

DEPARTMENT OF COMMERCE

CHOICE BASED CREDIT SYSTEM (CBCS) OUTCOME BASED EDUCATION (OBE) SYLLABUS

M.PHIL

2023 - 2024



**MADRAS CHRISTIAN COLLEGE
(AUTONOMOUS)**

College with Potential for Excellence
Affiliated to University of Madras
Tambaram East, Chennai 600 05

DEPARTMENT OF COMMERCE

VISION

Madras Christian College aspires to be an Institution of excellence transforming lives through education with a commitment to service.

MISSION

Madras Christian College (MCC) with the inspiration of the love of God offers to people of all communities education of the whole person, which is congruous with God's revelation in Christ of the true nature of humanity and is appropriate to the needs of India and of the world.

Graduate Attributes

The Madras Christian College defines the philosophy underpinning its academic programmes and student life experience on campus through the Graduate Attributes (GA), that describe the knowledge, competencies, values and skills students imbibe for holistic development and contribution to society. These attributes encompass characteristics that are transferable beyond the domain of study into the national and international realm fostered through curricular, co-curricular and extra-curricular engagements.

GA 1: Intellectual Competencies

- Graduates of MCC have a comprehensive and incisive understanding of their domain of study as well as the capability for cross-disciplinary learning.
- They have the ability to apply the knowledge acquired through the curriculum as well as self-directed learning to a broad spectrum ranging from analytical thinking to synthesise new knowledge through research.
- Forming independent individual opinions regarding academic cores and socially relevant issues

GA 2: Professional Ethics

- Graduates of MCC develop ethical and professional behaviour, which will be demonstrated in their chosen careers and constructive citizenship roles.
- They imbibe intellectual integrity and ethics in scholarly engagement and develop a spirit of inclusiveness through interactions with people of special needs and diversity.

GA3: Leadership Qualities

- Graduates of MCC inculcate leadership qualities & attitudes, and team behaviour along democratic lines through curricular, co-curricular and extra-curricular activities
- They develop managerial and entrepreneurial skills to ideate and create new opportunities along with career readiness and capacity to take up various competitive exams.

GA 4: Holistic Skill Development

- Graduates of MCC develop critical thinking, problem-solving, effective communication, emotional and social skills
- They develop digital competency to live, learn and serve in society.

GA 5: Cross-Cultural Competencies

- Graduates of MCC imbibe cross-cultural competencies through engaging with diverse linguistic, ethnic and religious communities providing scope to understand, accept and appreciate individuals at local, national and international levels.
- They develop a global perspective through contemporary curriculum, culture, language and international exchange programmes

GA 6: Service-Oriented Focus

- Graduates of MCC have sensitivity to social concerns and a conviction toward social justice through a commitment to active social engagement.
- They are endowed with a strong sense of environmental awareness through the curriculum and campus eco-system.

GA 7: Value-Based Spiritual Development

- Graduates of MCC are rooted in the principles of ethical responsibility and integrity permeated with Christian values leading to the building of character.
- They develop virtues such as love, courage, unity, brotherhood, industry and uprightness.

Programme Outcomes

Programme Outcomes (POs) of Madras Christian College define the minimum level that students are expected to do, achieve and/or accomplish in order to graduate from a particular programme. These Outcomes are a framework to assess the nature of learning activity experienced within the programme.

POs for M.Phil Programmes are designed to have the following outcomes

Upon completion of the programme, research students should have shown evidence of being able to

PO1	Research Knowledge and Competencies	<ul style="list-style-type: none"> Acquire domain-specific knowledge in research. Demonstrate a thorough knowledge of the literature and other resources and a substantial understanding of methods and techniques applicable to research. Formulate and extrapolate the knowledge gained to apply in real-life situations
PO2	Applicative knowledge and Lateral Thinking	<ul style="list-style-type: none"> Demonstrate effective strategies and methodologies applicable to specific research domains. Translate theoretical understanding to experimental knowledge and solve complex research problems. Demonstrate the ability to critically evaluate resources, apply multiple perspectives and evolve research findings
PO3	Innovation and Research	<ul style="list-style-type: none"> Identify contemporary research problems, develop research statements, analyze and propose solutions. Develop a propensity for innovative methodologies for research. Demonstrate ability for translational research and patenting.
PO4	Scientific Communication and Digital skills	<ul style="list-style-type: none"> Document, prepare, present, and publish scientific work as reports and research articles. Critically assess, review and present theories, principles, and concepts Use domain-related software and digital tools for data analysis and interpretation. Present and defend independent research outcomes.
PO5	Research Ethics	<ul style="list-style-type: none"> Apply ethical principles, practice scientific temper and respect intellectual property rights in research. Ethically apply digital skills to creatively communicate a wide range of ideas and issues related to academic experiences. Develop original ideas and arguments with detailed documentation
PO6	Social Relevance	<ul style="list-style-type: none"> Be sensitive to contemporary social issues viable for research. Work collaboratively with all stakeholders to translate research knowledge to influence and benefit society

