation 1: Pranadharana -I Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal</u> - Practical
4	1 hrs	HELM-CORE Here we move from outer connections to inner and we learn about our inner strengths, skills and values.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for	L3: Apply	<u>Internal</u> - Practical

			Inner strength and strength building.		
5	1 hrs	<u>Yoga for improving Body Language.</u> Selected standing asanas - explanation, demonstration and practice. Guided Meditation 3: Pranadharana -I & II Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
6	1 hrs	<u>Yoga for Extra Energy.</u> Various stretches for loosening. Suryanamaskar Supine Asanas - explanation, demonstration and practice. Pranayama- Anuloma Viloma, Bhramari, Ujjai- explanation, demonstration and practice. Guided Meditation: Pranadharana I & II Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
7	1 hrs	<u>Yoga for Stress Management.</u> Pranayama- Kapalbhati, Sheetal, Seetkari –demonstration, explanation and practice. Reflection Exercise. Guided Meditation: Pranadharana I, II & III Shavasana for relaxation.	CO4: Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	<u>Internal-Test, Practical End Term-</u>
8	1 hrs	HELM-Context - Where we learn about our world and our place in it and try to understand how we can contribute towards the fulfilment of UN Goals for Sustainable Development	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
9	1 hrs	HELM-Choices - Role of peer pressure in decision making and how to take the right decision in most situations.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>

10	1 hrs	<u>Mudra Vighyan- Ancient science for Modern World.</u> Control Five basic elements for complete health. Explanation, Demonstration and Practice of important mudras. Shavasana for relaxation.	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
11	1 hrs	HELM-Causality - Where we discuss the cause and effect of our actions.	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
12	1 hrs	<u>Yoga for Studies & for Creativity</u> Seven Chakras...Contd. Selected asanas – Explanation, Demonstration and practice. Relaxation.	CO4: Assess the impact of Pranayama and Meditations in reducing stress.	L5: Evaluate	<u>Internal-Test, Practical End Term-</u>
13	1 hrs	<u>Concentration building through Yoga.</u> Various asanas, Meditation Techniques. Jyoti Tratak / Bindu Tratak. Eye exercises	CO3: Demonstrate various yoga concept, , Mudras and asanas for energy conservation, Personality development and positive health	L3: Apply	<u>Internal-Practical</u>
14	1 hrs	HELM-Causality - Where we discuss the various resources available to the participants for deepening their Heartfulness practice	CO2: Apply the HELM (Heartfulness Enabled Leadership Mastery) concepts for Inner strength and strength building.	L3: Apply	<u>Internal-Practical</u>
15	2.5 hrs	Revision & Test of Asanas, Pranayama & stress management techniques	CO5: Evaluate the Yogic and Lifestyle Management techniques in developing value-based	L5: Evaluate	<u>Internal-Test, Practical End Term- Test</u>

			leadership		
16	2.5 hrs	Revision & Test of Asanas, Pranayama & stress management techniques	CO5: Evaluate the Yogic and Lifestyle Management techniques in developing value-based leadership	L5: Evaluate	<u>Internal-Test, Practical End Term- Test</u>

	Pedagogy
1.	Lecture
2.	Practical Demonstration
3.	Actual workout and practice
4.	Live Activity / Exercise
5.	Revisions

Evaluation:

Internal Assessment	40%
External Assessment	60%
Total	100%

Parameters of Internal Assessment:

Classroom participation
Attendance
Class Tests
Class Tests / Assignments

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	10%	25%	25%	20%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%

Practical Class Test-1	5	-	-	40%	30%	30%
Practical Class Test-2	5	-	-	40%	30%	30%
End Term	30	25%	15%	30%	20%	10%

Text Books:

Study material will be provided on ERP

Reference Books:

1. Yoga for Health and Peace - Padmashree Sadashiv Nimbalkar,
YVN Publication, Mumbai.
2. Pranayama- An Effective
Means for Mental Peace - Padmashree Sadashiv Nimbalkar,
YVN Publication, Mumbai.
3. Light on Pranayama - Padmavibhushan B.K.S. Iyenger,
Harper Collins Publishers, Delhi.

Course Title: Technology Based Business Transformation

Semester: I
Credit: 2
Duration: 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Identify the latest technological trends affecting digital disruptions across sectors.	L2: Understand	2.5	Internal Quiz, Test End Term- Theory
CO2	Illustrate the use of latest technologies tools to create value and enhance business opportunities.	L3: Apply	6.5	Internal- Practical End Term- Theory
CO3	Demonstrate the application of technological innovation in various business domain.	L3: Apply	3.5	Internal- Test, Practical End Term- Theory
CO4	Contrast the use of latest technological tools & techniques across industry to have in-depth insights.	L4: Analyse	3.5	Internal- Project End Term- Theory
CO5	Assess the impact of technology innovations to to measure its success and disruptions.	L5: Evaluate	4	Internal- Project End Term- Theory

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2	-	2	-
CO2	3	3	-	2	-
CO3	2	3	-	2	-
CO4	2	3	2	3	2

CO5	2	3	2	3	2
CO	2.4	2.8	2.0	2.4	2.0

Session Plan

Sr. No	Hours	Units	COs	Cognition	Evaluation Tools
		Introduction to the Latest Technologies			
1	2.5	Introduction to the latest technologies that changing business trends.	CO1: Identify the latest technological trends affecting digital disruptions across sectors.	L2: Understand	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
		Applications of the latest technologies			
2	2	Understand the Basics of - <ul style="list-style-type: none"> • IOT Concepts, IOT Architecture, IOT Business Models, and Opportunities for IOT • Artificial Intelligence and the next wave of artificial intelligence 	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
3	2.5	Understand the Basics of - 9. Machine Learning and Deep Learning 10. Augmented Reality and Virtual Reality	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
4	2	Understand the Basics of - <ul style="list-style-type: none"> • Block Chain • Emerging & Advanced Technologies • Application program interfaces • Smart Devices • Cloud Computing 	CO2: Illustrate the use of latest technologies tools to create value and enhance business opportunities	L3: Analyse	<u>Internal</u> Quiz, Test <u>End Term-</u> Theory
5	3.5	Apply various strategies focusing on the industry impacts of technological	CO3: Demonstrate	L3: Analyse	<u>Internal-</u> Test

		innovation and digitizing Products for Sustainability's Sake Innovation.	the application of technological innovation in various business domain.		<u>End Term-Theory</u>
6	3.5	Search and list down various latest Machin Learning, Deep Learning, Augmented Reality, Virtual Reality, and Blockchain technological tools to get in-depth insights and classify them as per the industry.	CO4: Contrast the use of latest technological tools & techniques across industry to have in-depth insights.	L4: Analyse	<u>Internal-Project End Term-Theory</u>
7	4	A Case Study on <ul style="list-style-type: none"> • Blockchain in Manufacturing: "FabRec": A Prototype for Peer-to-Peer Network of Manufacturing Node • Case Study: 7 Inspiring Case Studies on VR and AR --"Smart Home with Full Automation" • Security-risks-of-cloud-computing 	CO5: Assess the impact of technology innovations to to measure its success and disruptions.	L5: Evaluate	<u>Internal-Project End Term-Theory</u>

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments
4. Practical & Projects

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	18%	20%	18%	20%	25%
Attendance	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Participation	5	20.0%	20.0%	20.0%	20.0%	20.0%
Class Test	5	30.0%	40.0%	30.0%	0.0%	0.0%
Project	5	0.0%	0.0%	0.0%	40.0%	60.0%
End Term	30	13.3%	26.7%	20.0%	20.0%	20.0%
Total	50	15.0%	24.0%	19.0%	20.0%	22.0%

Reference Books:

Book Title	Name of Author	Publisher	Edition No.	Year
Internet of Things – Architecture and design principles	Raj Kamal	Tata McGraw Hill	12th	2018
The Digital Transformation Playbook – Rethink Your Business for the Digital Age	David Rogers	Columbia Business School Publishing	2nd	2016
Digital Transformation	Lindsay Herbert	Bloomsbury Publication		2018
Demystifying Digital Transformation: A	Nishith Sharan			2018

Practitioner's Companion				
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E-Books:

Book Title	Link	Year
Technology Trends	https://www.forbes.com/sites/jaysondemers/2017/12/30/7-technology-trends-that-will-dominate-2018/#702d35c857d7	
Technology Trends	http://fortune.com/2017/12/26/4-technology-trends-2018/	
Hottest technologies	https://www.inc.com/yoram-solomon/3-hottest-technologies-that-will-change-your-busin.html	
Technologies will change small business	https://hubworks.com/13-technologies-will-change-small-business.html	
Smart city	https://pages.questexweb.com/rs/294-MQF-056/images/Build_a_Smart_City_FINAL.pdf	
Artificial intelligence	https://courses.csail.mit.edu/6.034f/ai3/rest.pdf	
Artificial intelligence	http://gunkelweb.com/coms493/texts/AI_Dummies.pdf	
Bitcoin and cryptocurrency technologies	https://lopp.net/pdf/princeton_bitcoin_book.pdf	
IOT	https://support.ptc.com/WCMS/files/160474/en/PTC_eBook_Impact_of_the_IoT_on_Manufacturers.p	

Course Title : **Introduction to Operations Management**
Semester : **I**
Credits : **2**
Contact Hours : **20 Hrs**

Cours e Outco mes	Description	Cognition	Hours	Evaluation Tool
CO1	Explain the concepts, principles, practices & challenges of operations management for managing business operations.	L2: Understand	5	<u>Internal-</u> Test, Assignment
CO2	Apply various framework, to New product design & development for value proposition.	L3: Apply	2	<u>Internal-</u> Test, Case Study, Exercise
CO3	Apply appropriate methods related to the selection of facility location, layout	L3: Apply	5	<u>Internal-</u> Test, Case Study <u>End Term-</u> Theory
CO4	Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	6	<u>Internal-</u> Test, Case Study, Numerical
CO5	Evaluate the continuous improvement tools for better quality and decision making.	L5: Evaluate	2	<u>Internal-</u> Test, Case Study

Mapping with CO-PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - - No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1		1	1
CO2	3	3		2	2
CO3	3	3		2	3
CO4	3	3		2	3
CO5	3	3		2	3
CO	3	3		2	2

Session Plan

Sr. No.	Hou rs	Syllabus- Course Contents	Course Outcome (CO)	Cognition	Evaluation Tools
1	3	Introduction to Operations Management Operations management of Manufacturing and service sectors, Transformation process, Goods and Services, Types of Production Systems Interface of Operations with other management areas	CO1-Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
2	1	Role of Operations, in Various Sectors	CO1- Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
3	1	Future of Operations- Circular Economy, Industry 4.0, Product Design	CO1- Explain the concepts, principles, practices & challenges of operations management for efficiently managing business operations.	L2: Understand	<u>Internal-</u> Test, Assignment
4	2	New Product/Service Development New product	CO2- Apply the various framework, to New product	L3: Apply	<u>Internal-</u> Test, Case Study, Exercise

		development cycle, reasons for failure of new products, Outsourcing and Offshoring of new product development - over-view	design & development, for continuous successes of the business		
5	2.50	Facility Location Strategy for new location and various Methods for selecting a site for a factory. Objectives, Various types of plant layout in manufacturing and service industry. Steps for determining layout	CO3- Apply appropriate methods related to the selection of facility location, layout and capacity planning for better productivity, cost effectiveness and increased efficiency of the business	L3: Apply	<u>Internal-Test, Case Study</u> <u>End Term-</u> Theory
6	2.50	Facility Layout Objectives, Various types of plant layout in manufacturing and service industry. Steps for determining layout	CO3- Apply appropriate methods related to the selection of facility location, layout and capacity planning for better productivity, cost effectiveness and increased efficiency of the business	L3: Apply	<u>Internal-Test, Case Study</u>
7	3	Production / Operations Planning & Control Aggregate planning, Capacity Planning, Material requirement planning, Production / Operation Planning and Control.	CO4-Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	<u>Internal-Test, Case Study, Numericals</u>

8	3	Inventory Management: inventory types, inventory costs, Importance of inventory control and methods of inventory control. EOQ, ABC Analysis.	CO4-Analyse the various inventory management tools, capacity planning for better productivity, cost effectiveness and efficiency of the business	L4: Analyze	<u>Internal-</u> Test, Case Study, Numericals
9	2	Quality management Definition of quality and quality control methods, Dimensions of quality, Cost of quality, QC Tools, Six Sigma, ISO	CO 5- Evaluate the continuous improvement tools for better Quality & decisions making.	L5 Evaluate	<u>Internal-</u> Test, Case Study

Pedagogy

1. Lecture

2. Case Study

3. Presentation / Assignment

4. Activity/ Exercise

5. Videos

Evaluation

Internal 40%

External 60%

Total 100%

Parameters of Internal Assessment:

Internal Assessment	20Marks
External Assessment / End Term Exam	30Marks

<i>Internal Assessment:</i>	
Attendance	5 Marks
Class Participation	5Marks
Presentation /Project /Assignment	5Marks
Class Test	5 Marks
Total	20Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	20%	13%	22%	25%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	20%	20%	25%	20%	15%
Assignment / Project / Presentation	5	40%	30%		30%	
End Term	30	20%	16%	22%	22%	20%
Total	50	20%	15%	22%	23%	20%

Textbook:

1) Production and Operations Management - K. Ashwathappa & K. Shridhara Bhat,
Himalaya Publications,
2nd Edition, 2008, Reprint 2015

Reference Book:

1) Production and Operations Management - Chase, Ravi Shankar, Jacobs
Mc Graw Hill, 14th
Edition, 2014, Reprint 2017

2) Operations Management- Theory and Practice - B.Mahadevan, Pearson, 3rd
Edition, 2015

3) Operations & Supply Management: - S.N. Chary, Mc Graw Hill Education
(India) Pvt Ltd
2013, 5th Edition, Reprint

4) Operations Management - William J. Stevenson, Mc Graw Hill,
12th Edition, 2017

5) Production and Operations Management - Kanishka Bedi, OXFORD, 3rd
Edition, 2013

E-Book:

34. Operations Management Roberta Russell and Bernard Taylor

file:///C:/Users/user1/Downloads/Stevenson%20-%20Operations
%20Management%2013th%20Edition%20c2018%20(%20PDFDrive.com
%20)%20(1).pdf

35. Operations Management Nigel Slack, S Chambers & R Johnston

http://carlbamford.weebly.com/uploads/4/4/1/3/4413567/operations_management_6th_ed.pdf

3) Operations Management Notes by Anna University --

file:///C:/Users/user1/Downloads/UNIT%20-%20I%20INTRODUCTION%20TO
%20PRODUCTION%20AND%20OPERATION%20MANAGEMENT%20(%20PDFDrive.com
%20).pdf

4) Operations Management -- William Stevenson, Mc - Graw Hill, Edition 12, 2014

http://ebook3000.com/Operations-Management--12th-edition_389046.html

Semester: I

Course Title: Introduction to MS-Excel and Advance Methods

Credit: 4

Duration: 40 hrs.

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	7.25	<u>Internal</u> Assignment, Test
CO2	Solve numerical, text, date, and lookup formula.	L3: Apply	13.0	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
CO3	Analyse the use of different charts.	L4: Analyse	11.0	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
CO4	Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	2.5	<u>Internal-</u> Practical, Test <u>End Term-</u> Test
CO5	Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	6.25	<u>Internal-</u> Practical, Test <u>End Term-</u> Test

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	3	1	1	1
CO2	2	3	1	1	1
CO3	2	3	1	1	1
CO4	2	3	2	-	2
CO5	2	3	2	1	2
CO	2.0	3.0	1.4	1.0	1.4

Session Plan

Sr. No	Hrs	Units	COs	Cognition	Evaluation Tools
1	1.5	Microsoft Excel Fundamentals:			
(i)	1.5	<input type="checkbox"/> Launching Excel <input type="checkbox"/> Introduction to the Excel Interface <input type="checkbox"/> Customizing the Excel Quick Access Toolbar <input type="checkbox"/> Understanding the Structure of an Excel Workbook <input type="checkbox"/> Saving an Excel Document <input type="checkbox"/> Opening an Existing Excel Document	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test_
2	3.0	Microsoft Excel Fundamentals:			

(i)	3.0	<input type="checkbox"/> Launching Excel <input type="checkbox"/> Introduction to the Excel Interface <input type="checkbox"/> Customizing the Excel Quick Access Toolbar <input type="checkbox"/> Understanding the Structure of an Excel Workbook <input type="checkbox"/> Saving an Excel Document <input type="checkbox"/> Opening an Existing Excel Document	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
3	3.0	Entering and Editing Text and Formulas			
(i)	3.0	<ul style="list-style-type: none"> • Entering Text to Create Spreadsheet Titles • Working with Numeric Data in Excel • Entering Date Values in Excel • Working with Cell References • Data Linking within workbooks and worksheets. • Creating Basic Formulas in Excel • Relative Versus Absolute Cell References in Formulas • Consolidate multiple sheets into single sheets. 	CO1: Apply basic excel fundamentals and commands to manage worksheet effectively.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
4	2.0	Working with Basic Excel Functions			
(i)	2.0	<input type="checkbox"/> The structure of an Excel Function <input type="checkbox"/> Working with the SUM() Function <input type="checkbox"/> Working with the MIN() and MAX() Functions <input type="checkbox"/> Working with the AVERAGE() Function <input type="checkbox"/> Working with the COUNT() Function <input type="checkbox"/> Using the AutoSum Command <input type="checkbox"/> Using the AutoFill Command to Copy Formulas	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test,
5	2.5	Study of Basic and Advance filter:			
(i)	2.5	7. Introduction to Basic filter	CO2: Solve numerical, text,	L3:	<u>Internal-</u> Assignment,

		8. Advance filter 9. Filter function	date, and lookup formula.	Apply	Test, Practical <u>End Term-</u> Test
6	2.0	Paste Special Functions and Protection of cells, workbook, and worksheets:			
(i)	2.0	<input type="checkbox"/> Paste Special Transpose <input type="checkbox"/> Paste Special Values <input type="checkbox"/> Paste Special Formula <input type="checkbox"/> Paste Special Link <input type="checkbox"/> Protection of Cells <input type="checkbox"/> Protection of Workbook and Worksheets	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
7	2.0	Working with Excel's Lookup Functions			
(i)	2.0	<ul style="list-style-type: none"> Using Excel's VLOOKUP() Function Using Excel's HLOOKUP() Function 	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
8	2.5	Transpose and Date Functions			
(i)	1.0	<input type="checkbox"/> TRANSPOSE using Paste special <input type="checkbox"/> Simple Transpose	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
(ii)	1.5	5. DAYS 6. WEEKDAY 7. EOMONTH 8. EDATE 9. WEEKNUM, 10. EMONTH, 11. YEARFRAC	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
9	2.5	Text Based Functions and working with Match			

		and Index:			
(i)	1.5	<ul style="list-style-type: none"> Using Excel's LEFT(), RIGHT() and MID() Functions Using Excel's LEN() Function Using Excel's SUBSTITUTE(),REPLACE(),TRIM() Function Using Excel's CONCATENATE() Function Using Excel's Text functions TEXT SPLIT() TEXT BEFORE() HSTACK() VSTACK() TAKE() DROP() CHOOSECOLS() CHOOSEROWS() 	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test
(ii)	1.0	<ul style="list-style-type: none"> Introduction to Match () Introduction to Index () Combination of Match & Index() 	CO2: Solve numerical, text, date, and lookup formula.	L3: Apply	<u>Internal-</u> Assignment, Test, Practical <u>End Term-</u> Test,
10	4.0	Analyse Basic Charts in Excel:			
(i)	4.0	<ul style="list-style-type: none"> Creating an Excel Column Chart Working with the Excel Chart Ribbon Adding and Modifying Data on an Excel Chart Formatting an Excel Chart Moving a Chart to another Worksheet 	CO3: Analyse the use of different charts.	L4: Analyse	<u>Internal-</u> Practical, Test <u>End Term-</u> Test
11	7.0	Analyse different chart and its uses:			

(i)	3.5	<ul style="list-style-type: none"> Candle Chart Gantt Chart 	CO3: Analyse the use of different charts.	L4: Analyse	<u>Internal-</u> Practical, Test <u>End Term-</u> Test
(ii)	3.5	<ul style="list-style-type: none"> Forecast and Trend Chart Histogram Chart 	CO3: Analyse the use of different charts.	L4: Analyse	<u>Internal-</u> Practical, Test <u>End Term-</u> Test
12	2.5	Working with Google Drive, Google Calendar and Google forms			
(i)	1.0	Google Drive: <ul style="list-style-type: none"> 36. Uploading and downloading files and folders in Google Drive. 37. Exploring Shared drive 38. Permission Settings 	CO4: Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	<u>Internal-</u> Test
(ii)	2.5	Google forms and Google Calendar: <ul style="list-style-type: none"> Designing quizzes using google forms and downloading their responses in Google Sheets. Scheduling using Google Calendars and its synchronization using mobile phone 	CO4: Analyse applications on Google drive, Google forms and effective scheduling using Google Calendar.	L4: Analyse	<u>Internal-</u> Test
Working with Google Spreadsheets					
13	1.0	Introduction to Functions and Conditional Functions			
(i)	1.0	Get familiar with Conditional Formatting column/row wise and filter functions with filter views.	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-</u> Test
14	2.0	Nested Conditional Functions			

(i)	2.0	<ul style="list-style-type: none"> ● NESTED IF() ● NESTED IF() with AND() NESTED IF() with OR() 	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
15	2.0	Working with TEXT functions			
(i)	2.0	<ul style="list-style-type: none"> • LEFT() • RIGHT() • LEN() • TRIM() • FIND() & SEARCH() 	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
16	1.5	Working in a Collaborative environment and protection of worksheet and named ranges			
(i)	1.5	<ul style="list-style-type: none"> • Learning different sharing techniques • Getting familiar with owners' rights • Protection of sheets in a collaborative environment <p>Protection of named ranges in spreadsheet</p>	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>
17	1.5	Stock Picking and Real Time Translators with GOOGLE FINANCE and GOOGLE TRANSLATE			
(i)	1.5	<ul style="list-style-type: none"> <input type="checkbox"/> Get stock information instantly with GOOGLE FINANCE() <input type="checkbox"/> Become a polyglot with GOOGLE TRANSLATE() 	CO5: Analyse different features and formulas on Google Spreadsheet.	L4: Analyse	<u>Internal-Test</u>

Pedagogy

11. Lecture
12. Assignments
13. Presentation

Evaluation

Internal 60%

External 40%

Total 100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Project Presentation

Assessment Mapping:

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	10%	25%	15%	25%	25%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Class Test	10	15%	15%	30%	20%	10%
Projects	10	5%	70%	10%	10%	10%
End Term	60	10%	70%	10%	5%	5%

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Excel 2013 Power Programming with VBA	John Walkenbach	Wiley & Sons, Incorporated, John	-	2007
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1 st	2016

E-Books:

Book Title	Name of Author	Publisher	Link	Year
Microsoft Word 2013™ An Essential Guide (Level 1)	-	reading.ac.uk	http://www.reading.ac.uk/web/files/its/WordEssen13.pdf	2014

Corporate Finance Institute-Excel	-	Corporatefinanceinstitute.com	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	2013
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Course Title: Managerial Communication - 1

Semester: I

Credit: 2

Duration: 20 hrs.