PROGRAM SPECIFIC OUTCOMES (PSO's)

At the time of graduation they would be able to:

PSO #	Statement	Mapped with PO#
PSO 1	Gain theoretical and research-based domain knowledge.	1,2,3,4,5,6
PSO 2	Integrate research methods to provide solutions to Industry and Community requirements	1,2,3,4,5,6
PSO 3	Develop conceptual, analytical and logical skills to address specific challenges and problems.	1,2,3,4,5,6
PSO 4	Inculcate effective scientific writing, presentation and digital skills adhering to ethical and professional standards.	1,2,3,4,5,6
PSO 5	Enable a culture of research and to promote entrepreneurial perspective.	1,2,3,4,5,6

**Curriculum Template for M/Phil
(Effective from – 2023-2024)**

Semester	Part	Course code	Course title	Instruction hours per Cycle	Duration of exam	Marks			Credits
						ICA	ESE	Total	
I	I		Research Methodology	4		50	50	100	5
I	I		Business Policy and Strategies	4		50	50	100	5
I	I		Elective <i>(To choose one)</i>	4		50	50	100	5
			Marketing and Marketing Research						
			Financial Management						
			Human Resource Management						
			Financial Services and Institutions						
			Strategic Management						
			Organisational Behaviour						
			Strategic Marketing						
			Services Marketing						
			International Business						
			Customer Relationship Management						
			Entrepreneurial Development						
II	II		Dissertation	12		50	50	100	21
Total Credits									36

Curriculum Overview Table		
Part	Credits	Hours / Cycle
I	15	4
II	21	12
Total	36	

RESEARCH METHODOLOGY

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I	Core	Theory
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	<ul style="list-style-type: none"> • Impart knowledge about research methodology and the process of conducting research • Gain an understanding of the nuances of scientific writing and publishing • Develop an understanding of research ethics, research misconduct and publication ethics. 		
CO #	Course Outcome(s)	PSO Addressed	Bloom's Taxonomy Levels (K1 to K5)
On completing the course successfully, the student will be able to			
CO 1	Understand the conceptual framework of research and its practical applications	1,2,3,4,5	K2
CO 2	Comprehend ethics in research, approaches and significance of research, research design, data collection and analysis, publication ethics, publication process.	1,2,3,4,5	K3
CO 3	Apply various statistical tools / techniques to analyse the data collected and to interpret the results	1,2,3,4,5	K4
CO 4	Build acumen of effective report preparation and presentation and also publish research articles	1,2,3,4,5	K5
CO 5	Create new knowledge or research ideas or literature out of the outcomes of research	1,2,3,4,5	K6

SYLLABUS

UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	<p>Research and Research Ethics Introduction to research –Objectives of research – Types of research – Approaches to research – Significance of research – Quantitative and Qualitative research - Research Process - Literature Review – Research / Knowledge gap – Theoretical / conceptual Framework Research Ethics – Research integrity - Scientific Misconducts: Falsification, Fabrication and Plagiarism and its types – Case Studies</p>	18	CO 1 CO 2 CO 3 CO 4 CO 5	K2, K3, K4, K5, K6
II	<p>Research Design Research design-Characteristics – Importance – concepts relating to research design – Types of research design (only meaning)- preparation of a research design. Measurement and scaling – data types – sources of measurement error - definition of Scaling, types of scales (Rating and Ranking Scales only), Scale construction techniques (Arbitrary scales, Thurston differential scale, Likert scale only) . Sampling – Important concepts relating to sampling – sampling design – Process – types of sampling techniques (probability and non-probability).</p>	18	CO 1 CO 2 CO 3 CO 4 CO 5	K2, K3, K4, K5, K6
III	<p>Data Collection and Analysis of Data Collection of data – Primary data – Methods of collecting primary data – sources of secondary data. Editing-coding-tabulation-problems in processing. Data Analysis- Measures of Statistics – Partial & Multiple Correlation and Multiple Regression. Testing of Hypothesis – Basic concepts relating to hypothesis testing – Hypothesis testing. Parametric test – Hypothesis testing of single mean – Hypothesis testing of difference between mean- F-test – ANOVA – Oneway ANOVA - Two way ANOVA. Chi Square test – Condition and Steps for using chi-square test. Non – Parametric tests – Sign Test- Wilcoxon Matched Pairs test – U-Test – H-test- Rank Correlation – Kendall's coefficient of concordance- McNemartest – One sample run test.</p>	18	CO 1 CO 2 CO 3 CO 4 CO 5	K2, K3, K4, K5, K6
IV	<p>Report Writing Qualities of a good research report – Types of reports – Steps in writing a report – Thesis Writing: Lay out of a report / thesis.- Mechanics in writing a report (Bibliography - Reference styles - Reference managers). Manuscript Preparation: Types of Publications - Outline of a Manuscript (Title, Abstract, Keywords, IMRaD, Conclusion, Acknowledgement and References)</p>	18	CO 1 CO 2 CO 3 CO 4 CO 5	K2, K3, K4, K5, K6

V	Research Publications Publication Ethics – Standards of COPE and WAME Publication Misconduct – Types of Misconduct Journal Publication: Types of Journals (Open Access, Subscription and hybrid journals) - Identifying Predatory and Cloned Journals– Publication Process - Peer Review Databases – Indexing Databases- Citation Databases (Web of Science and Scopus) Research Metrics: Impact Factor and Cite Score	18	CO 1 CO 2 CO 3 CO 4 CO 5	K2, K3, K4, K5,K6

Prescribed Books/Textbooks

- Kothari, C.R. (2020), Research Methodology, Methods and Techniques. New Age International Publishers
- Sashi K. Gupta and Praneet Rangi. (2012). Research Methodology. Kalyani Publications
- James L Harner (2008), Literary Research Guide, Modern Language Association of America
- Professor Gabriele Griffin (2013), Research Methods for English Studies, Edinburgh University Press
- Stuart Melville and Wayne Goddard, “Research methodology: an introduction for science & engineering students”
- Wayne Goddard and Stuart Melville, “Research Methodology: An Introduction” Ranjit Kumar, 2nd Edition, “Research Methodology: A Step by Step Guide for beginners”

Reference Books

- Sachdeva, J.K. (2020), Business Research Methodology. Himalaya Publishing House,
- Cooper, Donald R., Schindler, Pamela S. and Sharma, J.K. (2020), Business Research Methods, McGraw Hill Education (India) New Delhi.
- Pauline V Young (2012), Scientific Social Surveys and Research: An Introduction To The Background, Content, Methods And Analysis Of Social Studies, Literary Licensing, LLC.
- O. R. Krishnaswami. (2012). Methodology of Research in Social Sciences. New Delhi, Himalaya Publishing House.

Suggested Reading

- C. William Emory, Richard D. Irwin. (2010). Business Research Methods. New Delhi: Tata McGraw Hill.
- Clover, Vernon T. and Belsley H. L. (2007). Business Research Methods. New Delhi: PH Publications.
- O. R. Krishnaswami. (2012). Methodology of Research in Social Sciences. New Delhi, Himalaya Publishing House.
- Denscombe, Martyn (2020), The Good Research Guide for Small Scale Research Projects. Viva Books Pvt. Ltd.
- Madan, Pankaj, Paliwal, Vageesh and Bhardwaj, Rajul (2020), Research Methodology. Global Vision Publishing House New Delhi.

Web Resources

- <https://publicationethics.org/>
- <https://www.scopus.com/sources.uri?zone=TopNav&origin=searchbasic>
- <https://mjl.clarivate.com/search-results>

Course Articulation Matrix													
Course Outcomes	Programme Outcomes							Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	3	3	3	3	3	3	3	3	3	3	K2
CO 2	3	3	3	3	3	3	3	3	3	3	3	3	K3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	K4
CO 4	3	3	3	3	3	3	3	3	3	3	3	3	K5
CO 5	3	3	3	3	3	3	3	3	3	3	3	3	K6
Wt. Avg.	3	3	3	3	3	3	3	3	3	3	3	3	
	3.00							3.00					
	Overall Mapping of the Course							3.00					