Course Outcomes	Description	Cognition	Hrs	Evaluation Tools
CO 1	Apply elements of effective public speaking to overcome stage fear.	L3 - Apply		<u>Internal</u> Role Play <u>End Term</u> Theory
CO 2	Debate on current affairs to ace debates, movie review and newsroom discussions.	L4 - Analyse		<u>Internal</u> Role Play <u>End Term</u> Theory
CO 3	Apply the techniques of delivering effective presentations to maintain standardization & convey the right message to the audience.	L3 - Apply		<u>Internal</u> Role Play <u>End Term</u> Theory
CO 4	Develop strategies to create compelling and persuasive stories.	L4 - Analyse		<u>Internal</u> Role Play <u>End Term</u> Theory
CO5	Develop effective written communication skills to ace personal and professional interactions.	L4 - Analyse		<u>Internal</u> Assignment <u>End Term</u> Theory

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	-	-	1	-
CO2	-	3	-	3	2

CO3	2	2	1	3	-
CO4	2	2	2	2	-
CO5	2	2	2	2	2
CO	2.3	2.3	1.7	2.2	2.0

Session Plan

Sess. No.	Hrs	Topic	COs	Cognition	Evaluation Tools
		Presentation Skills			
1	1.25	Roadmap	CO1: Apply elements of effective public speaking to overcome stage fear.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
2- 3	2.50	Presentation Skills	CO3: Apply the techniques of delivering effective presentations to maintain standardization & convey the right message to the audience.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
		Persuasive Story Telling			
4-5	2.5	Story Telling	CO4: Develop strategies to create compelling and persuasive stories.	L4 - Analyse	<u>Internal</u> Role Play <u>End Term</u> Theory
		Business Writing Skills			
6-7	2.5	Email Writing for Workplace	CO5: Develop effective written communication skills to ace personal and professional interactions.	L4 : Analyse	<u>Internal</u> Assignment <u>End Term</u> Theory
8	1	Report WritingThe Speaking Circle	CO5 - Develop effective written communication skills to ace personal and professional interactions.	L5: Evluate	<u>Internal</u> Assignment <u>End Term</u> Theory
		The Speaking Circle			
9	1.25	Elements of Public Speaking	CO1: Apply elements of effective public speaking to overcome stage fear.	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Theory
10-16		Debate Movie Review Ad Spoof News Room	CO2: Debate on current affairs to ace debates, movie review and news room discussions.	L4 - Anlayse	<u>Internal</u> Role Play <u>End Term</u> Theory

Pedagogy
1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

Written Assessment - Email

Attendance

Class Participation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	15%	18%	22%	24%	21%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Role Play	5	20%	20%	20%	20%	
Assignment	5	-	-	-	-	100%
End Term	30	10%	20%	20%	20%	30%

Textbooks/Reference Books:

Business Communication (Connecting at Work) Hory Sankar Mukerjee 1st Edition (Oxford)

Course Title : Verbal Skills and Quantitative Analysis - 1
Semester : I
Credit : 2
Duration : 20 hours

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the grammar rules to solve parts of speech questions.	L2 -Understand	2	<u>Internal Quiz</u> <u>End Term</u> Practical
CO2	Apply the principles of probability combined with permutation and combination to determine event dynamics.	L3 -Apply	3	<u>Internal Quiz</u> <u>End Term</u> Practical
CO3	Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3 - Apply	3	<u>Internal Quiz</u> <u>End Term</u> Practical
CO4	Apply different tricks and techniques to solve mathematical problems.	L3 - Apply	9	<u>Internal Test</u> <u>End Term</u> Practical
CO5	Analyze the problems to decipher codes, patterns, directions, and relationships.	L4 - Analyse	3	<u>Internal Test</u> <u>End Term</u> Practical

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	-	-
CO2	3	3	-	1	-
CO3	2	3	-	1	-
CO4	2	3	1	1	2
CO5	2	3	1	1	2
CO	2.4	2.6	1.0	1.0	2.0

Session Plan

Session	Hours	Topics	COs	Cognition	Evaluation Tool
		Verbal Skills			
1-2	2.5	Grammar Basics	CO1: Understand the grammar rules to solve parts of speech questions.	L1: Understand	<u>Internal Quiz</u> <u>End Term Practical</u>
3	1.25	Reading Comprehension	CO3: Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3: Apply	<u>Internal Quiz</u> <u>End Term Practical</u>
4	1.25	Vocabulary (Deductive approach)	CO3: Apply deduction techniques to solve reading comprehension and vocabulary questions.	L3: Apply	<u>Internal Quiz</u> <u>End Term Practical</u>
		Quantitative Aptitude			
5-6	2.5	Numbers: Basics, Surds, and Indices, Factors and Multiples, Divisibility, LCM, HCM, BODMAS, PEMDAS, Cyclicity, Unit Digit, Remainders, recurring decimals and fractions	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
7-8	2.5	Equations: Linear and Quadratic equations basics, Problems based on ages, averages, ratios, and proportions	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
9	1.25	Percentages: Reciprocals, conversion of percentage to fraction and vice versa, change in percentage, By and to concept	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
10-11	2.5	Profit and Loss: Cost Price, Selling Price, Profit, Loss, Marked Price, Discounts, Successive discounts	CO4: Apply different tricks and techniques to solve mathematical problems.	L3: Apply	<u>Internal Test</u> <u>End Term Practical</u>
12	1.25	Simple Interest,	CO4: Apply	L3: Apply	<u>Internal</u>

		Compound Interest: when interest is compounded annually, semi-annually, quarterly and monthly, amount, installments	different tricks and techniques to solve mathematical problems.		Test <u>End Term</u> Practical
13	1.25	Permutation and Combination: Factorial, arrangement, and selections with repetition and without repetition	CO2: Apply the principles of probability combined with permutation and combination to determine event dynamics.	L2: Understand	<u>Internal</u> Test <u>End Term</u> Practical
14	1.25	Probability: Coins, Dice, and Cards, Basic Problems, Conditional Probability	CO2: Apply the principles of probability combined with permutation and combination to determine event dynamics.	L3: Apply	<u>Internal</u> Test <u>End Term</u> Practical
Logical Reasoning					
15	1.25	Blood Relations, Direction, Coding-Decoding: Basic Concepts and tricks	CO5: Analyze the problems to decipher codes, patterns, directions, and relationships.	L4: Analyze	<u>Internal</u> Test <u>End Term</u> Practical
16	1.25	Number Series, and Analogies: Basic Concepts and tricks. Internal Assessment	CO5: Analyze the problems to decipher codes, patterns, directions and relationships.	L4: Analyze	<u>Internal</u> Test <u>End Term</u> Practical

Pedagogy	
1. Lecture	
2. Practice exercises	
Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Internal	20	15.0%	20.0%	20.0%	22.5%	22.5%
Attendance	5	20%	20%	20%	20%	20%

Class Participation	5	30%	20%	20%	10%	20%
Quiz	5	20%	40%	40%	-	-
Class Test	5				50%	50%
End Term	30	20 %	20%	20%	20%	20%
Total	50	18%	20%	20%	21%	21%

Reference Book:

R.S. Agarwal - First Edition: 1989

Uma Maheshwari- GACP - First Edition: 2017

For verbal ability, study material would be provided by the respective faculty

Course Title : **Entrepreneurship**
Semester : **I**
No. of Credit : **2**
Duration : **20 hours**

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand basic Entrepreneurship concepts to learn the process of entrepreneurship	L2: Understand	2.5	<u>Internal</u> Quiz, <u>End Term-</u> Theory
CO2	Apply basic entrepreneur tools for generating new business ideas.	L3: Apply	5	<u>Internal-</u> <u>Assignment</u> <u>End Term-</u> Theory
CO3	Analyze tools, techniques, and frameworks for starting a business venture.	L4: Analyze	7.5	<u>Internal-</u> Quiz, <u>End Term</u> Theory
CO4	Evaluate the business idea and its feasibility for creating a business model.	L5: Evaluate	2.5	<u>Internal-</u> Group Presentation <u>End Term-</u> Theory
CO5	Create the business model & MVP to start own business.	L6: Create	2.5	<u>Internal-</u> <u>Group</u> <u>Presentation</u> <u>End Term-</u> Theory

Mapping CO with PO

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	2-	2	2	-
CO2	2	3	3	2	-
CO3	1	3	3	3	2
CO4	1	3	3	2	2
CO5	2	3	3	3	2
CO	1.8	2.8	2.8	2.4	2

Session Plan

Sr. No	Hrs	Units	COs	Topics Mapped with CO	Evaluation Tools
1	2.5	Introduction to Entrepreneurship			
(i)	2.5	Understanding Entrepreneurship, Characteristics and types of Entrepreneurs, Types of Enterprises,	CO1: Understand a deep understanding of Entrepreneurship concepts such as idea generation, Opportunity Evaluation, Customer Discovery, Value Proposition Design and Prototyping	L2: Understand	<u>Internal</u> Quiz, External - Theory
2	2.5	Principles of Effectuation			
(i)	2.5	Principles of Effectuation, Entrepreneurship Style- 5 M Model,	CO2 Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition methods, prototyping, etc.	L3: Apply	<u>Internal</u> Quiz, Test External - Theory
3	1.15	Design thinking			
(i)	1.15	Design thinking -Introduction, Difference between causal thinking and Design Thinking, Steps of Design Thinking, Role of Design Thinking in creating solutions	CO2: Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition methods, prototyping, etc.	L3: Apply	<u>Internal</u> <u>Assignment</u>
4	1.15	Idea Generation			
(i)	1.15	Idea Generation Methods & Creative Problem Solving, Value Proposition	CO2 Apply preferred traits of an entrepreneur such as creative thinking, risk-taking ability, problem-solving techniques, customer acquisition	L3: Apply	<u>Internal-</u> Presentation

methods, prototyping, etc.

5	1.15	Idea Evaluation			
(i)	1.15	Idea Evaluation- Mullins Framework/ Decision Matrix Analysis & 5 Q Model	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and		<u>Internal-</u> Assignment
6	1.15	Customer Segment			
(i)	1.15	Value proposition and Customer segments	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyse	<u>Internal-</u> Quiz
7	2.5	Lean Canvas Model			
(i)	2.5	Lean Canvas Business Model, The Business Plan, why some Business Plans fail?	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyze	<u>Internal-</u> Assignment External - Theory
7	2.5	Entrepreneurial Finance			
(i)	2.5	Entrepreneurial Finance- Costing, Pricing, Funding & Sources of Capital Solution	CO3: Analyze the acquire knowledge of tools, techniques, and frameworks for starting a business venture and	L4: Analyze	<u>Internal-</u> Test,
8	1.15	Business Plan			
(i)	1.15	B-Plan Basics- Operations, HR	CO4: Evaluate the business idea and its feasibility and create the business model & MVP		<u>Internal-</u> Assignment External - Theory
9	1.15	Developing Prototype			
(i)	1.15	Demo, Prototyping and Minimum Viable Product (MVP)	CO4: Evaluate the business idea and its feasibility and create the business model & MVP	L4: analyze	<u>Internal-</u> Test,
10	2.5	Presentation			
(i)	2.5	Final Presentation of MVP	CO5 Evaluate the business idea and its feasibility and create the business model & MVP	L6: Create	<u>Internal-</u> Presentation

14. Lecture
15. Case Studies, collaboration
16. Presentation and assignments
17. Quiz

Evaluation

Internal 40%

External 60%

Total 100%

Parameters of Internal Assessment:

39. Attendance
40. Class Participation
41. Test
42. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	15%	18%	22%	24%	21%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Test	5	10%	20%	20%	20%	30%
Projects	5	-	-	30%	40%	30%
End Term	30		10%	30%	30%	30%

Textbook:

1. Entrepreneurship -Rajeev Roy, Oxford University Press, 2011
2. Tinkering Minds- Case Studies of Startups- Dr. Veni Nair & Prof. Vandana Tripathi

Alternative Textbook

1. Entrepreneurship: Robert D Hisrich, Michael P Peters, Dean A Shepherd, McGraw-Hill Publication, 10th Edition, Jan.2016

Reference Books:

1. Exploring Entrepreneurship- Practices and Perspectives, Richard Blundel, Nigel Lockett, Oxford. 2016
- 2.What They Don't Teach You at Harvard Business School: -McCormack, Mark H., Notes from a Street-Smart.
- 3.The High-Performance Entrepreneur - Subroto Bagchi, Penguin Books India, 2006
- 4.Entrepreneurship Strategies & Resources - Marc J. Dollinger, Pearson Education, 2004
5. Entrepreneurship - David H. Holt, New Venture Creation, Prentice Hall India, 2002

E-Books:

1. Entrepreneurship Simplified: From Idea to IPO, Ashok Soota and S R Gopalan 2016
2. Small Business and Entrepreneurship – S. Anil Kumar
- 3.Entrepreneurship: The Seeds Of Success -Forbat, John - Harriman House – 2007 – Ebscohost
4. Entrepreneurship for Everyone - Katz, Jermone – Emerald -2010- Ebscohost

Course Title : Career Management - 1
Semester : I
Credit : 2
Duration : 40 hrs

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Understand the nuances of an effective resume format to create profile specific resumes for campus placement.	L2 -Understand	2	<u>Internal</u> Assignment <u>End Term-Practical</u>
CO2	Develop the industry knowledge and skills to ace online and offline interviews for campus placements	L4 - Analyse	4	<u>Internal</u> GD <u>End Term Practical</u>
CO3	Apply elements of effective writing for developing engaging and impactful pieces of content.	L3 - Apply	3	<u>Internal</u> Assignment <u>End Term Practical</u>
CO4	Illustrate a summary of student's work experience, skills, and achievements on the professional social media platform, LinkedIn	L3 - Apply	5	<u>Internal</u> Role Play <u>End Term Practical</u>
CO5	Appraise self and peer contribution w.r.t verbal and non-verbal communication during Group Discussion for self-improvement	L5 - Evaluate	2	<u>Internal</u> GD, Role Play <u>End Term Practical</u>

Mapping with CO-PO

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	-
CO2	3	3	1	3	1
CO3	3	3	-	1	-
CO4	1	3	-	2	-
CO5	2	3	3	3	3
CO	2.4	2.8	2.0	2.0	2.0

Session Plan

Sess. No.	Hrs	Topic	COs	Cognition	Evaluation Tools
		Resume Building			
1	1	Roadmap			
2- 3	2	Resume Building (General Dos and Don'ts of resume)	CO1- Understand the nuances of creating an effective resume and use a tailor-made resume according to the profile applied for during campus placement.	L2: Understand	<u>Internal</u> Assignment <u>End Term</u> Practical
4 & 5	2	Resume Building ITM Resume Format	CO3- Apply elements of effective writing for developing engaging and impactful pieces of content.	L3: Apply	<u>Internal</u> Assignment <u>End Term</u> Practical
		Social Media Management			
6 & 7	3	LinkedIn Networking (Tips to capitalize Networking on LinkedIn)	CO4 - Illustrate a summary of students' work experience, skills, and achievements on the professional social media platform, LinkedIn	Apply	<u>Internal</u> Role Play <u>End Term</u> Practical
8		+ 1 LinkedIn – Content Creation	CO4 - Illustrate a summary of student's work experience, skills, and achievements on the professional social media platform, LinkedIn	L3: Apply	<u>Internal</u> Role Play <u>End Term</u> Practical

		Resume Building			
9	1	Overview of a Group Discussion (Dos and Don'ts + outline for attempting abstract & current affairs-based GD topics)	CO2- Develop the industry knowledge and skills to ace live projects, online and offline interviews, group discussion for campus placements	L4: Analyse	<u>Internal</u> GD <u>End Term</u> Practical
10-12	2	Mock Group Discussion and GD assessment (current affairs and abstract assessment)	CO5 - Appraise self and peer contribution w.r.t verbal and non-verbal communication during Group Discussion for self-improvement	L5: Evaluate	<u>Internal</u> GD, Role Play <u>End Term</u> Practical
		Personal Interview			
13-14	3	Overview of P.I (Framework to answer basic interview questions)	CO2 - Develop the industry knowledge and skills to ace live projects, online and offline interviews, group discussion for campus placements	L4: Analyse	<u>Internal</u> Role Play <u>End Term</u> Practical
15-32		Mock PI	CO2 - Develop the industry knowledge and skills to ace online and offline interviews for campus placements	L4: Analyse	<u>Internal</u> Role Play <u>End Term</u> Practical

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Mock Interviews
2. Group Discussion
3. Class Participation
4. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	10%	30%	30%	10%	20%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Assignment	5	40%		60%		
Group Discussion	5		50%		100%	50%
Role Play (Mock Interview)	10	25%	25%	10%	20%	20%
End Term	60	10%	30%	30%	20%	10%

Reference Books:

Interviews and GD

– GK Publication

GD and Interview

– R. Gupta and Anand Ganguly

How to succeed in GD and Interview

- SK Mondal

SEMESTER II

Semester : II

Course Title : Research Methodology

No of Credits : 2

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Explain the need ,importance and various concepts related to market research	K2: Understand	3.0	<u>Internal</u> Quiz, Test <u>End Term-</u> <u>Theory</u>
CO2	Apply the various concepts learnt in market research in solving business problems	K3: Apply	3.5	<u>Internal-</u> Assignments , project work,Viva <u>End Term-</u> Practical question in SPSS
CO3	Analyze a business research problem with the help of marketing research tools and techniques for effective decision making	K4: Analyze	4.5	<u>Internal-</u> Assignment Viva project work <u>End Term-</u> Question
CO4	Assess the results for business decision making in research	K5: Analyze	4.0	<u>Internal</u> :Project work <u>End term :</u> <u>Question</u>
CO5	Evaluate the output resulting from different analysis for effective decision making	K5: Evaluate	3.0	<u>Internal :</u> <u>Project</u> <u>End term</u> <u>:Question</u>

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5

CO1	3	1	-	-	1
CO2	1	2	2	-	1
CO3	3	3	3	1	2
CO4	3	3	1	2	2
CO5	3	3	1	2	2
CO	2.3	2.2	1.4	1.0	1.6

Session Plan

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	.5	Introduction to Research Methodology			
	.5	Meaning and importance of Research Methodology	CO1: Explain the need and importance ,various concepts related to Market research	K2: Understand	<u>Internal Quiz, Viva,Test</u>
2	1.0	The research process			
(.5	Various steps in market research process	CO1: Explain the various steps involved in the market research process.	K2: Understand	<u>Internal-Project work, Viva End Term-theory</u>
	.5	Case study	CO2:Apply the various steps learnt in solution of a business problem	K3:Apply	<u>Internal Project End term – Case study/theory</u>
3	1.0	Qualitative Research			
	.5	Introduction to qualitative research. Various types of qualitative research	CO1: Explain the various concepts related to qualitative research	K2: Understand	<u>Internal- Practical End Term-Sums</u>
	.5	Qualitative research procedures :focus group interview ,depth interview and	CO2: Apply the various concepts in	K3: Apply	<u>Internal : Project</u>

		projective techniques	solving business problems		<u>work</u>
4	3.5	Sampling and Sampling methods			
	.5	Sampling design process and classification of the sampling techniques	CO2: Explain the various concepts related with sampling	K4: Understand	<u>Internal-Test, project work</u> <u>End Term-Theory</u>
	3.0	Case study	CO3 : Apply the concepts learnt in solving business problems	K3: Apply	<u>Internal Project work</u> <u>End term -Theory</u>
5	1.0	Questionnaire designing			
	.5	Questionnaire design process, Types of interview method , pre -testing a questionnaire	CO2: Explain the various steps and the concepts involved in questionnaire designing	K2 : Understand	<u>Internal-assignment</u> <u>End Term-theory</u>
	.5	Computer and internet questionnaire construction	CO3 : Apply the steps learnt in solution of a business problem	K3 : Apply	<u>Internal Project work</u> <u>End term -theory</u>
6	1.0	Data Collection Methods			
	.5	Various methods of data collection	CO1: Explain the various methods of data collection	K2: Understand	<u>Internal-Project work</u> <u>End Term-Theory</u>
	.5	Case Study	CO2 : Apply the various concepts learnt in solving business problems	K3: Apply	<u>Internal-Project work</u> <u>End Term-</u>
7	1.5	Data analysis methods			
	1.0	Methods of data analysis : an introduction	CO1: Explain the various methods involved in data analysis	K2: Understand	<u>Internal-Quiz, Test,</u> <u>End Term-Theory</u>
	.5	Univariate analysis, Bivariate analysis, Parametric and Non-parametric test -	CO2: Apply the various concepts learnt for business decision making	K2 -Understand	<u>Internal-Viva</u> <u>End Term-Theory</u>
8	10.5	Performing Univariate, bivariate and			

		parametric , non -parametric test in SPSS			
	.5	Univariate , bivariate analysis in SPSS	CO2 : Apply the various concepts learnt in solution of a research problem	K3: Apply	Internal Project work End term : Practical question
	3.5	Analyze the SPSS output.	CO3:Analyze a business research problem with the help of market research tools and techniques for effective decision making	K4: Analyze	<u>Internal-Project work</u> <u>End Term-Practical question</u>
	4.0	Assess the output for decision making	CO4 : Assess the output for business decision making	K4: Analyze	<u>Internal : Project work</u> <u>End term :Practical</u>
	2.5	Evaluate the output for decision making	CO5 :Evaluate the output for decision making	K5 : Evaluate	<u>Internal : Project work</u> <u>End term : Practical</u>
9	1.0	Report preparation and presentation			
	.5	Importance of report preparation and presentation process	CO1: Explain the various steps related to the preparation of the report	K2 :Understand	<u>Internal-Projectwork</u> <u>Viva</u> <u>End term-Theory question</u>
	.5	Report format and report writing	CO2 : Apply the various steps learnt in report of research report	K3:Apply	<u>Internal-Project</u> <u>End term</u> <u>:Question</u>