BUSINESS POLICY AND STRATEGY

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I	Core	Theory
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	<ul style="list-style-type: none"> ▪ Understand the core concepts of Policy and Strategies in Business and Analyze the competitive environment by using established specific tools ▪ Analyze the internal dynamics of organizations using established tools and Identify the forces impacting the Corporate and Business strategies ▪ Learn different models based on Research by renowned management thinkers as well as by research organisations. ▪ Understand and learn the impact of international dimension on strategy implementation and Develop a thorough framework which allows issues to be addressed strategically and critically. ▪ Learn to apply the models during strategic decision making and develop critical thinking skill, lateral thinking, analytical, decision-making skills, team skills, problem solving, creativity along with concept clarity. 		
Course Outcome(s) On completing the course successfully, the student will be able to		PSO Addressed	Bloom's Taxonomy Levels (K1 to K6)
CO1 : Explain the fundamental and core concepts of Policy and Strategy in Business		1,2,3,4,5	K2
CO2 : Identify, understand and explain the competitive environment by applying established scientific models		1,2,3,4,5	K2
CO3: Demonstrate knowledge in formulation and implementation of strategies for gaining competitive advantage		1,2,3,4,5	K3
CO4 : Analyse and examine issues arising during implementation and evaluation of the strategies and design appropriate control measure.		1,2,3,4,5	K4
CO5: Appraise, design and develop a thorough framework for formulation, implementation and evaluation of strategies after environmental analysis that allows issues to be addressed strategically as well as critically.		1,2,3,4,5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Introduction: Definition-Features of Business policy- Factors influencing Business Policy- Business Policy vs Strategy- Major Business Policy environment-Policy decisions and impact on Strategies.	12	1,2,3,4,5	K2,K3,K4,K5
II	Strategic Management and Environment analysis: Strategic Management Process -Strategic Intent -Environment analysis -External environment analysis- PESTLE, Michael Porter's Five Forces model. Internal Environment analysis -Porters Value Chain Analysis, Porters Diamond theory of National Advantage - Changing Business Scenario in Indian context and International context-Recent trends	12	1,2,3,4,5	K2,K3,K4,K5
III	Strategy formulation: Formulation of competitive strategies-Generic strategies- Corporate strategies –Stability, growth and retrenchment and combinationstrategies- Changing concepts and Recent trends in Business Mergers, Acquisition - Joint ventures- Strategic Alliances .International Environment- Strategy option for entering and competing in foreign market.	12	1,2,3,4,5	K2,K3,K4,K5,K6
IV	Strategy Implementation: Strategy Implementation Issues-Mc Kinseys 7s Framework- Challenges inStructural, Behavioural and Functional implementation –Key issues in implementation of Competitive International strategy	12	1,2,3,4,5	K2,K3,K4,K5
V	Strategy Evaluation and Control: Requisites of Effective evaluation. Strategic control-process- Controlcriteria- Control techniques.	12	1,2,3,4,5	K2,K3,K4,K5,K6

Course Articulation Matrix

Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	3	3	3	2	2	2	3	K2
CO 2	3	3	2	2	3	3	3	3	2	2	2	K2
CO 3	3	3	3	2	3	3	3	3	3	2	2	K3
CO 4	3	3	3	3	3	3	3	2	3	3	3	K4
CO 5	3	3	3	3	3	3	3	3	3	3	3	K5,K6
Wt. Avg.	3	3	2.6	2	3	3	3	2.6	2.6	2.4	2.6	
	Total Wt. Avg 2.77						Total Wt. Avg 2.64					
Overall Mapping of the Course											2.71	

MARKETING AND MARKETING RESEARCH

Course Code			
Credits	5		
Hours/ Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Application of Marketing and Marketing Research concepts and theories in research work.		
Course Outcome(s)	PSO Addressed	Bloom's Taxonomy Levels (K1toK6)	
On completing the course successfully, the student will be able to			
CO1: Understanding the significance of research in marketing and marketing research to get a practical exposure.	1,2,3,4,5	K2	
CO2: Apply and identify everchanging consumer's attitude, preference and the complexities of decision-making, marketing throws open a number of challenges to the modern manufacturing community.	1,2,3,4,5	K3	
CO3: Analyze the significance of managing the challenges to sharpen the ability to apply the techniques of marketing research and the decisions based on the findings of research.	1,2,3,4,5	K4	
CO4: Evaluating of sampling process and methods, Data Analysis and its Methods of Analysis and to determine how to Report Research findings.	1,2,3,4,5	K5	
CO5: Creating and adopting knowledge gained to incorporate in the research work.	1,2,3,4,5	K6	