Pedagogy

1. Lecture
2. Case Studies
3. Presentation and assignments

Evaluation

Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Class Test
4. Viva
5. Assignments
6. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	30	15%	18%	22%	24%	21%
Attendance	6	20%	20%	20%	20%	20%
Class Participation	6	20%	20%	20%	20%	20%
Class Test	5	30%	30%	15%	15%	10%
Viva	5	10%	20%	30%	20%	20%
Projects	8	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Pedagogy (different for subjects)

4. Lecture
5. Case Studies (Company Annual Report); Analysis using AceKP Software
6. Presentation and assignments

Evaluation

Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment: (as decided for different specialization by HoDs)

7. Attendance
8. Class Participation
9. Class Test
10. Class Activity
11. Assignments
12. Projects

Assessment Mapping (Dummy, to be done for respective subjects)

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	80	15%	18%	22%	24%	21%
Attendance	12	20%	20%	20%	20%	20%
Class Participation	12	20%	20%	20%	20%	20%
Class Test	20	30%	30%	15%	15%	10%
Class Activity	10	10%	20%	30%	20%	20%
Assignments	10	-	20%	20%	30%	30%
Projects	16	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Course Title : **Human Resource Management**
Semester : **II**
Credit : **4**
Duration : **40**

Syllabus and CO Mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Describe the various functions of Human Resource Management. Understanding the various role of the HR Practitioners	L1 Remembering	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO2	Understanding the Functions of HRM and the trends in same and International HRM	L2, Understand	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO3	Examine the need of the Generation Y, Understanding their behaviour pattern and work aspirations	L3:Apply	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO4	Analysis the latest trends in eHR and the delivery pattern in the same.	L4: Analyse	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO5	Assess the concept of employee engagement and the cultural aspects of Human Resource	L5: Evaluate	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO6	Designing the effective organisation culture and environment	L6: Creating		

Session Plan:

Sr. No	Hrs	Units	Course Outcome(c	Topics Mapped with co	Evaluation Tools
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			o)		
1	4	Introduction of Human Resource Management			
1.1	1	Introduction of Concept, Need, Definitions and functions of HRM	CO1 Describe the various functions of Human Resource Management. Understanding the various role of the HR Practitioners	L1 Remembering	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
1.2	3	Who is considered as an HR Practitioner. Traits of an effective HR practitioner. Skills and Competencies required for becoming an HR practitioner	CO1 Describe the various functions of Human Resource Management. Understanding the various role of the HR Practitioners	L1 Remembering	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
2	8	HUMAN RESOURCE MANAGEMENT FUNCTIONS			
2.1	2	Definition, Need, Scope and importance of performance management system in an organisation.	CO2 Understanding the Functions of HRM and the trends in same and International HRM	L3 Apply	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam

2.2	2	Tips, Traps and Best practices in Performance Management system	CO2 Understanding the Functions of HRM and the trends in same and International HRM	L3 Apply	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
2.3	2	The Philosophy of Compensation & Rewards, Need, Definition, Money as a Motivator.	CO3 Examine the need of the Generation Y, Understanding their behaviour pattern and work aspirations	L3 Apply	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
2.4	2	Social Cognitive Career Theory for Career Development	CO4: Assess the concept of employee engagement and the cultural aspects of Human Resource	L4 Analysis	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
3	3	Culture and its Impact on HRM			
3.1	1	Understanding the meaning of Culture, Culture and impact on personality of individual,	CO4 Analysis the latest trends in eHR and the delivery pattern in the same.	L4 Analysis	Internal Evaluation: Assignment & Class Test & Theory Question
3.2	2	Individual Belief and personality and its impact on Organisational Culture	CO4 Analysis the latest trends in eHR and the delivery	L4 Analysis	Internal Evaluation: Assignment & Class Test & Theory Question

			pattern in the same		
4	10	International Human Resource Management			
4.1	1	Definition of International HRM, Social and Cultural Context of IHRM	CO1 Describe the various functions of Human Resource Management. Understanding the various role of the HR Practitioners	L1 Remembering	Internal Evaluation: Assignment & Class Test & Theory Question
4.2	1	Organisational Structure and Design of MNC'S	CO2 Understanding the Functions of HRM and the trends in same and International HRM	L2: Understand	Internal Evaluation: Assignment & Class Test & Theory Question
4.3	2	What is International HR Planning and Staffing, Definition and Process of International staffing, Recruitment and Selection.	CO3 Examine the need of the Generation Y, Understanding their behaviour pattern and work aspirations	L3 Apply	Internal Evaluation: Assignment & Class Test & Theory Question
4.4	2	International Human Resource Development: Need, Definition and global aspect of Learning and Development	CO3 Examine the need of the Generation Y,	L3 Apply	Internal Evaluation: Assignment & Class Test & Theory

			Understand ing their behaviour pattern and work aspirations		Question
4.5	2	International Performance Management system	CO2 Understand ing the Functions of HRM and the trends in same and Internation al HRM	L2: Understand	Internal Evaluation: Assignment & Class Test & Theory Question
4.6	2	International Compensation and Benefits: Needs, Definition and Designing International compensation and benefit structure	CO6: Designing the effective organisatio n culture and environme nt	L6: Creating	Internal Evaluation: Assignment & Class Test & Theory Question
5	3	Managing Generation Y			
5.1	1	Understanding who are considered as Generation y, Needs or generation Y.	CO3: Examine the need of the Generation Y, Understand ing their behaviour pattern and work aspirations	L3:Apply	Internal Evaluation: Assignment & Class Test & Theory Question
5.2	2	Understanding the difference in the needs and the motivational factors for generation Y	CO3: Examine the need of the Generation Y, Understand ing their behaviour pattern and work aspirations	L3:Apply	Internal Evaluation: Assignment & Class Test & Theory Question

6	2	Employee Engagement			
6.1	2	Need, Definition , Understanding the engagement activity for different level of employees. Designing Employee Engagement activities	CO1 Describe the various functions of Human Resource Management. Understanding the various role of the HR Practitioners	L1 Remembering	Internal Evaluation: Assignment & Class Test & Theory Question
7	4	Prevention of Sexual Harassment at Workplace			
7.1	2	Meaning and definition of POSH, Process of POSH to be followed at organisation. Role of HR in the POSH enquires.	CO4: Analysis the latest trends in eHR and the delivery pattern in the same.	L4: Analyse	Internal Evaluation: Assignment & Class Test & Theory Question
7.2	2	How to develop awareness about POSH with the change in the workforce	CO4: Assess the concept of employee engagement and the cultural aspects of Human Resource	L4 Analysis	Internal Evaluation: Assignment & Class Test & Theory Question
8	2	eHR			
	2	Concept of eHR, Different trends in delivery methods	CO4: Analysis the latest trends in eHR and the delivery pattern in the same.	L4: Analyse	Internal Evaluation: Assignment & Class Test & Theory Question
9	1	Strategic HRM & Environmental Variables in Global Business	CO6: Designing the effective	L6: Creating	Internal Evaluation: Assignment &

			organisation culture and environment		Class Test & Theory Question
10	3	HRM in Service Sector	CO6: Designing the effective organisation culture and environment	L6: Creating	Internal Evaluation: Assignment & Class Test & Theory Question

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO5
.1	2	1	3	-	-
2	2	1	3	-	-
3	2	1	3	-	-
.4	2	1	3	-	1
5	2	1	3	-	1
.6	2	1	3	-	1
CO	2	1	3	-	0.5
CO EQ	2	1	3	-	0.5

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	40
External	60
Total	100

Internal Assessment:	
Attendance	10 MARKS
Class Participation	10 MARKS
Assignments	10 MARKS
Test	10 MARKS

CORE TEXT BOOK:

1. **Human Resource Management : K Aswapthappa 7TH Edition: McGraw Publication.**

Reference Text Book :

Course Title : **Organizational Behavior**
Semester : **II**
Credit : **4**
Duration : **40**

Syllabus and CO Mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	6	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO2	Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understand	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO3	Connecting the theory with practical Knowledge about the foundations of Individual behaviour, Group behaviour for better interpersonal relationship	L4: Analysing	6	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO4	Demonstrating the importance and utility of knowing the different type of transactions in interpersonal behaviour.	L4: Analysing	6	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO5	Discuss and analysis the issues and and challenges faced by organisations.	L5: Evaluate	8	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO6	Developing organizational culture and climate with special reference to organisational change and development	L6: Creating	6	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam

Session Plan:

Sr. No	Hrs	Units	Course Outcome(co)	Topics Mapped with co	Evaluation Tools
1	2	Introduction to Organizational Behavior, OB Model.			
1.1	1	Introduction of Concept, Need, Definitions and process of OB in organisation.	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
1.2	1	The changing context, Challenges & Opportunities of OB, developing OB Model	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
2	2	Learning and learning models			
2.1	2	Foundations of Individual Behaviour-Learning, Theories of Learning, Reinforcement & Learning, and its application	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understanding	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
3	2	Perception and Decision Making			

	1	Definition of Perception & Individual Decision Making. Factors that helps in developing perceptions. Attribution Theory and its application in organization,	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
	1	Decision Making Models for Individual & Organisation, Errors, and biases in decision making	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understanding	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
4	4	Personality			
	1	Definition, and personal effectiveness, types, Personality attributes influencing OB	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question
	2	The Myers & Briggs Type, Application of Big 5 Model in employee section, placement and development, Personality Job fit, person organisation fit,	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question

	1	Personality Theories and Interpersonal Relation Two- & Three-Dimensional Theories of Interpersonal Behaviour	CO3: Connecting the theory with practical Knowledge about the foundations of Individual behaviour, Group behaviour for better interpersonal relationship	L4: Analysing	
	1	Psychometric Testing, Predictive Analytics. Major Personality	CO3: Connecting the theory with practical Knowledge about the foundations of Individual behaviour, Group behaviour for better interpersonal relationship	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question
5	2	Attitude and Values. Its effectiveness at workplace	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question
6	5	Motivation			
	2	Definition, Factors that effects Motivation. Role of Organization in motivating employees,	CO1: Explaining basic concepts and theories and	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question

			practices underlying individual behaviour for better insight development of self		
	3	Theories of Motivation and application, Tools and Techniques uses by organisation to motivate their employees.	CO3: Connecting the theory with practical Knowledge about the foundations of Individual behaviour, Group behaviour for better interpersonal relationship	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question
7	2	Leadership			
	2	Leadership, Contemporary approaches to leadership	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understand	Internal Evaluation: Assignment & Class Test & Theory Question
8	2	Group and Team Dynamics			
8.1	1	Definition of Group and Team, Difference between the group and team. Stages of Group Formation & Development,	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understand	Internal Evaluation: Assignment & Class Test & Theory Question
8.2	1	Characteristics of High Performing teams, types of groups and teams in organizations, Group decision making models	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understand	Internal Evaluation: Assignment & Class Test & Theory Question

9	6	Interpersonal Relationship and Transactional Analysis			
	1	Definition, need, scope, Concept of Human behaviour, Managerial Roles, Skills and interrelation with Interpersonal Behaviour	CO4: Demonstrating the importance and utility of knowing the different type of transactions in interpersonal behaviour.	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question
	2	Interpersonal Behaviour – Overview, Concept, Types, Perception, Attitude and Interpersonal Behaviour Self Awareness, Concept, Importance of Self Awareness	CO4: Demonstrating the importance and utility of knowing the different type of transactions in interpersonal behaviour.	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question
	2	Transactions – Types of Transactions, Relevance in Industry and Human life., Structural Analysis, Life positions Stroking, Script Analysis, EGO State analysis	CO4: Demonstrating the importance and utility of knowing the different type of transactions in interpersonal behaviour.	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question
	1	Application of TA in Human Resource Management- Strategic Perspective. Interpersonal Behaviour and Leadership Excellence	Demonstrating the importance and utility of knowing the different type of transactions in interpersonal behaviour.	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question

10	2	Power and Politics			
	2	Bases of Power, Power & Politics in action-Impression Management, Factors Contributing to Political behavior at workplace	CO5: Discuss and analysis the issues and challenges faced by organisations.	L5: Evaluate	Internal Evaluation: Assignment & Class Test & Theory Question
11	3	Emotion and Conflict			
	1.5	Definition of emotion, Types of emotions. Emotional Labour & Emotional Intelligence, Stress management & Work life Balance. Application of emotions and moods in OB	CO1: Explaining basic concepts and theories and practices underlying individual behaviour for better insight development of self	L1: Remembering	Internal Evaluation: Assignment & Class Test & Theory Question
	1.5	Types of Conflict, Conflict Resolution Techniques. Application of Conflict Management techniques in organizational context	CO2: Discussing individual behaviour in groups and its dynamics. For team building.	L2: Understanding	Internal Evaluation: Assignment & Class Test & Theory Question
12	3	Change Management and Organisational Culture development			
	1.5	Change Management: Meaning & Types of Organizational Change, Resistance to Change, Lewin's three step Model for Change Management, Field Force Analysis	CO6: Developing organizational culture and climate with special reference to organisational change and development	L6: Creating	Internal Evaluation: Assignment & Class Test & Theory Question
	1.5	Creating & Sustaining Organizational Culture Organizational Change & Organizational Development- Hofstede Framework for cross cultural Communication	CO3: Connecting the theory with practical Knowledge	L4: Analysing	Internal Evaluation: Assignment & Class Test & Theory Question

			about the foundations of Individual behaviour, Group behaviour for better interpersonal relationship		
13	3	CURRENT TRENDS IN ORGANISATION DEVELOPMENT			
	3	Innovation & Technology Management., Stress Management techniques, Work life balance. Stress Management & Work life Balance. Spirituality at workplace Applications of OB at workplace. Emotional Intelligence and Leadership, NLP and Managerial Effectiveness,	CO6: Developing organizational culture and climate with special reference to organisational change and development	L6: Creating	Internal Evaluation: Assignment & Class Test & Theory Question

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO5
.1	2	1	3	-	-
2	2	1	3	-	-
3	2	1	3	-	-
.4	2	1	3	-	1
5	2	1	3	-	1
.6	2	1	3	-	1
CO	2	1	3	-	0.5
CO EQ	2	1	3	-	0.5

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	40
External	60

Total	100
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Internal Assessment:	
Attendance	10 MARKS
Class Participation	10 MARKS
Assignments	10 MARKS
Test	10 MARKS

Scope of Internal Assessment: Class Assignment, Class test, Class room Discussion, Case study analysis, Class participation.

Textbook:

- 1) Organizational Behaviour – Aswathappa K, Himalaya Publication, 12th Edition, 2017

Reference Books:

1. Organizational Behaviour-Text & Cases - Kavita Singh, Vikas Publishing House Pvt. Ltd. 1st Edition, 2010.
2. Organizational Behavior A Modern Approach - Arun Kumar & N Meenakshi, Vikas Publishing House Pvt. Ltd. 1st Edition, 1st Reprint, 2009.
3. Organizational Behaviour - S. L. Me Shane, M. A. Vong G Liinow, Radha R. Sharma, 2012, 5th Edition, Tata Mc Graw Hill.
4. Organizational Behaviour - V.S. P Rao, 2nd Edition, 2012, Excell Books.
5. Management and Organizational Behavior Text and Cases - Rao, P. Subha, Himalaya, Mumbai, 2nd Edition, 2012.
6. Organizational Behaviour an Evidence Based Approach - Luthans, Fred, Tata Mc Graw Hill, 12th Edition, 2013.
7. Management of Organizational Behavior Leading Human Resources - Hersey, Paul, Blanchaaaaard, Kenneth, Johnson, Dewey E, P H I Prentice Hall, 8th Edition, 2006

8. Behaviour in Organizations

- Jerald Greenberg. PHI Learning,
10th Edition, 2013.

9. Understanding Organizational
Behaviour

- Udai Pareek, Sushma Khanka, Oxford, 3rd
Edition, 2013

E Books:

1. Organizational Behaviour

- Nair Suja R. Himalaya Publishing 1st Edition,
2010

2. Essentials of OB

- Stephen Robbins, Seema Sanghi,
10th Edition, 2012

E Book Links:

Course Title : Performance Management

Semester : II

Credit : 2

Course Outcome (CO):

CO Code	Course Outcome: Student will be able to-	Cognition	Hours	Evaluation Tools
CO1	Discuss the performance management process	L2: understand	8	Internal Evaluation: Question in End term exam, Assignments
CO2	Connecting the concept of performance management with respect to organization as a whole and the job	L4: Analysis	6	Internal Evaluation: Question in End term exam, Assignments
CO3	Argue on the the usage of contemporary tools such as assessment center and balance scorecard for organizational effectiveness.	L5: Evaluate	6	Internal Evaluation: Question in End term exam, Assignments

Syllabus and CO mapped

Sr. No	Hrs	Units	Course Outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	4	Introduction of Performance Management			
1.1	2	Introduction of concept, Need, Scope, Performance Management in the Organizational context. Definition of Performance management, Purpose, Principles, Dilemmas, Issues.	CO1: Discuss the performance management process	L2: understand	Internal Evaluation: Question in End term exam, Assignments

1.2	2	Background, Management Philosophy and approach, Traditional Performance Appraisal Methods	CO2: Connecting the concept of performance management with respect to organization as a whole and the job	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments
2	5	Performance Management System			
2.1	2.5	Introduction of concept, Features. Factors influencing the Performance management system.	CO1: Discuss the performance management process	L2: understand	Internal Evaluation: Question in End term exam, Assignments
2.2	2.5	Introduction of Performance Management Employee Development Plans and Reviews. Leadership Role in PMS	CO1: Discuss the performance management process	L2: understand	Internal Evaluation: Question in End term exam, Assignments
3	5	Performance Planning Systems			
3.1	3	Setting KRA, KPA, KPI. Characteristics of an effective Organization.	CO2: Connecting the concept of performance management with respect to organization as a whole and the job	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments
3.2	2	Performance Feedback, Role of Line Manager in Performance Improvement. Coaching for Performance Improvement.	CO2: Connecting the concept of performance management with respect to organization	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments

			as a whole and the job		
4	6	Performance Counseling			
4.1	2	Performance Problem Solving Managing Under-Performers Human Performance Improvement Motivation and Human Capital	CO1: Discuss the performance management process	L2: understand	Internal Evaluation: Question in End term exam, Assignments
4.2	2	Performance Counseling, Institutionalizing Performance Culture in the organization Role of Communication Managing conflicts	CO3: Argue on the the usage of contemporary tools such as assessment center and balance scorecard for organizational effectiveness.	L5: Evaluate	Internal Evaluation: Question in End term exam, Assignments
4.3	1	Implementing Performance Management Implementation Issues Communication. Monitoring Performance management Systems.	CO3: Argue on the the usage of contemporary tools such as assessment center and balance scorecard for organizational effectiveness.	L5: Evaluate	Internal Evaluation: Question in End term exam, Assignments
4.4	1	Evaluation of Performance Management Systems -The way Forward, Aligning PMS Strategy with HR Strategy	CO3: Argue on the the usage of contemporary tools such as assessment center and balance scorecard for organizational effectiveness.	L5: Evaluate	Internal Evaluation: Question in End term exam, Assignments

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	20 Marks
External	30 Marks
Total	50 Marks

Internal Assessment:	
Attendance	5Marks
Class Participation	5Marks
Assignments	5 Marks
Test	5 Marks

Scope of Internal Assessment: Class Assignment, Class test, Class room Discussion, Case study analysis, Class participation.

External Assessment:	
End Term Examination	30 Marks

Textbook:

- 1) Performance Management - A. M. Sharma, Himalaya Publication, 2016

Reference Books:

- 1) Performance Management - Herman Aguinis, Pearson Education, 3rd Edition, 2014

- 2) Performance Management System - B. D. Singh, Excel Books New Delhi,
1st Edition, 2010
- 3) Performance Management
Concepts Skills & Exercises - Cardy, Robert L, Prectice Hall of India New
Delhi, 1st Edition, 2008.4) Compensation Systems &
Performance Management - Sarma, AM Rao, Sambasiva. Himalaya,
Mumbai, 1st Edition, 2015
- 5) Performance Management - Kandula, Srinivas, PHI Learning Pvt. Ltd., 1st
Edition, 2012.
- 6) Performance Management - Armstorng, Michael; Baron, Angela Jaico
Publication House, 1st Edition, 2012

E- Books:

- 1) Performance Management System - Demartini, Chiara, Springer-Verlag
Design, Diagnosis and Use Berlin Heidelber,
1st Edition, 2014.
- 2) Performance Management Systems - R K Sahu Excel Books, 1st Edition,
2009

E Books link:

<https://upstarthr.com/employee-performance-management-free-ebook/Ebooks>

<http://www.free-management-ebooks.com/dldebk/dlap-perfman.html>

<https://bookboon.com/en/performance-management-ebook>

http://www.ebooks-for-all.com/bookmarks/detail/Performance-Management/onecat/Electronic-books+Economics-and-Business+Management-and-Leadership/2/all_items.html

<https://www.humanresourcestoday.com/ebook/performance-management/>

<https://www.scribd.com/document/43965615/Performance-Appraisal-eBook>

https://free-management-ebooks.tradepub.com/free/w_frec95/prgm.cgi?a=1

<http://www.greatify.co/free-ebook/>

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3
Internal	20			
Class Test	5			
Assignment	5			
Attendance	5			
Class Participation	5			
End Term	60			
Total	100			

Course Title: : **Employee Relations**
Semester : **II**
Credit: : **4**

Syllabus and CO Mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Building awareness of certain important and critical issues in industrial relations	L1: Remembering	8	Internal Evaluation: Class Test, Question in end term exam
CO2	Describe critical ER issues	L2: Understand	4	Internal Evaluation: Class Test, Question in end term exam
CO3	Presenting students with comprehensive knowledge of major labour legislations with a special relevance to constitution of India	L3: Apply	8	Internal Evaluation: Class Test, Question in end term exam
CO4	Examining the various compliances pertaining to Labour Law in India	L4: Analysing	8	Internal Evaluation: Class Test, Question in end term exam
CO5	Assessing IR in Emerging scenario & Future of IR, Technological changes and regulative & Participative bodies in IR	L5: Evaluating	10	Internal Evaluation: Class Test, Question in end term exam

SESSION-WISE COURSE OUTLINE

Sr. No	Hrs	Units	Course Outcome(CO)	Topics Mapped with CO	Evaluation Tools
1	10	Introduction to Industrial Relation			

1.1	2	Concept, Scope, Approaches, Industrial Relations System & Framework	CO1: Building awareness of certain important and critical issues in industrial relations	L1: Remembering	Internal Evaluation: Class Test, Question in end term exam
1.2	2	Talent Retention Strategies: Payment of Wages Act	CO1: Building awareness of certain important and critical issues in industrial relations	L1: Remembering	Internal Evaluation: Class Test, Question in end term exam
1.3	2	Talent Retention Strategies: Employees Provident Fund and Misc. Provisions Act,	CO2: Describe critical ER issues	L2: Understand	Internal Evaluation: Class Test, Question in end term exam
1.4	2	1952 Talent Retention Strategies: Payment of Bonus Act, 1965 .	CO3:Presenting students with comprehensive knowledge of major labour legislations with a special relevance to constitution of India	L3: Apply	Internal Evaluation: Class Test, Question in end term exam
1.5	2	Talent Retention Strategies: Payment of Gratuity Act, 1972	CO2: Describe critical ER issues	L2: Understand	Internal Evaluation: Class Test, Question in end term exam
2	10	Factories Act 1948			
2.1	1	Factories Act, 1948 -58	CO1: Building awareness of certain important and critical issues in industrial relations	L1: Remembering	Internal Evaluation: Class Test, Question in end term exam
2.2		Employees State Insurance Act, 1948	CO1: Building awareness of certain important	L1: Remembering	Internal Evaluation: Class Test, Question in

			and critical issues in industrial relations		end term exam
2.3		Employee Grievance Handling Maternity Benefit Act, 1961	CO1: Building awareness of certain important and critical issues in industrial relations	L1: Remembering	Internal Evaluation: Class Test, Question in end term exam
2.4		Workmen's Compensation Act, 1923	CO1: Building awareness of certain important and critical issues in industrial relations	L1: Remembering	Internal Evaluation: Class Test, Question in end term exam
3	10	Industrial Dispute Act			
3.1	2	Industrial Disputes Act: Causes & effects of disputes, Methods, and machinery for the settlement of Industrial disputes.	CO2: Describe critical ER issues	L2: Understand	Evaluation: Class Test, Question in end term exam
3.2	4	Collective bargaining, Workers' participation in management Code of discipline, Tripartite bodies, ILO	CO2: Describe critical ER issues	L2: Understand	Evaluation: Class Test, Question in end term exam
3.3	4	The legal context of Trade Union & Employers' Associations: Objectives, Functions, Theories, Structure of Trade Unions, Trade Unions Act, 1926	CO3: Presenting students with comprehensive knowledge of major labour legislations with a special relevance to constitution of India	L3: Apply	Evaluation: Class Test, Question in end term exam
4	10	Employee Relation			

4.1	2	Concept, Scope, Approaches, System & Framework Industrial relations and the new economic reforms,	CO4:Examining the various compliances pertaining to Labour Law in India	L4: Analysing	Evaluation: Class Test, Question in end term exam
4.2	3	Nature of work, job redesign Organizational Effectiveness, Morale, and communication Organizational Effectiveness,	CO5: Assessing IR in Emerging scenario & Future of IR, Technological changes and regulative & Participative bodies in IR	L5: Evaluating	Evaluation: Class Test, Question in end term exam
4.3	2	Morale and communication Employee Health, Safety & Wellness at Workplace	CO5: Assessing IR in Emerging scenario & Future of IR, Technological changes and regulative & Participative bodies in IR	L5: Evaluating	Evaluation: Class Test, Question in end term exam
4.4	3	New Approaches to the organization: Laws in Service Sector Employee Assistance Programs	CO5: Assessing IR in Emerging scenario & Future of IR, Technological changes and regulative & Participative bodies in IR	L5: Evaluating	Evaluation: Class Test, Question in end term exam

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	40
External	60
Total	100

Internal Assessment:	
Attendance	10Marks
Class Participation	10Marks
Assignments	10 Marks
Test	10 Marks

Scope of Internal Assessment: Class Assignment, Class test, Class room Discussion, Case study analysis, Class participation.

Text Book:

1. Industrial Relation - PRN Sinha, Pearson

Reference Books:

1. Industrial Relations and Labour Law - S. C Srivastava, 2nd Reprint, 2010 Vikas Publication.
2. Industrial Relations in India - P. L. Rao and P. R. K Raja, 1st Edition, 2010 Excel Books.
3. Industrial Relations & Labour Laws - Kubendran V; Kodeeswari K, Himalaya Publication Mumbai, 2011
4. Industrial relations in India - Ravindranath E. I, Tata Mc Grew Hill, 2013
5. Labour Welfare Trade Unionism & Industrial Relations - Puneekar, S D; Deodhar, SB; Sankaran, Saraswathi, Himalaya Mumbai, 14th Edition, 2012.

6. Industrial Relations: Conceptual Legal Framework - Sarma, A. M. Himalaya Publication
Mumbai, 2016
7. Industrial Relations & Labour Welfare Text & Cases - Sivarethina Mohan R. PHI Learning Pvt. Ltd., 2010

E-Books:

1. Industrial Relations: A Current View - Hall, Richard, Sage Publication 1st Edition, 2006
2. Theoretical Approaches to Employment & IR - Christopher Odogwu Chidi, Okwy Peter Okpala, Pearson Education, 1st edition, 2013

E Books Link:

- www.ebsglobal.net/EBS/media/EBS/PDFs/Employee-Relations-Course-Taster.pdf
- <https://www.kopykitab.com/Sample-PDF-Industrial-Relations-and-Labour-Laws-6th-Edn-by-S-C-Srivastava>
- <http://14.139.60.114:8080/jspui/bitstream/123456789/738/16/Labour%20Law.pdf>
- https://www.ebcwebstore.com/pdffiles/Free_pdf_download_industrial_law_Volume%20I.pdf

Course Title: : Learning & Development
Semester : II
Credit: : 4

Syllabus and CO mapped

Course Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Understanding the process of training plans with clear goals and specific learning outcomes.	L1: Remembering	5.0	Internal Evaluation: Class Test, Question in end term exam
CO2	Discuss appropriate and effective training programs.	L2: Understand	7.5	Internal Evaluation: Class Test, Question in end term exam
CO3	Connecting and implement training programs aligned with business strategy.	L3: Apply	5.5	Internal Evaluation: Class Test, Question in end term exam
CO4	Connect and Examine both individual and organizational performance	L4: Analyse	10.0	Internal Evaluation: Class Test, Question in end term exam
CO5	Justifying of training and innovation in same with Budget budgeting, cost control, cost benefit analysis of training and development, learning culture and organizations and training audit.	L5: Evaluating	6.0	Internal Evaluation: Class Test, Question in end term exam
CO6	Produce training plans with clear goals and specific learning outcomes. Utilize a variety of training methodologies.	L6: Creating	6.0	Internal Evaluation: Class Test, Question in end term exam

SESSION-WISE COURSE OUTLINE:

Sr. No	Hrs	Units	Course Outcome (CO)	Topics Mapped With Co	Evaluation Tools
1	8	Introduction Of Training and Development			
1.1	2	Introduction of concept, Difference between Learning, Training and Development, Factors influencing Training & Learning, Development	CO1: Understanding the process of training plans with clear goals and specific learning outcomes.	L1: Remembering	Internal Evaluation: Class Test, Question in end term
1.2	.2	Training & Learning, Learning Theory & Program Design Psychology of Learning & Learner Motivation, Transfer of Training	CO1: Understanding the process of training plans with clear goals and specific learning outcomes.	L1: Remembering	Internal Evaluation: Class Test, Question in end term
1.3	.2	Current Training & Development Practices with reference to National & International Perspective	CO1: Understanding the process of training plans with clear goals and specific learning outcomes.	L1: Remembering	Internal Evaluation: Class Test, Question in end term
1.4	2	Strategies for Effective HR Training & development in 21st Century	CO2: Discuss appropriate and effective training programs	L2: Understand	Internal Evaluation: Class Test, Question in end term
2	5	Strategic Training & Development Process and Competency Based Training			
2.1	3	Contemporary Principles, Styles & Stages of learning Learning Process, Training Process Principles of Training, Identifying Training and Development Needs	CO2: Discuss appropriate and effective training programs	L2: Understand	Internal Evaluation: Class Test, Question in end term
2.2	2	Understanding the role of Training as a strategic tool	CO2: Discuss	L2: :	Internal

			appropriate and effective training programs	Understand	Evaluation: Class Test, Question in end term
3	8	Training methods and Evaluation of Training			
3.1	4	Training Methods & Techniques -Traditional & Contemporary Methods.	CO1: Understanding the process of training plans with clear goals and specific learning outcomes.	L1: Remembering	Internal Evaluation: Class Test, Question in end term
3.2	2	E- Learning and use of Technology in Training Role of Audio-visual Aids in training. Innovations in Training	CO3: Connecting and implement training programs aligned with business strategy.	L3: Apply	Internal Evaluation: Class Test, Question in end term
3.3	.2	Evaluation of Training,	CO5: Justifying of training and innovation in same with Budget budgeting, cost control, cost benefit analysis of training and development, learning culture and organizations and training audit.	L5: Evaluating	Internal Evaluation: Class Test, Question in end term
4	.4	Budgeting and Training Costing			
4.1	.2	Budgeting, Cost control, Cost Benefit Analysis Cost benefit analysis of Training and Development.	CO5: Justifying of training and innovation in same with Budget budgeting, cost control, cost benefit analysis	L5: Evaluating	Internal Evaluation: Class Test, Question in end term

			of training and development, learning culture and organizations and training audit.		
4.2	.2	Economic Value added (EVA) & Return on Investment	CO5: Justifying of training and innovation in same with Budget budgeting, cost control, cost benefit analysis of training and development, learning culture and organizations and training audit.	L5: Evaluating	Internal Evaluation: Class Test, Question in end term
5	5	Trainer and its Effectiveness			
5.1	5	Trainers role, functions & styles, Management Development.	CO4: Connect and Examine both individual and organizational performance	L4: Analyse	Internal Evaluation: Class Test, Question in end term
6	10	Latest Trends and Innovation.			
6.1	5	Innovation in training – Benchmarking, Learning culture & Organizations	CO2: Discuss appropriate and effective training programs	L2: Understand	Internal Evaluation: Class Test, Question in end term
6.2	5	Training Issues from External Environment, Cross Cultural Preparation, Training Issues from Internal Needs of the organization	CO4: Connect and Examine both individual and organizational performance	L4: Analyse	Internal Evaluation: Class Test, Question in end term

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No Alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	40
External	60
Total	100

Internal Assessment:	
Attendance	10Marks
Class Participation	10Marks
Assignments	10 Marks
Test	10 Marks

Scope of Internal Assessment: Class Assignment, Class test, Class room Discussion, Case study analysis, Class participation.

External Assessment:	
End Term Examination	30 Marks

Text Book:

- | | |
|--------------------------------------|---|
| 1) Employee Training and Development | - NOE Raymond A, Kodwani, Amitabh Deo, Tata Mc Graw Hill, 5th Edition, 2012 |
|--------------------------------------|---|

Reference Books:

- | | |
|--|---|
| 1) Training and Development | - Janakram, B, Biztantra, 1 st Edition, 2011 |
| 2) Training and Development | - Pani, Prabhat, S K Book Agency 1 st Edition, 2015. |
| 3) Training and Development Text, Research and Cases | - Naik, Pandu G, Excel Book New Delhi, 1 st Edition, 2007 |
| 4) Practitioner's Guide to Training and Development | - Bangaruswamy, Mohan, ANE Books India, 1 st Edition, 2016 |
| 5) Effective Training | - P.Nick Blanchard, James W. Thacker, Pearson Education, 3rd Edition, 3rd impression, 2011. |

E-Books:

- 1) Training for Development - Lynton, Rolf P, Pareek, Udai Narain. Thousand Oks, SAGE Publication, 1st Edition, 2011
- 2) Designing the Smart Organization
How Break through Corporate
Learning Initiative to drive Change
& Innovation - Ronald Deiser, Wiley, 1st Edition, 2009

E Book Links:

1. <http://202.74.245.22:8080/xmlui/bitstream/handle/123456789/435/Employee%20Training%20and%20Development.pdf?sequence=1>
2. <https://bookboon.com/en/training-and-development-ebook>
3. http://www.blackwellpublishing.com/content/BPL/Images/Content_store/Sample_Chapter/1405129816/Sadler-Smithchpt1-1405129816_4_001.pdf
http://164.100.133.129:81/econtent/Uploads/Managing_Training_&__Development.pdf

Course Title : **Leadership Lab**
Semester : **II**
No. of Credits : **2**
Contact Hours : **20**

Course Description

Leadership Lab provides an experiential component to the curriculum, where students explore the nuances to anticipate and realize emerging opportunities. Through integral methods of aligning mind, body and soul, the focus of this module is to awaken a new intelligence to face any complexities. Using Theory U, SPT, Systems thinking and traditional eastern teachings, this immersion focuses on enhancing the capacity to let their 'inner knowing' come to the surface. As a part of the lab they will have to go through the rigor of dialogues, discussions, and inquiry through Book reviews, readings, case discussions etc. Emotional, spiritual, relationship and physical quotient will be given emphasis and parallelly aligned with sessions of Yoga. Immersive, Experiential & Insightful, the course delivers a highly personalized learning experience with the ultimate goal of creating more Self- aware and adaptive individuals. Most of the learning occurs in "T-group" Harvard school like sessions in which small, intimate groups of students learn about themselves and the nuances of interpersonal dynamics.

PROGRAM OUTCOMES

PO1	Apply knowledge of Management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop value-based Leadership ability.

PO4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes:

CO Code	Student will be able to-	Cognition	Remarks
0203300311.1	Provide an experiential component focused on a set of broad managerial perspectives and skills	L3-Applying	
0203300311.2	Participate in a series of exercises and simulations designed to create the urgency and ambiguity that frequently accompanies real-life leadership challenges.	L4-Evaluating	
0203300311.3	Analyze the decisions and behaviors they exhibited in order to build greater self-awareness.	L5-Analysing	
0203300311.4	Experience the different stages of mind development	L6-Evaluating	
0203300311.5	Develop and reinforce cooperative behavior and establish lifelong fitness goals.	L6-Creating	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	1	2	3	3
CO2	1	3	2	3	3
CO3	3	3	3	3	3
CO4	3	2	3	3	3
CO5	1	2	3	3	3
Average	2	2.2	2.6	3	3

Modules

- Introduction to Leadership.
- Leadership concepts and issues from a historical, theoretical, and global perspective.
- Changing trends in leadership including
 - Contemporary leadership styles and practices for the current workplace
 - a) Physical – Body – Mind link (Weekly Yoga sessions)
 - b) Mental/emotional – Classroom sessions
 - c) Spiritual – Self -awareness and leadership discussions

Note: Physical exercises (CO 5) through Yoga - asanas practise will be held once weekly and developed in alignment to classroom sessions.

Sr. No.	Topic/Sub – topic	Reading Material	Topics Mapped with CO
1	Introduction: Importance of aligning physical, mental and emotional skills.	Johari Window Integral education - JK	1, 3
2	Levels of listening	Presencing institute resource	1, 2, 3
3	Dialogue Process	On Dialogue – David Bohm	1, 2
4	Introduction to Systems Thinking	Peter Senge	3
5	Right way of seeing- Breaking assumptions and perceptions	Mental Models/ Stephen Covey	2,4, 5
6	Using Boundary profiles	David Kantor	3, 4
7	Humble Inquiry	Edward Schein	3, 4, 5
8	Introduction to U process	Otto Scharmer	2, 3, 4,
10	Empathy Walk	Sharing experience/ Reading Emotional dramas – James Redfield	1,4, 5
11	Level IV Leaders	Joseph Jaworski – Generon International	1, 2, 3,4
12	Social Presencing Theatre	Presencing institute resources	2,3, 4, 5
13	Systems Archetypes	P.Senge, A.Rutherford	1,3
14	Level IV competencies	360* assessment	3, 5
15	Decision making using Co-Sensing & Presencing	Flow – Mihaly C/ Presencing institute resources	2, 3, 4
16	Prototyping	Presentations	3, 4, 5

Evaluation:

Internal Assessment	20 Marks
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External Assessment	30 Marks
Internal Assessment:	
Reflection Journals	10 Marks
Dialogue	05 Marks
Coaching circles	05 Marks
ETE	30 Marks

Pedagogy
1. Dialogue 2. Empathy walk 3. SPT 4. Book Reviews 5. Management games/simulation

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Reflection Journals
2. Book Reviews
3. Dialogue
4. Coaching circles
5. Class Participation

Text Book:

1. Class Reading materials

Reference Books:

1. Fifth Discipline: The art & practice of learning organization, Peter Senge, Deckle edge, 2006
2. Flow, The Psychology of Optimal Experience, Mihaly Csikszentmihalyi, Harper Collins, 2008

3. 7 habits of highly successful people, Stephen Covey
4. Emotional intelligence, Daniel Coleman
5. Humble Inquiry; The Gentle Art of Asking Instead of Telling, Edgar H. Schein, Berrett-Koehler Publishers, 2013
6. The Essentials of Theory U, C.Otto Scharmer, Berrett-Koehler Publishers, 2018
7. J.Krishnamurti's Letters to His Schools, K Foundation, 2011
8. On Dialogue, David Bohm, Rutledge Classics, 1990
9. Source – The inner path of knowledge creation, Joseph Jaworski, Berrett-Koehler Publishers, 2012
10. The Power of Habit: Why We Do What We Do in Life and Business, Charles Duhigg, Random house, 2012

Course Title: Competency Mapping

Semester : II

Credit: 2

Syllabus and CO mapped:

Course outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Examining competency mapping and development process	L4 - Analysing	12	Internal Evaluation: Questions in End term exam, Assignments
CO2	Producing the concept of core competencies with respect to the organization as a whole and the job	L3 - Applying	4	Internal Evaluation: Questions in End term exam, Assignments
CO3	Designing the usage of contemporary tools such as assessment centers and balance scorecard for organizational effectiveness.	L6- Creating	4	Internal Evaluation: Questions in End term exam, Assignments

Session wise Course Outline

Sr. No	Hours	Units	Course outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	6	Introduction to Competency Mapping			
	1	Introduction, Need Importance, Application of Competency Mapping, Iceberg Model	CO1: Examining competency mapping and development process	L4 - Analysing	Internal Evaluation: Questions in End term exam, Assignments
	4	Understanding various types of competencies, Competency Assessment C center Designing and Evaluation.),	CO1: Examining competency mapping and	L4 - Analysing	Internal Evaluation: Questions in End term exam,

			development process		Assignments
	1	BEI,360-degree feedback	CO1: Examining competency mapping and development process	L4 - Analysing	Internal Evaluation: Questions in End term exam, Assignments
2	6	Organizational Effectiveness			
2.1	1	Characteristics of an effective Organization. Performance Feedback, Role of Line Manager in Performance Improvement..	CO2: Producing the concept of core competencies with respect to the organization as a whole and the job	L3 - Applying	Internal Evaluation: Questions in End term exam, Assignments
2.2	3	Coaching for Performance Improvement, Performance Problem Solving Managing Under-Performers Human Performance Improvement Motivation and Human Capital	CO2: Producing the concept of core competencies with respect to the organization as a whole and the job	L3 - Applying	Internal Evaluation: Questions in End term exam, Assignments
2.3	2	How to map business competencies to job competencies and employee competencies	CO2: Producing the concept of core competencies with respect to the organization as a whole and the job	L3 - Applying	Internal Evaluation: Questions in End term exam, Assignments

3	6	Performance Culture of organization			
3.1	2	Institutionalizing Performance Culture in the Organization Role of Communication Managing conflicts, Performance Counselling, Performance Related Pay, Designing Competency Framework	CO3: Designing the usage of contemporary tools such as assessment centers and balance scorecard for organizational effectiveness.	L6- Creating	Internal Evaluation: Questions in End term exam, Assignments
3.2	2	Implementing Performance Management Implementation Issues Communication. Monitoring Performance Management Systems., Using BARS in Competency Mapping	CO3: Designing the usage of contemporary tools such as assessment centers and balance scorecard for organizational effectiveness.	L6- Creating	Internal Evaluation: Questions in End term exam, Assignments
3.3	2	Evaluation of Performance Management Systems -The Way Forward, Aligning PMS Strategy with HR Strategy	CO3: Designing the usage of contemporary tools such as assessment centers and balance scorecard for organizational effectiveness.	L6- Creating	Internal Evaluation: Questions in End term exam, Assignments
4	2	Balance Scorecard			
4.1	2	Overview of Balance Scorecard, Perspectives of balance scorecard	CO3: Designing the usage of contemporary tools such as assessment centers and	L6- Creating	Internal Evaluation: Questions in End term exam, Assignments

			balance scorecard for organizational effectiveness.		
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Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No Alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case Study, New/Article Analysis, Live activity and videos

Evaluation:	
Internal	20
External	30
Total	50

Internal Assessment:	
Attendance	5Marks
Class Participation	5Marks
Assignments	5 Marks
Test	5 Marks

Scope of Internal Assessment: Class Assignment, Class test, Class room Discussion, Case study analysis, Class participation.

External Assessment:	
End Term Examination	30 Marks

Textbook:

- 1) The Handbook of Competency - Seema Sanghi, Sage Publication, Mapping 2nd Edition, 2007, Reprint 2016.