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Introduction to Marketing and Marketing Research, Marketing Concepts-Marketing Process Marketing mix - Marketing environment - Function of Marketing – Marketing's Role in the Global Economy – Evaluating Opportunities in the Changing Marketing Environment – Marketing Performance and Ethics - Getting Information for Marketing Decision-Market Segmentation and Targeting and Positioning.	12	1,2,3,4,5	K2, K3, K4, K5, K6

II	Definition of Marketing Research – Approaches to Marketing Intelligence - Marketing Research Process – Research Design and Data Sources – Secondary Data – Primary Data–Methods of Collection of Primary Data– Survey Method and Observation Method – Experimentation-Problems Encountered by Marketing Research in India.	12	1,2,3,4,5	K2, K3, K4, K5
III	Sampling and Research: The Sampling Process - Essentials of Sampling –Types of Sampling - Determination Sample Size – Merits and Demerits of Sampling–Sampling Errors -Field Operations – Attitude Measurement.	12	1,2,3,4,5	K2, K3, K4, K5
IV	Data Analysis – Methods of Analysis –Comparative and non-comparative attitude measurement scaling techniques- Questionnaire Design and issues – Reporting Research Findings–Report Format– Presentation of Data. -Common Problems in Preparing Reports.	12	1,2,3,4,5	K2, K3, K4, K5, K6
V	Application of Marketing Research in Business– Demand Measurement and Forecasting Product Research and-Test Marketing–Advertising Research –Distribution Research-Ethical Issues in Marketing Research.	12	1,2,3,4,5	K2, K3, K4, K5, K6

Prescribed Books/Text Books

1. Esteban-Bravo, M., Vidal-Sanz, J. M. (2021). Marketing Research Methods: Quantitative and Qualitative Approaches. India: Cambridge University Press.
2. Setiawan, I., Kotler, P., Kartajaya, H. (2021). Marketing 5.0: Technology for Humanity. United States: Wiley.
3. Reid, D. A., Plank, R. E., Lichtenthal, J. D. (2020). Fundamentals of Business Marketing Research. United States: Taylor & Francis.
4. Naresh K Malhotra, Satyabhushan Dash, (2019). Marketing Research- An Applied Orientation, Pearson Education, New Delhi.

Reference Books

1. The Routledge Companion to Marketing Research. (2021). United States: Taylor & Francis .Handbook of Research Methods for Marketing Management. (2021). United Kingdom: Edward Elgar Publishing Limited.
2. Rajamannar, R. (2021). Quantum Marketing: Mastering the New Marketing Mindset for Tomorrow's Consumers. United States: Harper Collins Leadership.

3. Goodman, M., Keller, K., Brady, M., Hansen, T., Kotler, P. (2019). Marketing Management: 4th European Edition. United Kingdom: Pearson.
4. Donald R. Cooper, Pamela S Schindler, (2017). Marketing Research- Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, New Delhi

Suggested Reading

1. Thinking, Fast, and Slow by Daniel Kahneman
2. Buyology by Martin Lindstrom

Web Resources

1. <https://econsultancy.com/articles/>
2. <https://www.marketingeye.com.au/marketing-blog/marketing.html>

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	2	2	2	2	2	3	2	2	2	2	K2
CO 2	3	3	2	2	2	2	3	3	2	2	2	K3
CO 3	3	3	3	2	2	2	3	3	3	2	2	K4
CO 4	3	3	3	3	2	2	3	3	3	3	2	K5
CO 5	3	3	3	3	3	3	2	2	2	3	3	K6
Wt. Avg.	3	2.8	2.6	2.4	2.2	2.2	2.8	2.6	2.4	2.4	2.2	
Total Wt. Avg :2.53						Total Wt. Avg 2.48						
Overall Mapping of the Course										2.51		