Reference Books:

- 1) Competency Mapping- R. K. Sahu, Excel Books Publication, 1st Edition, 2009
- 2) Competency Based Interviewing - S. Prabhakar Kamath, Excel Books, Skills 1st Edition, 2008.
- 3) Competency Based HRM – - Ganes Shermon, Mc Grew Hill, A strategic Resource for 11th Edition, 2004, Reprint 2014. Competency Mapping, Assessment & Development Center

E-Books:

1. Understanding, Designing and - Seema Sanghi, SAGE Publications, Implementing Competency Models 1st Edition, 2016 in Organizations
2. Talent Mapping – Competency - Ganesh Shermon, Anavir Shermon, Lulu Based Workforce Planning Publication, 1st Edition, 2016

E Books Link:

<http://www.free-management-ebooks.com/dldebk/dlap-devcomp.htm>
<https://getbook.club/ebook/the-handbook-of-competency-mapping/>
http://shodhganga.inflibnet.ac.in/bitstream/10603/37407/9/09_chapter%202.pdf
<https://archives.bdstudio.de/24iq82fafsxc/06-chelsey-koelpin-ii-2/competency-mapping-for-superior-results-getting--Dbb7iVrOOj.pdf>

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3
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Internal	20			
Class Test	5			
Assignment	5			
Attendance	5			
Class Participation	5			
End Term	60			
Total	100			

Course Title : Compensation Management

Semester : II

Credit : 2

Course Outcome (CO):

CO Code	Course Outcome: Students will be able to-	Cognition	Hours	Evaluation Tools
CO1	Examine basic compensation concepts and the context of compensation practices	L4: Analyse	8	Internal Evaluation: Question in End term exam, Assignments
CO2	Evaluating the link between employee compensation, motivation, and performance	L5: Evaluating	5	Internal Evaluation: Question in End term exam, Assignments
CO3	Designing a base pay structure, differentials, and reward management strategies	L6: Creating	7	Internal Evaluation: Question in End term exam, Assignments

SESSION-WISE COURSE OUTLINE

Sr. No	Hours	Units	Course Outcome	Topics Mapped with CO	Evaluation Tools
1	5	Introduction to Compensation Management			
1.1	2	Introduction to Compensation and Rewards, Needs, Importance of compensation. Interested parties to compensation. Concept of total return to work. Pay Model – Fur Policy Choice	CO1: Examine basic compensation concepts and the context of compensation practices	L4: Analyse	

1.2	2	Type of compensation. Types of compensation and benefits-Direct pay, indirect pay, merit pay, incentive pay, fringe benefits, allowances, non-monetary benefits. Employee Benefits: Retirement Plan; Pension Plans; VRS, Insurance Schemes/Corporate/Group/CEO/Keyman Insurance etc.	CO1: Examine basic compensation concepts and the context of compensation practices	L4: Analyse	Internal Evaluation: Question in End term exam, Assignments
1.3	1	Role of Compensation and Rewards in the Organization and Compensation Strategy.	CO1: Examine basic compensation concepts and the context of compensation practices	L4: Analyse	Internal Evaluation: Question in End term exam, Assignments
2	3	Job Analysis and Job Evaluation			
2.1	1	Concept of Job analysis, Job description and specification.	CO2: Evaluating the link between employee compensation, motivation, and performance	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
2.2	2	What is Job Evaluation. Factors affecting job Evaluation. Different methods of Job evaluation. Concept of Compensable factors. Hay compensation method. AON/WTW Framework.	CO2: Evaluating the link between employee compensation, motivation, and performance	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
3	4	Wage Determination and Compensation Structure			
3.1	2	Wage determination process and Wage Determination Rules-Factors Influencing Wage and salary structure- Principles of Wage and salary administration.	CO2: Evaluating the link between employee compensation, motivation, and performance	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments

3.2	2	Factors Influencing wage and salary structure- Principles of wage and salary administration.	CO2: Evaluating the link between employee compensation, motivation, and performance	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
4	5	Designing a base pay structure and Differential Components and calculations.			
4.1	1	Compensation structure and differentials-Internal and External. Performance-based compensation-sales incentive design, short term Incentives, RSU, Deferred bonus.	CO6: Designing a base pay structure, differentials, and reward management strategies	L6: Creating	Internal Evaluation: Question in End term exam, Assignments
4.2	1	Designing a base pay structure and differentials, Variable Pay and Executive Compensation, and Managing Employee Benefits.	CO6: Designing a base pay structure, differentials, and reward management strategies	L6: Creating	Internal Evaluation: Question in End term exam, Assignments
4.3	3	Strategic reasons for Incentive plans: Individual incentive plans-Time based plans- Standard Hour Plan, Halsey Rowan Plan, and productivity-based plans-, Taylor Plan, Merrick Plan, Gantt Plan; Team based incentive plans-Gain Sharing plans, Profit Sharing plans, Merit-based plans, Goal-based plans; Enterprise Incentive Plans,Stock Options, ESOPs,; CEO to Employees pay (Average) Ratio	CO6: Designing a base pay structure, differentials, and reward management strategies	L6: Creating	Internal Evaluation: Question in End term exam, Assignments
5	1	International Compensation.			
5.1	1	Components of compensation. Taxation of Expatriate	CO6: Designing a base pay structure, differentials, and reward	L6: Creating	Internal Evaluation: Question in End term exam, Assignments

			management strategies		
6	2	Latest trends in Compensation Management.	CO1: Examine basic compensation concepts and the context of compensation practices	L4: Analyse	Internal Evaluation: Question in End term exam, Assignments

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case Study, News/Article Analysis, Exercise and Audio Video aids

Evaluation:

Evaluation:	
Internal Assessment	20 Marks
External Assessment	30 Marks
Total	50 Marks

Internal Assessment:	
Attendance	5Marks
Class Participation	5Marks
Assignments	5 Marks
Test	5 Marks

Scope of Internal Assessment: Class Assignment, Class test, Classroom Discussion, Case study analysis, Class participation.

External Assessment:	
End Term Examination	30 Marks

Textbooks:

1	Compensation Management	Dr. Kanchan Bhatia, Himalaya Publishing, 2015(Reprint 2015)
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Reference Books:

Sr. No	Name of the Book	Author
1	Compensation	George Malkovich, Tata McGraw Hill, 9th Edition, 2012
2	Compensation Management	Dipak Bhattacharya, Oxford Publication, 2nd Edition, 2015
3	Compensation Management	Er. Soni Shayam Singh, Excel Books, 1st Edition, 2008.
4	NABHI'S Income Tax Guideline	NABHI Publications Mini Ready and Reckoner along with Tax
5	Students Guide to Income Tax	Dr. Vinod K Singhania, Dr. Monica Singhania, Taxman, 1st Edition, 2016

E-Books:

Sr. No	Name of the Book	Author
1	Compensation Management	Mousumi S. Bhattacharya, Nilanjan sengupta Excel Books, 1st Edition, 2012.
2	Compensation Management	Kanchan Bhatia, Himalaya Publication House, 1st Edition, 2010.

E – Books Link:

<https://india.oup.com/productPage/5591038/7421214/9780199456543>

<https://india.oup.com/productPage/5591038/7421214/9780199456543>

<https://managementhelp.org/payandbenefits/index.htm>

<http://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf>

<http://larocqueinc.com/compensation-tied-performance/>

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3
Internal	20			
Class Test	5			
Assignment	5			
Attendance	5			
Class Participation	5			
End Term	60			
Total	100			

Course Title : HR Planning, Audit & Metrics, HRIS

Semester II

Credit : 4

Duration : 40 hrs.

Syllabus and CO Mapped

CO Outcome	Description	Cognition	Hours	Evaluation Tools
CO1	Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment.	L1: Remembering	4	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO2	Discussing statistical techniques and data analysis methods appropriate for quantitative Human Resource Planning	L2: Understand	5	Internal Evaluation: Assignment and End term exam
CO3	Using the concept of HRD Audit and its application and importance in improving Business Effectiveness.	L3: Apply	5	Internal Evaluation: Assignment & Class Test & Theory Question in End term exam
CO4	Examining an overview of HR Matrices and their linkage with HR Functions and HRD audit activities	L4: Analysis	8	Internal Evaluation: Assignment and End term exam
CO5	Integrating and utilizing Information Technology for several HR activities and processes in order to make HR operations more effective and efficient.	L6: Creating	8	Internal Evaluation: Assignment and End term exam
CO6	Examining the implementation and use of HRIS and its integration with other Business Practices for designing efficient HR systems	L6: Creating	10	Internal Evaluation: Assignment and End term exam

Syllabus and CO Mapping

Sr. No	Hours	Units	Course Outcome	Cognition	Evaluation Tools
1	4	Basics of Human resource Planning:			
1.1	2	Philosophy of HRP, Definitions of HRP, Importance of HRP, Needs of HRP, Objectives of HRP,.	CO1: Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment	L1: Remembering	Internal Assignment and End term exam Evaluation:
1.2	2	Scope and Benefits of HRP, Factors affecting HRP, Tools of HRP. HR Planning- Micro range to Macro range, Short Range, Mid-Range, and long Range	CO1: Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment	L1: Remembering	Internal Assignment and End term exam Evaluation:
2	4	Determining HR Supply-			
2.1	2	Analysis of workload factor, Factors affecting forecasting process, Manpower demand forecasting, analysis of performance and productivity. Qualitative and Quantitative.	CO2: Discussing statistical techniques and data analysis methods appropriate for quantitative Human Resource Planning	L2: Understanding	Internal Assignment and End term exam Evaluation:

2.2	2	Sources of supply, Internal Vs. External skill and management inventory. Forecasting Techniques.	CO2: Discussing statistical techniques and data analysis methods appropriate for quantitative Human Resource Planning	L2: Underst and	Internal Assignment and End term exam	Evaluation: End term
3	5	Job Analysis				
3.1	2	Objective of Job information, Job Analysis, Job Description, Job Questionnaire, Job Specification, Job evaluation,	CO1: Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment .	L1: Remem bering	Internal Assignment and End term exam	Evaluation: End term
3.2	3	Job design, Job assessment, Methods of Assessment, Motion economy, Human Engineering, Value Analysis, Competency-Based Approach	CO3: Using the concept of HRD Audit and its application and importance in improving Business Effectiveness.	L3: Apply	Internal Assignment and End term exam	Evaluation: End term
4	4	HRP, Recruitment and selection:				
4.1	2	Introduction, Recruitment function, selection procedure, Recruitment Metrics,	CO1: Recognize the Purpose, Process and	L1: Remem bering	Internal Assignment and End term exam	Evaluation: End term

			Application of HR Planning in Dynamic Organizational Environment .		
4.2	2	Selection, induction and onboarding process	CO2: Discussing statistical techniques and data analysis methods appropriate for quantitative Human Resource Planning	L2: Underst and	Internal Assignment and End term exam Evaluation:
5	6	Human Resource Information Systems:			
5.1	1	Introduction, Concepts, importance, significance, objectives of HRIS,	CO1: Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment .	L1: Remem bering	Internal Assignment and End term exam Evaluation:
5.2	4	Stages of HRIS development, Models of HHRIS, RIS, responsibility in the development stages,.	CO3: Using the concept of HRD Audit and its application and importance in improving Business Effectiveness	L3: Apply	Internal Assignment and End term exam Evaluation:

			s.		
5.3	1	Implementation of HRIS, Emerging Trends in HRIS, Networking, Internet, Technology in HRIS	CO1: Recognize the Purpose, Process and Application of HR Planning in Dynamic Organizational Environment .	L1: Remembering	Internal Evaluation: Assignment and End term exam
6	8	HR Audit			
6.1	5	Introduction of concept, developing an HR cost checklist, Staffing Metrics, Attrition Metrics, HR Development Metrics, Compensation Metrics. Preparing audit checklist and audit report	CO5: Integrating and utilizing Information Technology for several HR activities and processes in order to make HR operations more effective and efficient.	L6: Creating	Internal Evaluation: Assignment and End term exam
6.2	3	Methods of HR Audit, and research. Effectiveness of HRD audit as an intervention	CO5: Integrating and utilizing Information Technology for several HR activities and processes in order to make HR operations more effective and efficient.	L6: Creating	Internal Evaluation: Assignment and End term exam
7	4	Emerging Trends in HRIS:			

7.1	2	Introduction, HR roles, and competencies, Balanced scorecard, HRD scorecard. Preparing HR Scorecard.	CO6: Examining the implementation and use of HRIS and its integration with other Business Practices for designing efficient HR systems	L6: Creating	Internal Assignment and End term exam	Evaluation: End term exam
7.2	2	Effective writing of the audit report, Use of audit report for Business improvement. HR and Six sigma. Sample preparation of HR AUDIT	CO6: Examining the implementation and use of HRIS and its integration with other Business Practices for designing efficient HR systems	L6: Creating	Internal Assignment and End term exam	Evaluation: End term exam
8	5	Audit in Indian scenario				
8.1	5	HRD Audit the Indian Experience, HRIS in large and small organizations: Cases and Exercise	CO3: Using the concept of HRD Audit and its application and importance in improving Business Effectiveness.	L3: Apply	Internal Assignment and End term exam	Evaluation: End term exam

MAPPING COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
CO1	3	3	1	2	1
CO2	2	2	3	2	1
CO3	3	3	2	2	1
CO4	3	3	1	2	1
CO5	3	3	3	2	1
CO6	3	3	1	2	1
CO	2.83	2.83	1.83	2	1

Pedagogy: Lecture, Case study, News/Article Analysis, Live Activity/Exercise and Videos

Internal Assessment:	
Attendance	10Marks
Class Participation	10Marks
Project	10 Marks
Assignments	5 Marks
Test	5 Marks

External Assessment:	
End Term Examination	60 Marks

Core Textbook

Sr. No	Title of textbook	Name of the author
1	Human Resource Planning and Audit	Arun Sikri, 1 st Edition, Himalaya House, 2017

Reference Books

Sr. No	Name of the Text book	Name of the Author
1	HRD Score Card	T.V. Rao, Response (Sage), 1st Edition, 2012
2	Human Resource Planning and Audit	Arun Sikri, 1st Edition, Himalaya Publishing House 2008
3	Enterprise Resource Planning	C.V.S.Murthy, 1 st Edition, Himalya Publishing House , 2008

4	Enterprise Planning	Resource	Mary Sumna, 1st Edition, 2011, Pearson Education
5	Enterprise Planning	Resource	Leon, Alexis, 3rd Edition, 2014, Tata Mc Graw Hill.
6	Enterprise Planning	Resource	Vinod ler Garg, N. K. Venkata Krishnan, 2 nd Edition, 2014, PHI Learning Pvt Ltd
7	Human Resource Planning		Deepak Bhattacharya, Excel Book, 2nd Edition, 2010
8	HRD Audit		T V Rao, Response, Sage, 1st Edition, 2008.
9	Human Resource Information System		Michael J Kavanage & Mohan Thite, 1st Edition, Sage Publication, 2010

E book

Sr. No	Name of the Book	Author
1	Manpower Planning - Development	Abha; Vijai; Prakash. Jaipur: ABD Publishers. 2010, 1st Edition, 2010.
2	HR Scorecard: based on -	T V Rao, Response (Sage) 1st Edition 2008

E Books link:

1. https://www.ikbooks.com/home/samplechapter?filename=168_Sample-Chapter.pdf
2. <https://www.citehr.com/193353-hr-planning-e-book-ppt-pdf-download.html>
3. http://www.zainbooks.com/books/human-resource-management/human-resource-management1_12_human-resource-planning-hrp.html
4. <https://www.collinsongrant.com/media/1186/hr-audit.pdf>
5. https://mn.gov/deed/assets/why-how-human-resources-audit-mn_tcm1045-133716.pdf
6. <http://www.rcsc.gov.bt/wp-content/uploads/2018/01/Final-HR-Audit-mannual-1-1-2018.pdf>
7. <https://www.workforce.nd.gov/uploads/14/PetersonConductinganHRAudit.pdf>
8. www.freebookcentre.net/business-books-download/Human-Resource-Information-Systems.html

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40					

Class Test	10					
Assignment	10					
Project	10					
Attendance	5					
Class Participation	5					
End Term	60					
Total	100					

Course Title : NGO Internship
Semester : II
No. of Credit : 2
Duration : 20 hrs.

Program Objectives:

- 1) Apply knowledge of management theories and practices to solve business problems.
- 2) Foster Analytical and critical thinking abilities for data-based decision making.
- 3) Ability to develop Value based Leadership ability.
- 4) Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- 5) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes

Course Outcome: NGO Internship (0206300801)			
Course Outcomes	After the completion of course, students should be able to	Cognition	Remarks
0206300801.1	Build an understanding of the role of NGO in social welfare and development	Understanding	
0206300801.2	Apply management concepts and tools to help the poor and underprivileged communities	Applying	
0206300801.3	Develop the skills needed to assist organizations in creating and implementing socially responsible projects	Creating	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5
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0206300801.1	3	2	3	2	-
0206300801.2	3	3	3	2	2
0206300801.3	1	1	2	2	3
PO Attainment 0206300801	3.3	2	2.6	2	2.5

Evaluation: Total 50 marks

Faculty Guide	10 Marks
NGO Guide	20 Marks
Poster Presentation and Viva	20 marks
TOTAL	50 marks

Course Title: Managerial Communication - 2

Semester : II

Credit: 2

Duration: 20 hrs

Course Description:

This course is designed to cover the various aspects of verbal and non-verbal communication through the speaking circle and help students gain a sound knowledge of communication practices and understand ways of applying these skills in the future roles they hope to play in the organization. Along with an appropriate mix of theory and practical examples, the topics are dealt with the help of role plays, PowerPoint presentations, and instructional videos. At the end of the course, the students will be able to learn and practice effective emotional intelligence and critical thinking. They would be able to display empathy at work and improve teamwork and improve professional relationships. The course also aims to enhance their ability to analyse multiple perspectives and arrive at better decision making.

Contents:

- Emotional intelligence
- Critical Thinking with 6 thinking hats
- The Speaking Circle
- Students Presentation

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
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CO1	Outline the concept of six thinking hats to brainstorm multiple perspectives and arrive at better decision making.	K2: Understand	6.0	<u>Internal</u> Assignment, Class test <u>End Term-</u> Case Study
CO2	Apply elements of quick thinking to brainstorm ideas quickly and come across as a more confident speaker	K3: Apply	2.5	<u>Internal-</u> Practical, Class Test <u>End Term-</u> Case Study / Short Note
CO3	Describe ways to create and maintain the impression of credibility, power, and efficiency during business presentations.	K3: Apply	14	<u>Internal-</u> Presentation <u>End Term-</u> Case Study
CO4	Apply elements of public speaking creatively to deliver ted talks picture story telling, news discussions	K3: Apply	2.5	<u>Internal-</u> Class Test, Case Study <u>End Term-</u> Theory
CO5	Analyse the concepts and techniques of emotional intelligence to resolve personal and workplace problems.	K4: Analyse	2.5	<u>Internal-</u> Class Test, Case Study <u>End Term-</u> Theory

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO 1	3	3	3	3	1
CO 2	1	3	3	3	1
CO 3	1	3	1	3	
CO4		3	1	3	

CO5	1	3	3	3	3
CO5	1.5	3	22	3	1.66

Session Plan

Session	Topics	Topic Mapped with CO	Cognition
2	Critical Thinking with 6 Thinking Hats	CO1 CO2	Apply Analyse
2	Emotional Intelligence	CO2	Analyse
4	Student Presentations		
8	<p>The Speaking Circle</p> <ul style="list-style-type: none"> ● News Room ● Make a Ted ● Questions Battle ● Picture Storytelling ● Story Chain 		

Pedagogy

1. Lecture

2. Case Study

3. News/Article Analysis

4. Live Activity/Exercise

5. Videos

Evaluation:

Internal 40%

External 60%

Total 100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Students Presentation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	10%	30%	30%	10%	20%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Presentation	10		25%	25%	25%	25%
End Term	30	10%	25%	25%	20%	20%

Text Book:

- 1) Study material to be given by the resource person.

Reference Books:

Business Communication

(Connecting At work)

Technical Communication -
University Press, 2010

- Hory Sankar Mukerjee. 1st Ed.,Oxford
Meenakshi Raman & Prakash Singh, Oxford

Course code:

Semester: II

Course Title: Advance Excel

No of Credits: 2

Contact Hours: 20 hrs (75 minutes per session)

Course Faculty: Prof. Gayatri Sheth

Course Outcomes	Description	Cognition	Hours	Evaluation
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				Tools
CO1	Understand custom sorting techniques, identifying and removing duplicate entries	K2: Understand	2.0	<u>Internal</u> Test, Practical, Project Presentation
CO2	Compute financial, logical, database and statistical, lookup and nesting of formulae on databases.	K3: Apply	10.0	<u>Internal</u> Test, Practical, Project Presentation
CO3	Analyze data using various features under Data Validation and ‘What If’ analysis	K4: Analyze	3.0	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
CO4	Infer reports using pivot tables and slicers. Infer dashboards for effective report creation.	K4: Analyze	3.5	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
CO5	Examine Macros using VB script	K4: Analyze	1.5	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	1	1	1	-	-
CO2	2	2	3	-	1
CO3	1	2	3	-	1
CO4	1	2	3	-	1
CO5	1	-	1	-	-
CO	1.2	1.75	2.2	-	1.0

Session Plan

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	2.0	Working with Excel List functions			
(i)	2.0	<input type="checkbox"/> Sorting a List Using Single Level Sort <input type="checkbox"/> Sorting a List Using Multi-Level Sorts <input type="checkbox"/> Using Custom Sorts in an Excel List <input type="checkbox"/> Filter an Excel List Using the AutoFilter Tool <input type="checkbox"/> Creating Subtotals in a List <input type="checkbox"/> Format a List as a Table <input type="checkbox"/> Using Conditional Formatting to Find Duplicates <input type="checkbox"/> Removing Duplicates	CO1: Understand	K2: Understand	<u>Internal</u> Test, Practical, Project Presentation
2	3.0	Excel Database and Statistical formulae			
(i)	1.5	Database formulae: <input type="checkbox"/> Excel Function: DSUM() <input type="checkbox"/> Excel Function: DАVERAGE()	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation

		<input type="checkbox"/> Excel Function: DCOUNT() <input type="checkbox"/> Excel Function: DCOUNTA() <input type="checkbox"/> Excel Function: DMAX() <input type="checkbox"/> Excel Function: DMIN()			
ii)	1.5	Statistical formulae <input type="checkbox"/> Using Excel's IF() Function <input type="checkbox"/> Using Excel's COUNTIF() Function <input type="checkbox"/> Using Excel's COUNTIFS() Function <input type="checkbox"/> Using Excel's AVERAGEIF() Function <input type="checkbox"/> Using Excel's AVERAGEIFS() Function <input type="checkbox"/> Using Excel's SUMIFS() Function <input type="checkbox"/> Using Excel's SUMIF() Function	CO2: Compute.	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
3	3.0	Excel Logical and Financial formulae			
(i)	1.0	Logical formulae <input type="checkbox"/> Using Excel's IF() Function <input type="checkbox"/> Nesting Excel's IF() with AND() Function <input type="checkbox"/> Nesting Excel's IF() with OR() Function	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
(ii)	2.5	Financial formulae <input type="checkbox"/> Using Excel's FV() and PV() Function <input type="checkbox"/> Using Excel's RRI() with PMT() Function <input type="checkbox"/> Using Excel's NPV() with IRR() Function	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation
4	4.0	Working with Excel's Lookup Functions			
(i)	4.0	<input type="checkbox"/> Using Excel's VLOOKUP() Function <input type="checkbox"/> Using Excel's HLOOKUP() Function	CO2: Compute	K3: Apply	<u>Internal</u> Test, Practical, Project Presentation

		<input type="checkbox"/> Using Excel's INDEX() and MATCH() OFFSET() and CHOOSE() Functions <input type="checkbox"/> Nested VLOOKUP() <input type="checkbox"/> VLOOKUP() using MATCH() and INDEX()			
5	1.5	Data Validation In Excel			
(i)	1.0	<input type="checkbox"/> Data Validation using Indirect() <input type="checkbox"/> Creating a Validation List <input type="checkbox"/> Adding a Custom Validation Error <input type="checkbox"/> Department Specific Formulae	CO3: Analyze	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
6	1.5	Mastering Excel's "What If?" Tools			
(i)	1.5	<ul style="list-style-type: none"> ● Working with Excel's Goal Seek Tool ● Working with Excel's Solver Tool ● Building Effective Data Tables in Excel ● Analysing Scenario's in Excel 	CO3: Analyze	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
7	3.5	Excel Pivot Tables, Pivot Charts, and working on Dashboard			
(i)	2.5	<input type="checkbox"/> Working with Excel PivotTable <input type="checkbox"/> Modifying Excel PivotTable Calculations <input type="checkbox"/> Grouping PivotTable Data <input type="checkbox"/> Formatting PivotTable Data <input type="checkbox"/> Drilling Down into PivotTable Data <input type="checkbox"/> Working with Pivot Charts <input type="checkbox"/> Filtering PivotTable Data	CO4: Infer	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test

(ii)	1.0	<input type="checkbox"/> Filtering with the Slicer Tool <input type="checkbox"/> Working with Dashboard using the above tool.	CO4: Infer	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test
8	1.5	Microsoft Excel Macros and VBA			
(i)	1.5	<input type="checkbox"/> Working with Excel Macros <input type="checkbox"/> Activating the Developer Tab in Excel <input type="checkbox"/> Working with the Macro Recorder <input type="checkbox"/> Editing a Macro with VBA <input type="checkbox"/> Working Buttons to run Macros	CO5: Examine	K4: Analyze	<u>Internal</u> Test, Practical, Project Presentation <u>End Term-</u> Test

Pedagogy

- Lecture
- Test
- Project Presentation

Continuous Evaluation-50 Marks

Parameters of Internal Assessment:

- Attendance-5 Marks
- Class Participation-5 Marks
- MCQ-10 Marks
- Project-10 Marks
- Viva-5 Marks
- Case Study Based Questions-15 Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
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Internal	20	21%	24%	22%	18%	15%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Project-1	5	10%	30%	30%	20%	10%
Project-2	5	10%	30%	30%	20%	10%
End Term	30	15%	40%	15%	30%	-

Reference Book:

Book Title	Name of Author	Publisher	Edition No.	Year
Excel 2013 Power Programming with VBA	John Walkenbach	Wiley & Sons, Incorporated, John	-	2007
Excel 2016 Power Programming with VBA	Michael Alexander Dick, Kusleika	Wiley	1 st	2016

E-Books:

Book Title	Name of Author	Publisher	Link	Year
Microsoft Word 2013™ An Essential Guide (Level 1)	-	.reading.ac.uk	http://www.reading.ac.uk/web/files/its/WordEssen13.pdf	2014
Corporate Finance Institute-Excel	-	Corporatefinanceinstitute.com	https://corporatefinanceinstitute.com/resources/ebooks/excel-book-pdf/	2013

Course Title : **Verbal Skills and Quantitative Analysis - 2**
Semester : **II**
Credit : **2**
Duration : **20 hrs**

Course Description

This course is designed to cover the basics of Arithmetic and Reasoning and to build a good hold on concepts for students which will prepare them for questions asked in the Placement Aptitude Tests. Each module will cover important topics from Quants and Reasoning, focusing on building a strong foundation on the topics. The course is divided into 10 parts, each part covering an important module from the arithmetic section. Apart from training in classes, they will be solving 300+ questions in total, during the sessions, which will confirm their progress.

Contents

7. Time, Speed and Distance
8. Time and Work
9. Data Interpretation
10. Mensuration
11. Clocks and Calendars
12. Syllogism and Venn Diagrams
13. Logical Reasoning: Linear Arrangements
14. Logical Reasoning: Circular Arrangements
15. Logical Reasoning: Matrix Arrangements
16. Advanced Tenses
17. Advanced Prepositions
18. Sentence Completion Questions
19. Para jumbles

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
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CO1	Understand Rules of Tenses & Prepositions to solve sentence completion & correction questions	L2 -Underst and	2.5	Internal Test,
CO2	Understand the patterns of clocks, calendars and venn diagrams to encourage higher order thinking.	L2 -Underst and	4	Internal Test,
CO3	Apply short cut techniques and strategies to correctly answer parajumbles & sentence completion	L3 - Apply	2.5	Internal Test,
CO4	Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	L3 - Apply	6	Internal Test,
CO5	Analyze the given data logically to enhance the problem-solving ability.	L4 - Analyse	5	Internal Test,

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	1	3	1	1	1
CO2	-	3	-	2	1
CO3	1	3	-	-	-
CO4	1	3	-	1	2
CO5	1	3	-	1	1
CO					

Session Plan

Sessi on	Hou rs	Topics	Topic Mapped with CO	Cognitio n	Evaluati on Tool

1	1.25 hours	Advanced Tenses	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
2	1.25 hours	Advanced Prepositions	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
3	1.25 hours	Sentence Completion Questions	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Apply	Internal Test,
4	1.25 hours	Para jumbles	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Apply	Internal Test,
5-6	2.5	Time Speed and Distance: Basics, Unit Conversions, Average and relative speed, late and early arrivals, problems on trains, boats & streams	CO1-Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	Apply	Internal Test,
7-8	2.5	Time and Work: Efficiency, Man- Days,	CO1-Apply tricks and short-cuts to solve mathematical problems in the	Apply	Internal Test,

		pipes and cisterns	easiest and the fastest manner.		
9	1	Mensuration: Areas and Perimeters of 2 Dimensional figures, Basic concepts of 3 Dimensional figures	CO1-Apply tricks and short-cuts to solve mathematical problems in the easiest and the fastest manner.	Apply	Internal Test,
10	1	Logical Reasoning: Linear Arrangements	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
11	1.5	Logical Reasoning: Circular Arrangements	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
12	1.5	Logical Reasoning: Matrix Arrangements	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
13	1	Data Interpretation: Problems based on bar graphs, pie charts, line graphs etc.,	CO5- Analyze the given data logically to enhance the problem solving ability.	Analyze	Internal Test,
14	1.5	Clocks and Calendars: Basic Concepts, angles between the minute	CO2- Understand the patterns of clocks, calendars, Venn diagrams to encourage higher order thinking.	Understand	Internal Test,

		and the hour hand, faulty clocks, mirror image time, ordinary year, leap year, odd days, decoded day of the week			
15-16	2.5	Syllogism and Venn Diagrams: Concepts, Tricks and Questions	CO2- Understand the patterns of clocks, calendar, and Venn diagrams to encourage higher-order thinking.	Understand	Internal Test,

Pedagogy

1. Lecture

2. Practice exercises

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	30%	20%	20%	10%	20%
Class Test 1 Quants	10	50%	50%			
Class Test 2 Quants	10			50%	50%	

Class Test Verbal	10					100%
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Reference Book:

R.S. Agarwal - First Edition: 1989

Uma Maheshwari- GACP - First Edition: 2017

For verbal ability, study material would be provided by the respective faculty

Course Title : Employee Sourcing and Recruitment

No. of Credits : 2

Contact Hours : 20

Course Description:

Selling and Customer interaction forms the backbone of all the departments. It is therefore imperative to instill these abilities in the PGDM course syllabus for the students. The purpose of selling may differ specialization-wise- for example for a retail marketing person selling may be CRM and engaging the customer, whereas in HR terms it is, how effectively one can pitch the job at hand to a prospect. These modules have been curated keeping the specialization and purpose in mind.

Course Outcomes	Description	Cognition
<i>After the completion of the course, students should be able to</i>		
CO1	Describe the various elements involved in the process of selection and recruitment to understand the concept of Talent Acquisition.	Understand L2
CO2	Explain the process of Sourcing, Screening, and Shortlisting job applicants for a job posting and candidate search.	Understand L2
CO3	Build an effective technique of questioning for a selection interview to set the right first impressions and candidate engagement.	Apply L3
CO4	Develop an appropriate Selection and evaluation methodology, that includes making a job offer, Compensation, Reward benefits, and effective candidate	Apply L3

	engagement.	
CO5	Examine the candidate's potential suitability for the role and make the final selection with the help of behavioral interviewing techniques.	Analyse L4

Mapping COs with POs

COs/ Pos	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	2	3
CO2	2	3	1	2	3
CO3	3	3	2	2	3
CO4	3	3	2	2	3
CO5	3	3	2	2	3
CO	2.6	3	1.6	2.0	3
CO EQ	3	3	2	2	3

Course content:

4. Sales Process
5. Product information
6. Stores Operation
7. FABing technique
8. Customer analysis
9. Buying pattern
10. Closing the sales call

Session Plan:

Session no.	Topic	TOPIC Mapped with CO	Cognition
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1-2	Effective recruitment and selection methods	CO1	Apply
3-4	Screening and shortlisting job applicants	CO2	Apply
5-6	Structuring and preparing for interviews	CO2	Apply
7-8	Using effective questions	CO3	Apply
9	Actively listening and taking notes	CO4	Apply
10	Preparing for the selection interview	CO4	Apply
11-12	Conducting a selection interview	CO4	Apply
13	Making the selection decision	CO5	Apply
14	Applying the learning and next steps	CO5	Evaluate
15-16	Recapitulation, learning confirmation, assessments and live simulations	CO5	Apply Evaluate

Pedagogy

1. Lecture
2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Class Assignment
2. Class Test
3. Classroom Discussion
4. Case Study Analysis
5. Class Participation
6. Presentation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	20%	15%	20%	15%	30%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Class Test	5	20%	20%	20%	20%	20%
Presentation	5	10%	10%	10%	10%	60%
End Term	30	10%	10%	25%	25%	30%

Reference Book:

Reading and reference will be provided, and the latest case are also provided
The Employee Recruitment and Retention Handbook.

Author: Diane Arthur

Reference Book: **Social Media Recruitment: How to Successfully Integrate Social Media into Recruitment Strategy**

Author: **Andy Headworth**

Semester : **II**

Credit : **2**

Duration : **20 hrs**

Course Description:

This course would help the students to prepare themselves for the internship, understand their roles and responsibilities as an intern. The dos and don'ts to make their internship experience more useful and meaningful. Creating their video resume & cover letter to stand out among a crowd of applicants, being able to conduct themselves in a Group Discussion and successfully clear PI rounds for the internship are the primary objectives of this course.

Content:

- Cover Letter
- Building effective video resumes
- Group Discussion and Personal Interviews

Course Outcomes	Description	Cognition	Hours	Evaluation
CO1	Understand the importance of quick thinking and situation handling skills to ace interview process for campus internship placements	L2 - Understand	1	Internal - Assignment
CO2	Compare self and peer contribution w.r.t verbal and non-verbal communication during Case based Group Discussion for self-improvement	L3- Apply	2	Internal - Group Discussion
CO3	Outline an effective cover letter highlighting their suitability for the role to stand out among the pool of applicants	L3- Apply	10	Internal - External - Case Study
CO4	Classify information in order to make an appealing video resume highlighting their skills, education, achievements in the best possible way to have an edge over other applicants	L4- Analyze	2	Internal Class Test
CO5	Determine the industry of their choice by shortlisting the roles, profiles & sector for internship placements.	L5- Evaluate	1	Class Test

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
CO1	2	3	1	3	1
CO2	1	3	2	2	-
CO3	-	2	3	-	3
CO4	-	2	3	1	-

CO5	-	2	1	2	-
CO	1.5	2	2	2	2

Session Plan

Session No.	Hrs	Topic/Subtopic	TOPIC Mapped with CO	Cognition	Evaluation Tools
1	1	Road Map and Placement Guidance	CO5- Determine the industry of their choice by shortlisting the roles, profiles & sectors for internship placements.	Evaluate	
2	1	Video Resumes	CO4- Classify information in order to make an appealing video resume highlighting their skills, education, achievements in the best possible way to have an edge over other applicants	Apply	Internals
3	1	Cover Letter	CO3-Outline an effective cover letter highlighting their suitability for the role to stand out among the pool of applicants	Apply	Internals- Assignment
4-6	3	Overview of a Group Discussion (Practice -Case Study)	CO2- Compare self and peer contribution w.r.t verbal and non-verbal	Apply	Internals

			communication during Case based Group Discussion for self improvement		
7-16	9	Mock Personal Interview	CO1 Understand the importance of quick thinking and situation handling skills to ace interview process for campus internship placements	Create	Internals

Pedagogy	
1. Lecture	
2. Case Study	
3. News/Article Analysis	
4. Live Activity/Exercise	
5. Videos	
Evaluation:	
Internal	80%
External	20%
Total	100%

Parameters of Internal Assessment:

- 13. Personal Interview
- 14. Class Participation
- 15. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	30%	10%	10%	25%	25%
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Personal Interviews	10	-	-	-	30%	70%
End Term	30	15%	15%	20%	20%	30%

Reference Books:

Interviews and GD – GK Publication
 GD and Interview – R. Gupta and Anand Gaugaly
 How to succeed in GD and Interview – SK Mondal

Course Title : Capstone Project Phase 1

Semester : II

No of Credit : 2

Duration : 20 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.

5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.
8. Equip with knowledge and skills for transition from campus to corporate.

Course Outcome : Capstone Project Phase I			
Course Outcomes	After the completion of projects students should be able to	Cognition	Remarks
	Co1- Identify the sector, conduct preliminary industry analysis and finalise scope of work	L2: Understand	
	CO2 – To identify a business problem and to make a functional research topic	L2: Understand	
	C03 : Ability to compare existing literature , theories and evidence	L2 : Understand	
	CO4 : Able to identify gap in existing literature and develop scope for additional	L3: Apply	

	research		
	CO5 – They will be able to apply research outcomes and prepare research design	L3: Apply	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	3	2	3	1
CO2	3	3	3	1	3	2	3	1
CO3	3	3	3	1	3	2	3	1
CO4	3	3	3	1	3	2	3	1
CO 5	3	3	3	1	3	2	3	1
PO attainment	3	3	2.8	1	3	2	3	1

Course Code : 0206300803

Course Title : Industry Internship Project

Semester : II

No. of Credit : 8

Duration : 80 hrs.

Program Objectives:

- 1) Apply knowledge of management theories and practices to solve business problems.
- 2) Foster Analytical and critical thinking abilities for data-based decision making.
- 3) Ability to develop Value based Leadership ability.

- 4) Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- 5) Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcome: Industry Internship Project (0206300803)			
Course Outcomes	<i>After the completion of course, students should be able to</i>	Cognition	Remarks
0206300803.1	Familiarizing the organization culture and its management functions	Analyzing	
0206300803.2	Application of knowledge and techniques of Business Management in organizational context.	Applying	
0206300803.3	Acquiring problem solving and decision-making skills and evaluating business strategies and plan through critical thinking skills	Evaluating	
0206300803.4	Framing suitable domain specific solutions to business problems.	Creating	

Mapping COs with POs

- Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs	PO1	PO2	PO3	PO4	PO5
0206300803.1	-	1	1	3	-
0206300803.2	3	2	-	3	1
0206300803.3	-	3	3	1	-
0206300803.4	-	3	1	2	3
PO Attainment level	3	2.2	1.6	2.2	2

SEMESTER III

Course Title : Strategic Management

Semester : III

Credit : 2

Strategic Management is a course that covers the direction of Business and its long-term performance. The course trains the learner in applying the concepts of functional, business and corporate strategies and doing competitor's analysis with the help of tools and techniques and also includes the global perspectives of Strategy.

Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership.
4. Ability to understand, analyze and *communicate* global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Outcomes

After completing the course, the student should be able to-

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO 1	Explain the Business Environment and its relation to the Strategic Management process.	K2 Understanding	4	<u>Internal Quiz</u> <u>End Term-Theory</u>
CO 2	Apply the Strategic Management tools for the optimum organizational performance.	K3 Applying	4	<u>Internal-Case</u> <u>End Term-Theory</u>
CO 3	Construct the strategic tools and techniques for corporate /business/functional levels of the decision making.	K3 Applying	3	<u>Internal-Test,</u> <u>Presentation</u> <u>End Term-</u>

				Application Questions
CO 4	Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.	K 4 Analyzing	6	<u>Internal-Test,</u> <u>Presentations</u> <u>End Term-</u> <u>Theory & Case</u>
CO 5	Assess and integrate knowledge from Strategic Management to solve problems in a large multi-disciplinary context.	K5 Evaluating	3	<u>Internal-Test, Project</u> <u>End Term-</u> <u>Case/Theory</u>

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	-	1	3
CO2	3	1	2	3	2
CO3	2	2	2	2	1
CO4	2	2	1	3	3
CO5	2	2	1	2	3
CO	2.4	2.0	1.2	2.2	2.4

Session Plan

Sr. No	Hrs	Units	COs	Topics Mapped with CO	Evaluation Tools
1	4	Introduction to Strategic Management			
(i)	4	Organizations and strategy- What is	CO1: Explain the Business Environment	K2: Understan	<u>Internal-Quiz</u>

		Strategy? What makes a strategy winner? Strategic Management and competitiveness	and its relation to the Strategic Management process.	d	<u>End Term-Theory/Short Notes</u>
2	6	Environmental Analysis			
(i)	4	Evaluating the External Environment: Strategically relevant factors, Industry driving forces, Industry KSFs. Competition, and Competitor Analysis, Competitive weapons for competing with rivals. ETOP Study. I/O Model of Above Average Returns	CO2: Apply the Strategic Management tools for the optimum organizational performance.	K3 & K4 Apply & Analyze	<u>Internal-Case Study</u> <u>End Term-Theory Questions</u>
(ii)	2	The Internal Organization: Resources, Tests of Resource's Competitive Power. Capabilities, Competencies, and Competitive Advantages, Distinctive Competence, Resource Based Model	CO4: Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.		<u>Internal-Case Study</u> <u>End Term-Theory Questions</u>
3	7	Competition Analysis and Types of Strategy			
(i)	3	Business-Level Strategy, Competitive Rivalry and dynamics, Quest for competitive advantage and Dynamics, Industry Analysis. Outcomes of Environment and industry analysis. (The Herfindahl-Hirchman Index)	CO3: Construct the strategic tools and techniques for corporate, business and functional levels of the decision making.	K3 & K4 Apply & Analyze	<u>Internal-Test</u> <u>End Term-Theory Questions</u>
	4	Corporate-Level Strategy- Grand Strategies, Portfolio Analysis and Corporate Parenting, Strategic Acquisition and Corporate Restructuring, Rationale for restructuring, Global Strategy, The three main strategic approaches, Profit sanctuaries and Cross Border Strategic Moves.	CO4: Examine and infer the various strategic alternatives and determine the appropriate strategy in real world scenarios.		<u>Internal-Test/Presentations</u> <u>End Term-Comprehensive Case</u>
4	3	Cooperative Strategies and Organizational Structure Decisions			
(i)	3	Cooperative Implications for Strategy, Structure and Controls with Organizations, Stages of Development of Organization, Organization Design and Change.	CO5: Assess and integrate knowledge from Strategic Management to solve problems in a large multi-disciplinary context.	K4 & K5 Analyze & evaluate	<u>Internal-Test</u> <u>End Term-Theory Questions</u>

Pedagogy

20.Lecture
21.Case Studies
22.Flipped Classroom

Evaluation

Internal 60%

External 40%

Total 100%

Parameters of Internal Assessment:

16. Attendance & Class Participation

17.Class Test and Assignments

18. Reflection Journals

19. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20	15%	18%	22%	24%	21%
Attendance & Class Participation	5	20%	20%	20%	20%	20%
Class Test & Assignments	5	30%	30%	15%	15%	10%
Reflection Journals	5	10%	20%	30%	20%	20%
Projects	5	-	-	30%	40%	30%
End Term	20	5%	15%	30%	30%	20%

Textbook:

Book Title	Name of Author	Publisher	Edition No.	Year
Strategic Management- Competitiveness & Globalization	Hitt, Ireland & Hoskisson	Cengage	12th	2021

Reference Books:

Book Title	Name of Author	Publisher	Edition No.
Strategic Management- Theory and Cases- An integrated Approach	Charles Hill, Mellissa Schilling & Gareth Jones	Cengage	13th
Economics of Strategy	David Besanko, David Dranove, Mark Shanley, and Scott Schaefer	Wiley India	Edition 6 International Student Version
Strategy and the Business Landscape	P Ghemawat	Ghemawat Publishing	4 th
Crafting and Executing Strategy- The Quest for Competitive Advantage- Concepts and Cases	Arthur A Thompson Jr, Margaret A Peteraf, John E Gamble and A J Strickland III	McGrawHill	22nd
Concepts in Strategic Management and Business Policy	Thomas L Wheelen et al	Pearson	15th

Course Title : Business Ethics & Corporate Governance

Semester : III

Credit : 2

Course Description:

The need for Business Ethics is very much essential and applicable for today's organizations due to the stringent expectations of society and stakeholders regarding business performance. The intellectual roots of the subject are drawn from human values, philosophy, Political theories and its corollaries. The course initially aims at examining real-life ethical dilemmas and challenges in business, through case studies.

CO Code	Course Outcome : Student will be able to	Cognition	Hours	Evaluation Tools
CO1	Outline the scope and importance of ethics and ethical behaviour in personal and professional life	K2-Understand	5	<u>Internal</u> Quiz, test
CO2	Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders.	K3 -Apply	7	<u>Internal</u> Dialogue and Role Play
CO3	Imbibe ethical issues in corporate governance and to adhere to ethical codes	K4-Analyse	5	<u>Internal</u> Test, Role Play End-term Exam
CO4	Assess various corporate social responsibilities and practise in their professional life	K5-Evaluate	3	<u>Internal</u> Test, Case Study End-term-Exam

Mapping COs with POs

Scale 1 - low alignment, **2** - Moderate alignment, **3** - high alignment, - No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	1	1	3	1

CO2	3	3	1	3	2
CO3	3	3	3	3	3
CO 4	3	3	3	3	3
CO5	2	1	1	3	2
CO	2.8	2.2	1.8	3	2.2

Syllabus and CO mapped

Sr. No	Hrs	Units	Cos	Topics Mapped with CO	Evaluation Tools
1	4	Introduction to Business Ethics and Overview			
(i)	4	Theoretical approaches to Business Ethics, Ethics and Morality, Indian Thoughts on Ethics, Ethical Dilemma	CO1: Outline the scope and importance of ethics and ethical behavior in personal and professional life	K2: Understand	<u>Internal</u> Quiz, Test
2	4	Business and Environment			
(i)	4	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2: Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders.	K3: Apply	<u>Internal</u> Dialogue and Role Play
3	4	Ethics in Functional areas			
(i)	4	Ethical issues in Marketing and Consumer Protection Act, Ethical issues in HRM, Finance, IT	CO2: Manage and Analysis ethical issues in business and challenges in functional areas to work for the welfare and betterment of stakeholders	K3: Apply	<u>Internal</u> Test, Role Play End-term Exam
4	4	Corporate Governance and Regulatory Framework			

(i)	4	Significance of Corporate Governance in business environment, regulatory framework, Cadbury Committee Report ,Narayan Murthy, Committee Report, Role of SEBI, Companies Act 2013	CO3: Imbibe ethical issues in corporate governance and to adhere to ethical codes	K4-Analyse	<u>Internal</u> Test, Case Study End-term-Exam
5	4	Corporate Social Mechanism			
(i)	4	Understanding the Indian scenario of Corporate Social responsibility, Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4: Assess various corporate social responsibilities and practise in their professional life	K5-Evaluate	<u>Internal</u> Test, Case Study End term-Exam

SESSION-WISE COURSE OUTLINE:

Session	Topics	Aligned CO's
1	Introduction to Business Ethics and Overview,	CO1
2	Theoretical approaches to Business Ethics, Ethics and Morality, , Ethical Dilemma	CO1
3	Various theories of Ethics	CO1
4	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2
5	Ethical issues in the Business and responsibility towards Environment. Discussing various theories of business ethics	CO2
6	Ethical issues in Marketing and Consumer Protection Act,	CO2
7	Ethical issues in HRM,	CO2
8	Ethical issues Finance, IT	CO2
9	Significance of Corporate Governance in business environment, regulatory framework,	CO3
10	Cadbury Committee Report ,Narayan Murthy, Committee Report, Role of SEBI,	CO3
11	Companies Act 2013	CO3
12	Understanding the Indian scenario of Corporate Social responsibility,	CO3

13	Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4
14	Understanding the various models such as Anglo-American Model, German Model, Japanese Model	CO4
15	Presentation	CO4
16	<i>Presentation</i>	CO4

Pedagogy

9. Lecture, Case Studies , Videos, Presentation and Assignments_

Evaluation

Internal 80%

External 20%

Total 100%

Internal Assessment	40 Marks
End Tem	10 Marks
<i>Internal Assessment</i>	
Class Test/MCQ	10 Marks
Presentation	10 marks
Class participation	10 marks
Attendance	10 marks
<i>End Term</i>	
End Term Examination	10 Marks

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40					
Attendance	06	15%	15%	15%	15%	15%

Class Participation	06	15%	15%	15%	15%	15%
Class Test	14	35%	35%	35%	35%	35%
Case study presentation	14	35%	35%	35%	35%	35%
End Term	10					

Textbook:

4. Ethics in Business and Corporate Governance - S. K. Mandal (2nd Ed). Tata-McGraw Hill, 2017
5. Business Ethics: An Indian Perspective - . C. Fernando

Reference Books:

- 1) Business Ethics: Concepts & Cases - Manuel Velasquez (PHI).
- 2) Business Ethics - A. Crane and D. Matten, 2nd Edition
- 3) Corporate Governance - Satheesh Kumar (Oxford)
- 4) Report of the Committee on the Financial Aspects of Corporate Governance – 1992
Adrian Cadbury.
- 5) Report on Corporate Governance - Narayan Murthy Committee : 2003

E-Books:

- 1) Business Ethics - James Brousseau

Course Title : **Personal Tax Planning**
Semester : **III**
Credit : **2**
Duration : **20 hrs.**

Course Description:

The course of Tax Planning will help the students to understand the various provisions of tax relevant to individual and carry out tax computations and filing of returns it will be assist them to plan the tax structures and reduce tax burden. The students will learn the various provisions of TDS along with its challans. It will help them to correlate the various provisions of Income tax with the provisions of Employee Provident Act, 1952, Payment of Gratuity Act, 1972, Employees State Insurance Act, 1948 and Payment of Bonus Act, 1965 and their relevant challans.

Course Outcome:

CO Code	Course Outcome: Student will be able to-	Cognition	Remarks
0202300352.1	Appraising the various provisions of tax relevant to individual	L4 - Analysing	
0202300352.2	Enabling students to carry out tax computations.	L5 - Evaluating	
0202300352.3	Assistant and assesses them to plan their tax structure and reduce tax burden through tax planning.	L6 - Creating	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
0202300352.1	2	3	2	3	1
0202300352.2	2	3	3	3	1
0202300352.3	2	3	3	3	1
CO	2	3	2.7	3	1
CO EQ	2	3	3	3	1

Content:

- Introduction to Income Tax Act, 1961 - Basic Concepts, Residential Status and Incidence of Tax
- Computation of Income under “Income from salaries, Income from House property and Income from other sources
- Incomes which do not form part of Total Income relating to salaried individuals under Sec.10
- Deductions under chapter VI A applicable to salaried individuals
- Provisions relating to Employee Provident Act, 1952, Payment of Gratuity Act, 1972, Employees State Insurance Act, 1948 and Payment of Bonus Act, 1965 and its relevant challans
- Provisions relating to withholding of tax/TDS under Section 192, 192(1A), 192(1B) and relevant forms

Session Plan

Sessions	Topics & Subtopics	Case Studies Class Activities	Topic in CO	Cognition
Session 1	T: Income tax Act and basic concepts- ST: Introduction to Income Tax Act, 1961 ST: Basic Concepts and definitions	Case studies of individuals Real case studies will be discussed to teach the concepts	0202300352.1	L4 – Analysing
Session 2	T: Residential Status ST: Residential status of an Individual ST: Incidence of tax	Case Studies related to individuals Case studies related to individuals from different fields like sports, theatres etc will be considered to teach the concept	0202300352.1, 0202300352.2	L4-Analysing, L5-Evaluating
Session 3 to 4	T: Incomes which do not form part of Total Income ST: Section 10 applicable to salaried individuals ST: Different Retirement benefits	Case studies Case studies based on Supreme court decisions	0202300352.1, 0202300352.2	L4-Analysing, L5-Evaluating
Session 5 to 9	T: Income under the head Salaries - ST: Basis of charge and different components of salary ST: Allowances ST: Perquisites ST: Tax treatment of	Case studies and relevant forms Case studies of individuals under different salary structures will be discussed. Form 16 will also be	0202300352.1, 0202300352.2, 0202300352.3	L4-Analysing, L5-Evaluating, L6-Creating

	salary in arrears, advance etc.	discussed.		
Session 10	Class Test			
Session 11 & 12	T: Income under the head House Property and Other Sources ST: Income from House Property and deductions u/s 24 ST: Income from Other Sources	Case studies Real life case studies based on the supreme court decisions will be discussed	0202300352.1, 0202300352.2, 0202300352.3	L4-Analysing, L5-Evaluating, L6-Creating
Session 13	T: Deductions u/s Chapter VI A ST: Deduction u/s Section 80A to Section 80U ST: Applicable rates of Tax and Tax Liability	Case Studies Concepts will be discussed through different case studies based on supreme court decisions	0202300352.2, 0202300352.3	L5-Evaluating, L6-Creating
Session 14 to 15	T: Provident Fund, Employee State Insurance, Gratuity and Bonus Act ST: Tax treatment of PF, ESI, Gratuity and Bonus Act ST: Relevant challans	Case studies and Challans Concepts will be taught through different case studies and challans will be filled for the same	0202300352.1, 0202300352.2, 0202300352.3	L4-Analysing, L5-Evaluating, L6-Creating
Session 16	T: TDS Provisions relating to salaried individuals ST: Provisions relating to Section 192, 192(1A), 192(1B) and other related provisions	Case studies and relevant forms Concepts will be taught through different case studies and relevant forms. Significance of Form 26AS will also be discussed	0202300352.1, 0202300352.2, 0202300352.3	L4-Analysing, L5-Evaluating, L6-Creating

Pedagogy

1. Lecture

2. Case Study
3. News/Article Analysis
4. Live Activity/Exercise
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100%

Scope of Internal Assessment:

1. Class Assignment
2. Class Test
3. Class Room Discussion
4. Case Study Analysis
5. Class Participation
6. Presentation

Textbook:

1. Students Guide to Income Tax

- Dr. Vinod K. Singhania, Dr. Monica Singhania. Taxmann, 2019

Reference Books:

1. Income Tax Act
2. Direct Taxes Law And Practice

– Taxmann 2017
- Dr. Girish Ahuja, Dr. Ravi Gupta, Bharat Law House, 2017

E Books:

1. How to Save Income Tax through Tax Planning (FY 2017-18)
2. Your Guide to Building Wealth through Year-round Tax Planning

- Ram Niwas Lakhotia , Subhash Lakhotia, Vision Books; 32nd edition (31 March 2017), Amazon Asia-Pacific Holdings Private Limited
- Farm Business Consultants, 1st Edition, 2013

E Books link:

<https://www.amazon.com/Corporate-Tax-Planning-6th-Vol/dp/812690917X>

<http://ssbnc.in/files/bcommaterial/CT.pdf>

http://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper7-Revised.pdf

<http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Accounting/managerial-and-cost-accounting.pdf>

Course Title : HR Simulation

Credit : II

Syllabus and CO Mapped

CO Code	Description	Cognition	Hours	Evaluation Tools
CO.1	Illustrating real time simulation techniques on various HR processes	L4: Analyze	10	Internal assessment: Assignments End Term: Theory
CO.2	Justify HR concepts with corporate practices, issues, and developments.	L5: Evaluate	5	Internal assessment: Assignments End Term: Theory
CO.3	Design forms and formats for Various HR activities.	L6: Create	5	Internal assessment: Assignments End Term: Theory

Session -Wise Course Outline

Sr. No.	Hours	Units	Course Outcome (CO)	Topics Mapped with CO	Evaluation Tools
1	4	Sourcing Simulation			
1.1	2	Designing and exploring simulation related with Job Analysis, Formats of Job analysis	CO1: Illustrating real time simulation techniques on various HR processes	L4: Analyze	Internal assessment: Assignments End Term: Theory
1.2	2	Hiring Process Simulation	CO3: Design forms and formats for Various HR activities	L6: Create	Internal assessment: Assignments End Term: Theory
2	8	Performance Simulation			
2.1	4	Designing Simulation for PMS on setting KRA and KPI'S Management	CO3: Design forms and formats for Various HR activities	L6: Create	Internal assessment: Assignments

					End Term: Theory
2.2	2	Developing Performance Appraisal Format	CO2: Justify HR concepts with corporate practices, issues, and developments.	L5: Evaluate	Internal assessment: Assignments End Term: Theory
2.3	2	Performance Counselling	CO1: Illustrating real time simulation techniques on various HR processes	L4: Analyze	Internal assessment: Assignments End Term: Theory
3	8	Simulation on Employee Training and Development			
3.1	4	Designing Training and Development Simulation.	CO3: Design forms and formats for Various HR activities	L6: Create	Internal assessment: Assignments End Term: Theory
3.2	2	Designing Compensation Package	CO3: Design forms and formats for Various HR activities	L6: Create	Internal assessment: Assignments End Term: Theory
3.3	2	Creating incentive plans System	CO3: Design forms and formats for Various HR activities	L6: Create	Internal assessment: Assignments End Term: Theory

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No Alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
CO.1	2	3	3	3	1
CO.2	2	3	3	3	1
CO.3	2	3	3	3	1
CO	2	3	3	3	1
CO EQ	2	3	3	3	1

Pedagogy : Lecture, Case study, News/Article Analysis, Live Activity/ Exercise and Videos.

Evaluation:	
Internal	40%
External	60%
Total	100%

Scope of Internal Assessment: Class Assignment, Class Test , Class Room Discussion, Case Study Analysis, Class Participation, Presentation

Textbook:

1. Study material given by the concerned Faculty

Reference Books:

- | | |
|--|---|
| 1. New Era of Management
10 th Edition, 2012 | - Richard Draft, Cengage Learning, |
| 2. Human Resource Planning & Audit
1 st Edition, | - Arun Sekhri, Himalaya Publishing House,

2010. |
| 3. Performance Appraisal &

Compensation Management – A

Modern Approach - | - Dewaker Goel, PHI Learning Pvt. Ltd.,

1 st Edition, 2010. |
| 4. Recruitment Management | - Rashmi T. K. Himalaya Publishing House,
1 st Edition, 2010. |
| 5. Human Resource Management
Hill, 2010 | - K. Aswathapa, 6 th Edition, Tata Mc Graw |

E-Books:

- | | |
|---|---|
| 1. Human Resource Management | - Sussanne Vang, Himalaya, 1 st Edition, 2012. |
| 2. Human Resource Management
International | - Mahapatro, Bibhuti Bhusan, New Age

Ltd. 1 st Edition, 2010. |

E-books Link:

<https://bookboon.com/en/hrm-ebooks>

<https://www.ciphr.com/features/seven-best-hr-ebooks/>

<http://www.e-booksdirectory.com/listing.php?category=439>

http://www.successmember.com/wp-content/uploads/2015/12/Human_Resource_Management_Strategic_Analysis_Text_and_Cases-1.pdf

<http://augustatruss.com/bin/ebook-on-strategic-hrm.pdf>

<https://www.scoop.it/t/resources-for-human-resource-managers>

<https://in.pinterest.com/pin/761741724443080300/>

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	22.5%	12.5%	15.0%	20.0%	25.0%
Class Test						
Assignment						
Project						
Attendance						
Class Participation						
End Term	60					
Total						

Course Title : Change Management & Organizational Development

Semester : III

Credit : 4

Syllabus and Course Mapped

CO Code	Description	Cognition	Hours	Evaluation Tools
CO1	Examining the concepts of organizational development.	L4: Analysis	10	Internal Evaluation: Question in End term exam, Assignments
CO2	Using the internal capacity to adapt to changing situations.	L3: Apply	10	Internal Evaluation: Question in End term exam, Assignments
CO3	Appraising variety of organizational development tools relevant to the dynamic business circumstances, including	L5: Evaluating	10	Internal Evaluation: Question in End term exam, Assignments
CO4	Diagnosing various phases of organizational assessment for producing organizational development plan. Devising transformation and enabling change effectively for organizational growth and sustainability.	L6: Creating	10	Internal Evaluation: Question in End term exam, Assignments

SESSION WISE COURSE OUTLINE

Sr.No	Hours	UNITS	Course Outcome	Cognition	Evaluation Tools
1	8	Introduction of OD			
1.1	3	Foundations of Organizational Development-Values, Assumptions & Beliefs in OD	CO1: Examining the concepts of organizational development.	L4: Analysis L4	Internal Evaluation: Question in End term exam, Assignments

1.2	3	OD as a Change Management Strategy – Importance of Organizational Renewal, Significance & Challenges of Change in Modern organization	CO1: Examining the concepts of organizational development.	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments
1.3	2	Understanding OD through PROPEL, BEI, 360-Degree feedback	CO1: Examining the concepts of organizational development.	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments
2	10	Organisation Development Process			
2.1	3	Organizational level diagnosis, Group level diagnosis and individual level analysis.	CO2: Using the internal capacity to adapt to changing situations	L3: Apply	Internal Evaluation: Question in End term exam, Assignments
2.2	4	Designing OD Interventions - Human process Interventions, Techno-structural interventions,	CO3: Appraising variety of organizational development tools relevant to the dynamic business circumstances, including	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
2.3	3	HR Management Interventions, Strategic Intervention	CO1: Examining the concepts of organizational development.	L4: Analysis	Internal Evaluation: Question in End term exam, Assignments
3	14	Organisational Development Intervention Techniques			
3.1	3	Sensitivity Training, Laboratory Learning, Inter-Personal Style: The Johari Window model, Transactional Analysis, ,	CO3: Appraising variety of organizational development tools relevant to the dynamic business	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments

			circumstances, including		
3.2	5	Team & Inter Group Development Interventions- Collaboration & Conflict, Third party Consultation, Process Consultation, Organization Mirroring, Work Team Development, Self-Managed Work Teams, System- wide Interventions- Action Research, Survey Feedback.	CO3: Appraising variety of organizational development tools relevant to the dynamic business circumstances, including	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
3.3	3	Across Sectors. Concept of Change Management approaches to Change& Forces & Drivers for Change.	CO3: Appraising variety of organizational development tools relevant to the dynamic business circumstances, including	L5: Evaluating	Internal Evaluation: Question in End term exam, Assignments
3.4	3	Various Change Models, & Types of Change -Case study	CO4: Diagnosing various phases of organizational assessment for producing organizational development plan. Devising transformation and enabling change effectively for organizational growth and sustainability.	L6: Creating	Internal Evaluation: Question in End term exam, Assignments
5	8	Learning Organizations,			
5.1	4	Re- engineering – A Radical Redesign, The Grid OD Program. Role & Style of OD Practitioner-	CO4: Diagnosing various phases of organizational	L6: Creating	Internal Evaluation: Question in End term exam, Assignments

			assessment for producing organizational development plan. Devising transformation and enabling change effectively for organizational growth and sustainability.		
5.2	4	External vs Internal Practitioner, OD Practitioner role in the HR Interventions. Organizational Development Intervention	CO4: Diagnosing various phases of organizational assessment for producing organizational development plan. Devising transformation and enabling change effectively for organizational growth and sustainability.	L6: Creating	Internal Evaluation: Question in End term exam, Assignments

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	3	3	1	2	-
2	3	3	1	2	1
3	2	2	3	2	-
CO	2.7	2.7	0.83	2	0.33
CO EQ	3	3	1	2	1

Pedagogy: Lecture, Case study, News/article analysis, Live Activity/ Exercise, Videos

Evaluation:	
Internal	40
External	60
Total	100

Internal Assessment:	
Attendance	10 Marks
Class Participation	10 Marks
Assignments	10 Marks
Test	10 Marks

Scope of Internal Assessment: Class Assignment, Class test, Classroom Discussion, Case study analysis, Class participation.

External Assessment:	
End Term Examination	60 Marks

Textbook:

1. Theory of Organizational Development - Thomas G. Cummings
& Change Cristopher G. Worley, Cengage Learning, 11th Edition, 2019.

Reference Books:

- 1) Organization Change & Development - Kavita Singh, Excel Books, 2nd Edition, Reprint, 2010.
- 2) Organizational Change Themes & Issues - Jim Griesmer, 1st Edition, 2011.
- 3) Organizational Change & Development - Dipak Kumar Bhattacharya, Oxford, 1st Edition, 2015.
- 4) An Experimental Approach to Publication, - Donald Brown, Person Organization Development 8th Edition, 2014
- 5) Organizational Development & Publication, - Bhatia, S. K. Deep & Deep

- Transform New Delhi, 2010
- 6) Change Management & Organizational Transformation - Radha Sharma, Tata Mc Graw Hill, 2nd Edition, 2012
- 7) Change Management: A Guide to Effective Implementation - Paton, Robert, Mccalman, James Vedatya Institute (formerly known as IIMT), 3rd Edition, 2012

E-Books:

- 1) Organizational Development - 2nd edition, 2011 - Rao, T. V.; Ramnarayan, S. Sage/ Response,
- 2) Handbooks of Strategic HR: Best Practices in OD from OD Network - Vogelsang, John. New York : 2013 American Management Association
1st Edition, 2013

E Books Link:

<http://www.mahavirlibrary.org/files/change-management.pdf>

www.baekdal.com/downloads/ChangeManagement-EN.pdf

http://pminb.ca/images/downloads/Lunch_and_Learn_Presentations/martin_davis_change_leadership_leadership_perspectives.pdf

https://www.apubbb.ro/wp-content/uploads/2011/02/OD_Suport_de_curs_masterat.pdf

<http://otgo.tehran.ir/Portals/0/pdf/organization%20development%20and%20change.pdf>

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	22.5%	12.5%	15.0%	20.0%	25.0%
Class Test						
Assignment						
Project						
Attendance						
Class Participation						
End Term	60					
Total						

Course Title : HR Analytics

Credit : II

Syllabus and CO mapped

CO Code	Description	Cognition	Hours	Evaluation tools
CO.1	Examine the principles of HR research and quantitative HRM	L4: Analysis	10	Internal assessment: Assignments End Term: Theory
CO.2	Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	5	Internal assessment: Assignments End Term: Theory
CO.3	Designing the usage of dashboards & qualitative techniques in HR decision making, of data evaluation, interpretation, and presentation with respect to HRM	L6: Creating	5	Internal assessment: Assignments End Term: Theory

Syllabus and session plan

Sr. No.	Hou rs	Units	Course Outcome	Topics Mapped with CO	Evaluation Tools
1	4	Introduction of HR Analytics			
1.1	1	Principles of HR research and quantitative HRM	CO1: Examine the principles of HR	L4: Analysis	Internal Assessment: Assignment

			research and quantitative HRM		
1.2	1	Tools and Techniques, Non-parametric tests in HR Research, Binomial Test, Chi Square Test etc	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	End Term: Theory
1.3	2	Types of quantitative research, data types and preparation for analysis hypotheses formulation, common and uncommon data collection methods, nonparametric tests for related and independent samples. Multivariate data analysis and meta-analysis.	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	Internal Assessment: Assignment End Term: Theory
2	3	Staffing Metrics:			
2.1	1	Recruiting tools and practices – a quick audit,	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	Internal Assessment: Assignment End Term: Theory
2.2	2	How and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring.	CO2: Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	Internal Assessment: Assignment End Term: Theory
3	3	Attrition metrics –			
3.1	1	Techniques used to calculate attrition,	CO1:	L4: Analysis	Internal

		manpower planning metrics	Examine the principles of HR research and quantitative HRM		Assessment: Assignment End Term: Theory
3.2	2	Push model (markov) and Pull model (renewal models), quantitative tools for forecasting manpower requirements.	CO2: Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	Internal Assessment: Assignment End Term: Theory
4	3	Development metrics			
4.1	1.5	Training ROI, measuring employee's satisfaction, attitude measurement and survey,	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	Internal Assessment: Assignment End Term: Theory
4.2	1.5	Training evaluation models, tracking the value of career management, measurement,	CO2: Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	Internal Assessment: Assignment End Term: Theory
5	3	Performance metrics			

5.1	1.5	Performance matrix – Shingo prize model, EFQM, and Baldrige criteria calculating 6-sigma, assessing the training organization, customer focused metrics, BSC, HR Scorecard	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	Internal Assessment: Assignment End Term: Theory
5.2	1.5	Performance measurement using ranking and rating systems, scales for evaluation of performance,	CO2: Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	Internal Assessment: Assignment End Term: Theory
6	2	Compensation metrics			
6.1	1	Connecting it to revenues and expenses, calculating various wage/salary related measures. Variables pay systems, types of executive compensation,	CO1: Examine the principles of HR research and quantitative HRM	L4: Analysis	Internal Assessment: Assignment End Term: Theory
6.2	1	Quantitative application in compensation – percentiles, cost-benefit analysis, and compa-ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.	CO2: Justifying the Tools, Techniques, and principles of construction of tests in HR Research	L5: Evaluating	Internal Assessment: Assignment End Term: Theory
7	2	Trends in quantitative HRM			
7.1	2	Development of HR dashboard, HR index, internal-improvement monitors and smoke detectors, using factor analysis in HR research – problems,	CO3: Designing the usage	L6: Creating	Internal Assessment: Assignment

		HR Audit research, Organization Health survey.	of dashboard s & qualitative techniques in HR decision making, of data evaluation , interpretation, and presentation with respect to HRM		End Term: Theory
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Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO5
CO.1	2	3	1	3	1
CO2	2	3	3	3	1
CO3	2	3	3	3	1
CO	2	3	1	3	1
CO EQ	2	3	1	3	1

Textbook:

Winning on HR Analytics: Leveraging - Ramesh Soundararajan, Kuldeep Singh

Data for Competitive Advantage - Sage Publication, 1st Edition, 2016

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Reference Books:

1. Psychological Testing – Anne Anastasi, Susana Urbina, 7th Edition, 2006, Pearson Education
2. Foundations of Behavioural Research- – Fred N. Kerlinger, 2nd Edition, 1983, Surjeet Publications
3. Psychometric Testing – R K Sahu, 1st Edition, 2010, Excel Books
4. Statistics for Business and Economics – Anderson, Sweeney, Williams, Camm, Cochran, 12th Edition, 2014, Cengage Learning

E Book:

Research Methodology : - Krishnaswamy O. R, Satyaprasad B. G., Himalaya Publication, 1st Edition, 2010

E Books link:

<https://elearningindustry.com/big-data-for-hr-predictive-analytics-can-deliver-business-value-free-ebook>

<https://www.pinterest.com/pin/386535580495867154/>

<https://www.ciphr.com/features/seven-best-hr-ebooks/>

<https://www.analyticsinhr.com/hr-analytics-books/>

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	22.5%	12.5%	15.0%	20.0%	25.0%
Class Test						
Assignment						
Project						
Attendance						
Class Participation						
End Term	60					
Total						

Course Title : Comprehensive Review Module
Semester : III
Credit : 2
Duration : 20 hrs.

Syllabus and CO Mapped

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	Discuss the Marketing Concepts & Principles in different Sectors	L2: Understand	6.0	<u>End Term-</u> Applied questions
CO2	Apply Sector focussed Marketing Plans and strategies	L3: Apply	8.0	<u>Internal-</u> Assignment <u>End Term-</u> Applied questions
CO3	Connect the current situation and growth strategies adopted in different sectors	L4: Analyzie	2.0	<u>Internal-</u> Assignment / case study <u>End Term-</u> Applied questions / case study
CO4	Justify how industry dynamics work in different sectors	L5 Evaluate :	2.0	<u>Internal-</u> Assignment <u>End Term-</u> Applied questions
CO5	Estimate the strategies adopted by different players in any industry to outperform the others	L5: Evaluate	2.0	<u>Internal-</u> Case study <u>End Term-</u> Applied questions / case study

SESSION -WISE COURSE OUTLINE

Sr. No	Hrs	Units	Course outcomes(CO)	Topics Mapped with CO	Evaluation Tools
1	6	Macro Perspectives			
1.1	4	Macro perspective on different Sectors: Pre COVID and During Covid's	CO1: Discuss the Marketing Concepts & Principles in different Sectors	L2: Understand	<u>End Term-</u> Applied questions
1.2	2	Macro perspective on different Sectors: Post-COVID scenarios	CO1: Discuss the Marketing Concepts & Principles in different Sectors	L2: Understand	<u>Internal-</u> Assignment, class test <u>End Term-</u> Applied questions
2	8	Sector-focused strategies			
	2	Understanding the E- commerce Sector and Highlights of Industry.	CO2: Apply Sector focussed Marketing Plans and strategies	L3: Apply	<u>Internal-</u> Assignment, class test <u>End Term-</u> Applied questions
	4	Industry Highlights for Major E-Commerce Players IT, Media and Entertainment, Education, Tourism	CO2: Apply Sector focussed Marketing Plans and strategies	L3: Apply	<u>Internal-</u> Assignment, class test <u>End Term-</u> Applied questions
3	2	Growth Strategies for sectors			
3.1	2	Concept of growth strategy, Understanding and evaluating the growth strategies for Banking, Insurance, Telecom, FMCG sectors	CO3: Connect the current situation and growth strategies adopted in different sectors	L4: Analyze	<u>Internal-</u> Assignment / case study <u>End Term-</u> Applied questions / case study
4	3	Industry dynamics			
4.1	3	Introduction of the concept of Industry Dynamics, Needs, and its importance.	CO4: Justify how industry dynamics work in different sectors	L5 : Evaluate	<u>Internal-</u> Assignment, class test <u>End Term-</u> Applied questions

		Analysing the dynamics of Healthcare into Urban and Rural area. Allied product and services . Real estate industry, automobile industry and FMCG			
5	1	Outperforming competition			
		Introduction to the concept, need and importance	C5: Estimate the strategies adopted by different players in any industry to outperform the others	L5: L5: Evaluate	<u>Internal-</u> Case study <u>End Term-</u> Applied questions / case study

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	2	2	2	1	3
CO2	1	2	2	2	1
CO3	1	2	1	2	1
CO4	1	2	2	3	1
CO5	2	1	3	3	-
CO	1.4	1.8	2	2.2	1.2

Pedagogy : Lecture, Case Studies Analysis, Recent Newspaper Article discussion, Presentation, Assignments, Case study

Evaluation

Internal	40%
External	60%
Total	100%

Parameters of Internal Assessment:

1. Attendance
2. Class Participation
3. Case study
4. Class Test
5. Assignments

6. Projects

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	20					
Attendance	5	20%	20%	20%	20%	20%
Class Participation	5	20%	20%	20%	20%	20%
Assignments	3	-	30%	40%	30%	-
Class test	2	-	50%	-	50%	-
Final Presentation	3	-	20%	20%	30%	30%
Case study	2	-	-	40%	-	60%
End Term	30	15%	30%	15%	20%	20%

Text Book-

Marketing Management, -Philip Kotler & Kevin Lane Keller - 15th Edition, Pearson.

Reference –Marketing White Book 21-22, Marketing White Book 20-21

Course Name : Placement Readiness Module
Credit : 4
Credit Hours : 40 Hrs.

Course Description

Having taught all the relevant topics in the previous 2 Semesters, this Course will focus more on practicing questions. Each module will have topic revision followed by practice tests. The course is divided into 13 parts, each part covering the important module from the arithmetic and reasoning section. Apart from training in classes, they will be solving 750+ questions in total, during the sessions, which will confirm their progress.

Contents:

- 20. Revision
- 21. Data Sufficiency
- 22. Visual Reasoning
- 23. Logical Deduction
- 24. Doubt Clearing Sessions
- 25. Mock Tests
- 26. Essay Writing
- 27. Corporate Jargons
- 28. Spotting Errors

Course Outcomes	Description	Cognition	Hours	Evaluation Tools
CO1	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates	L2 -Underst and	15	Internal Test,
CO2	C02- Understand different placement practice techniques w.r.t Clock and Calendar to strengthen the problem solving ability	L2 -Underst and	5	Internal Test,
CO3	C03- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	L3 - Apply	7.5	Internal Test,
CO4	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process.	L3 - Apply	7.5	Internal Test,
CO5	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	L4 - Analyse	5	Internal Test,

The CO – PO Correlation matrix for the subject is given below:

1 – Low, 2 – Medium, 3 – High, 0 – Low

CO Code	PO1	PO2	PO3	PO4	PO5
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CO1	1	1	2	3	1
CO2	1	3	-	2	1
CO3	1	2	1	3	1
CO4	1	3	-	1	1
CO5	2	3	-	1	1
CO					

SESSION-WISE COURSE OUTLINE

Sessi on	Hou rs	Topics	CO	Cognitio n	Evaluatio n Tool
1	1.25	Corporate Jargons	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
2	1.25	Essay Writing (Format, types, Approaches, dos & don'ts,)	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
3-4	2.5	Spotting Errors (Sentence correction using parts of speech, tenses)	CO5: Apply rules of grammar and deduction techniques to solve grammatical portion in placement process	Understand	Internal Test,
5-6	2.5	Revision: Recap of concepts learnt in semester 1 and 2	C02- Understand different placement practice techniques w.r.t Clock and Calendar to strengthen the problem solving ability	Understand	Internal Test,
7-8	2.5	Doubt Clearing Session: Problems based on students'	C02- Understand different placement practice techniques w.r.t Clock and	Understand	Internal Test,

		doubts	Calendar to strengthen the problem solving ability		
9-10	2.5	Data Sufficiency: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,
11-12	2.5	Visual Reasoning: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,
13-14	2.5	Logical Deduction: Basic Concepts, Tricks and Questions	CO3- Analyze the given data logically with appropriate reasoning to deduce the results accurately.	Analyze	Internal Test,
15-16	2.5	Mock Test 1: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
17-18	2.5	Mock Test 2: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
19-20	2.5	Mock Test 3: Mock Test for preparation of placements process	C01- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,
21-22	2.5	Mock Test 4: Mock Test for	C01- Apply the concepts of	Apply	Internal Test,

		preparation of placements process	Quantitative aptitude for successful placements in the corporates.		
23-24	2.5	Psychometric Test: Concepts and work sheets	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
25-26	2.5	Guesstimate: Basic Concepts	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
27-28	2.5	Situation Reaction Test: Problems based on various situations and how to handle	CO4: Develop the ability to critically analyse a given situation and work to arrive at the most suitable solution during the placement process	Apply	Internal Test,
29-32	5	Magic Maths: Application of PICA and various other Short trick methods	CO1- Apply the concepts of Quantitative aptitude for successful placements in the corporates.	Apply	Internal Test,

Pedagogy	
1. Lecture	
2. Practice exercises	
Evaluation:	
Internal	60%
External	40%
Total	100 %

Parameters of Internal Assessment:

1. Class Test
2. Class Participation
3. Attendance

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Attendance	10					
Class Participation	15					
Class Test 1(quants)	20	50%	50%	20%	10%	
Class Test 2 (quants)	20	25%	25%	25%	25%	
Assignment	15			30%	70%	
Class Test 3 (Verbal)	20					100%

Reference Book:

R.S. Agarwal - First Edition: 1989

Uma Maheshwari- GACP - First Editor

Course Title : Corporate Transition Module

Semester : III

No. of Credits : 4

Contact Hours : 40 hrs.

Course Description:

The course would bring out the importance of learnings derived during the Internship period and to blend these learnings in an effective manner to achieve excellence in the selection process during final placements. It would expose the students to various practice sessions of Group Discussions and PI rounds. Finally, the course would help the students to be able to blend their classroom learnings and their experiential learnings to make a successful overall impact in the campus placement process.

Content

- Road map
- Building Effective Resumes_ITM & ATS
- Group Discussion Techniques / Trending topics
- Personal Interview Techniques
- Mock Interviews

Cos	Description	Cognition	Hours	Evaluation Tools
CO1	Analyze their readiness w.r.t HR, technical, specialization specific questions for the	L2-	1	

	campus placement process	Understand		
CO2	Develop the ability to critically analyse a given situation and work to arrive at a most suitable solution during an interview.	L3- Apply	4	
CO3	Formulate plan of action to crack abstract, case based and other types of group discussions	L3- Apply	8	Internal Group discussion
CO4	Apply attributes of ATS format and increase their chances of receiving revert on their online job applications	L3- Apply	1	
CO5	Classify details of their internship on the ITM resume template in a way that describes their tasks, skills, gained experiences and measurable achievements effectively	L4- Analyze	2	

Mapping COs with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / Pos	PO 1	PO 2	PO 3	PO 4	PO 5
CO1	3	3	3	3	
CO2	1	3	2	2	-
CO3	3	3	3	3	
CO4		3	3	1	
CO5		3	3	1	

	2.3	3	2.8	2	
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Session Plan

Sessi on No	Hr s	Topic	COs	Cogni tion	Evaluatio n Tools
1	1	Roadmap & Placement Guidance for career growth	CO1 Compare industries and sectors & eventually take a decision about the profiles and industries of their choice	Understand	
2	1	Resume - ITM format	CO5 - Classify details of their internship on a resume in a way that describes their tasks, skills, gained experiences and measurable achievements effectively	Analyze	
3		Video Resume			
4-5		Resume Review	CO5 - Classify details of their internship on a resume in a way that describes their tasks, skills, gained experiences and measurable achievements effectively		
6	2	Resume_ATS	CO4- Apply attributes of ATS resume format and increase their chances of receiving revert on their online job applications	Apply	
7-9	4	Mock GD	CO3 -Formulate the plan of action to crack abstract, case	Apply	

			based and other types of group discussions		
10-12	4	Mock GDs Assessment	CO3- Formulate plan of action to crack abstract, case based and other types of group discussions	Apply	
13-14	3	Overview of PI - Situation Based Questions (Domain & HR) - Students Panel	CO2 - Develop the ability to critically analyse a given situation and work to arrive at a most suitable solution during an interview.	Apply	
15-32		Mock PI – Talewind Faculty & Alum			

Pedagogy
1. Lecture
2. Company overview
3. News/Article Analysis
4. Mock Personal Interview
5. Videos

Evaluation:	
Internal	40%
External	60%
Total	100 %

Parameters of Internal Assessment:

1. Mock Interviews
2. Attendance
3. CClass Participation

Assessment Mapping

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	15%	18%	22%	24%	21%
Attendance	10	20%	20%	20%	20%	20%
Class Participation	10	20%	20%	20%	20%	20%
Mock Interview	20	25%	25%	-	25%	25%
End Term	60	20%	20%	20%	20%	20%

Textbook:

Study material provided by Concerned Faculty

Reference Books:

- 1) Interviews and GD - GK Publication
- 2) GD and Interview - R. Gupta and Anand Gaugaly
- 3) How to succeed in GD and Interview - SK Mondal

Course Title : Capstone Project Phase II

Semester : III

No of Credit : 2

Duration : 20 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.
5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.
8. Equip with knowledge and skills for transition from campus to corporate.

		Course Outcome :	Capstone Project Phase II		
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		Course outcome	After the completion of the projects students should be able to	Cognition	Remarks
			CO1 :Students will be able to develop a procedure for data collection through designing instruments	L4 : Apply	
			CO2: Able to collect and classify relevant and reliable primary and secondary data for the study	Analyse	
			C03: Able to analyse data and derive meaning to teach a logical conclusion	Analyse	
			CO4 : Develop critical thinking for interpretation of the data	Analyse	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	1	3	2	3	2
CO2	3	3	3	1	3	2	3	2

CO3	3	3	3	1	3	2	3	3
CO4	3	3	3	2	3	2	3	3
PO attainment	4	4	4	1.25	4	2	4	2.5

SEMESTER IV

Course Title : Capstone Project Final

Semester : IV

No of Credit : 4

Duration : 40 hrs

PROGRAM OUTCOMES

1. Generate conceptual knowledge regarding business management.
2. Apply knowledge of management theories and practices to solve business problems.
3. Foster Analytical and critical thinking abilities for data-based decision making.
4. Ability to develop value based leadership ability.
5. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
6. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
7. Ability to conduct interdisciplinary research.
8. Equip with knowledge and skills for transition from campus to corporate.

		Course Outcome :	Capstone Project – Final		
		Course Outcomes	After the completion of the project students should be able to	Cognition	Remarks
			CO1 : Students will be able to examine real world problems by integrating technical and management theories and concept	Analyse	
			CO2 : The ability to infer and integrate information	Analyse	

			to come to a logical conclusion		
			CO3 : Students will be able to provide , suggestions and recommendation for the reserach problem	Create	
			CO 4 : Students will be able to conclude research outcomes in a standard report format	Evaluate	
			CO5 : Students will be able to appraise and communicate the research outcomes in a comprehensive and concise manner through a formal presentation	Evaluate	

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	1	2	1	2	1
CO2	3	3	3	1	3	2	2	1
CO3	3	3	3	1	3	2	3	1
CO4	3	3	3	1	3	2	3	1
CO 5	3	3	3	2	3	2	3	3
PO attainment	3	3	2.6	1.2	2.8	1.8	2.6	1.4

Course Title : Social Media & Digital HRM
Semester : IV
Credit : 2
Duration : 20 hrs.

Course Outcome:

CO Code	Course Outcome: Student will be able to-	Cognition	Hours	Evaluation
CO 1	Producing professionals with the required skill sets for operating in digital world.	L3: Applying	5	Internal Evaluation: Assignment, End term exam
CO2	Appraising HR professionals with an overall perspective of HRM and a deep dive into Digital Media.	L5: Evaluating	8	Internal Evaluation: Assignments and End Term exam
CO3	Creating digitally sound and professionally trained talent for the industry.	L6: Creating	7	Internal Evaluation: Assignment

SESSION- WISE COURSE OUTLINE

Sr. No	Hours	Units	Course Outcome	Topics Mapped with CO	Evaluation Tool
1	5	Introduction of Digital World and Digital HRM			
1.1	3	Evolution Digital HRM, Introduction and importance of social media in HRM, its importance in workplace, digital perspective on the field of Human Resource Management.	CO1: Producing professionals with the required skill sets for operating in digital world	L3,	Internal Assessment: Assignment End Term: Theory

1.2	2	Social Media for online branding. The importance of digital competency, and the development of online skills.	CO1: Producing professionals with the required skill sets for operating in digital world	L3,	Internal Assessment: Assignment End Term: Theory
2	11	Role of social media in different HR practices			
2.1	3	Usage of Digital Platform and social media for employee resourcing, strategic HRM, workforce planning and change, recruiting and retention, HR development.	CO2: Appraising HR professionals with an overall perspective of HRM and a deep dive into Digital Media.	L5: Evaluating	
2.2	2	Effective organisation visibility of HR practices using social media.	CO2: Appraising HR professionals with an overall perspective of HRM and a deep dive into Digital Media.	L5: Evaluating	
2.3	4	Understanding how social media can be used for better employee communication. Exploring best practice sin the same .	CO2: Appraising HR professionals with an overall perspective of HRM and a deep dive into Digital Media.	L5: Evaluating	
2.4	2	Exploring and understanding the usage of social media in employee performance management	CO2: Appraising HR professionals with an overall perspective of HRM and a deep dive into Digital Media.	L5: Evaluating	
3	4	Current & future trends of Digital HRM			
3.1	2	Understanding the transformation of HR using Cloud and its advantage. Understanding the Digital changes and problems encountered of the HR profession,	CO3: Creating digitally sound and professionally trained talent for the industry.	L6: Creating	Internal Assessment: Assignment End Term: Theory

3.2	2	Amalgamation of digitization into the corporate culture and development. Future trends of digital transformation.	CO3: Creating digitally sound and professionally trained talent for the industry.	L6: Creating	Internal Assessment: Assignment End Term: Theory
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MAPPING Cos with POs

Scale 1- low alignment, 2- Moderate alignment, 3 – high alignment, - – No alignment

COs / POs	PO 1	PO 2	PO 3	PO 4	PO5
1	2	3	1	3	1
2	2	3	3	3	1
3	2	3	1	3	1
CO	2	3	1.6	3	1
CO EQ	2	3	2	3	1

Pedagogy: Lecture, Case Study, Project

Evaluation	
Internal	40 Marks
External	10Marks
Total	50 Marks

Internal Assessment:	
Project	20
Assignments	20

External Assessment	
End Term Test	10Marks

Textbook:

Course Material Provided by Concerned Faculty

Reference Books :

Sr. No	Name of the Text Book	Author

1	Public Relations and the Social Web	Rob Brown 1st Indian Edition 2010 Kogan Page Publications ISBN – 978-07494-5961-1
2	Social Media ROI	Olivier Blanchard 1st edition 2011, Pearson Education
3	Online Marketing: Customer Led	Gay, Richard, Charlesworth, Alan, 2 nd Edition, 2007, Oxford University Press.

E -Books:

Sr. No	Name of the Text Book	Author
1	(The changing Context of Managing People)	
2	Human Resource Management in digital economy- Synergy between Competency Model and Information	Sussan De Espinosa Jose Antanio Fernandez-Sanchez et al- 1 st edition ,2012

E Books List

<http://www.digitalistmag.com/digital-economy/2015/09/07/why-hr-embrace-digital-age-03382441>

https://aquila.usm.edu/cgi/viewcontent.cgi?article=1528&context=honors_theses

Parameter	Marks	CO 1	CO 2	CO 3	CO 4	CO 5
Internal	40	22.5%	12.5%	15.0%	20.0%	25.0%
Class Test						
Assignment						
Project						
Attendance						
Class Participation						
End Term	60					
Total						