FINANCIAL MANAGEMENT

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Gain understanding of the application of the principles of Financial Management in research		
Course Outcome(s)		PSO Addressed	Bloom's Taxonomy Levels (K1 to K6)
On completing the course successfully, the student will be able to			
CO1: Understand the foundational principles of Financial Management		1, 2,3, 4,5	K2
CO2: Develop the financial structure of a Company		1, 2,3, 4,5	K3
CO3: Analyse the various methods adopted by organisation to take investment decisions		1, 2,3, 4,5	K4
CO4: Evaluate the management practices of Financial management in organisation		1, 2,3, 4,5	K5
CO5: Develop insights into financial statement analysis and interpretation		1, 2,3, 4,5	K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Environment of Business Finance – Modern Approach to Financial Management – Financial Decisions – Time Value Of Money – Techniques of Compounding and Discounting –Risk returns Framework for Financial Decision making - Financial Forecasting Techniques – Financial Statement Analysis and Interpretation.	12	1,2,3,4,5	K2,K3,K4,K5,K6
II	Capital Structure – EBIT – EPS Analysis – Risks – Return Trade off – Modigliani and Miller Theory (Modern View) – Cost of Capital – Opportunity Cost of Capital – Marginal Cost of Capital – Leverages – Operating and Financial Leverages.	12	1,2,3,4,5	K2,K3,K4, K5

III	Capital Budgeting Techniques – Capital Rationing – Investment Incentive – Impact of Inflation Investment Decision – Risk Analysis Capital Budgeting – Risk analysis in Project Selection – Simulation – Sensitivity Analysis – Network Analysis.	12	1,2,3,4,5	K2,K3, K4K5, K6
IV	Working Capital Management – Working Capital Estimation – Operating Cycle Concept – Sources of Working Capital Finance – Management of Inventory – Management of Receivables – Management of Cash - Benefits of Electronic Cash Management System.	12	1,2,3,4,5	K2, K3, K4,K5
V	Leasing - Types of Lease – Evaluation of Lease or Buy Decision – Dividend and Dividend Policy – Dividend Payment Procedure – SEBI Guidelines for Bonus shares – Stock Splits. Corporate Restructuring – Mergers and Acquisitions – Valuation and financing of acquisitions – Entrepreneurial Finance.	12	1,2,3,4,5	K2, K3, K4,K5

Prescribed Books/Text Books

1. Maheshwari, S.N. (2019), Financial Management (15 ed.), Sultan Chand & Sons, NewDelhi
2. Khan & Jain, (2018), Theory and Problems of Financial management (18 ed.), McGraw Hill Publication, NewDelhi
3. Chandra, Prasanna (2019), Financial Management (10 ed.), Tata McGraw-Hill Education, New Delhi.

Reference Books

1. Gupta, S.P. (2009), Financial Management (1st ed.), Sahitya Bhavan Publication, New Delhi
Murthy, A. (2013), Financial Management (1st ed.), Margham Publications, Chennai
2. Sharma, S.K. (2019), Fundamentals of Financial Management (1st ed.), Sultan Chand & sons, New Delhi
Sharma, R.K. (2012), Financial Management (1st ed.), Kalyani publishers, New Delhi Periyasamy, P. (2009), Financial Management (2nd ed.), Vijay Nicole Publications, Chennai.

Suggested Reading

1. William R. Lasher – Financial Management - CENGAGE New Delhi
2. I.M. Pandey, Financial Management, Vikas Publishing House
3. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “Financial Management”, Himalaya Publishing House, New Delhi, 2013.
4. Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi, 2012
5. Brigham, E.F: “Financial Management Theory and Practice”, Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

Web Resources

1. www.bseindia.com
2. www.nptel.ac.in

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO 1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	2	2	3	2	3	3	2	K2
CO 2	3	3	2	2	2	2	3	2	3	3	2	K3
CO 3	3	3	3	3	3	2	3	2	3	3	2	K4
CO 4	3	3	3	3	3	2	3	2	3	3	2	K5
CO 5	3	3	3	3	2	2	3	2	3	3	2	K6
Wt. Avg.	3	3	2.6	2.6	2.4	2	3	2	3	3	2	
Total Wt. Avg 2.6							Total Wt. Avg 2.6					
Overall Mapping of the Course										2.6		

HUMAN RESOURCE MANAGEMENT

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I	Elective	Theory
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Integrate contemporary HRM theories and policies in research work		
	Course Outcome(s)** On completing the course successfully, the student will be able to	PSO Addressed	Bloom's Taxonomy Levels (K1 to K6)
	CO1: Explain the important concepts and significance of HRM	1, 2,3, 4,5	K2
	CO2: Explain the HR functions and its adaptation in the business scenario	1, 2, 3,4,5	K2
	CO3: Apply, interpret and adapting its application in the changing business environment	1, 2, 3,4,5	K3
	CO4: Analyze, appraise and adapting HRM strategies in practical problem solving and decision making	1,2, 3, 4,5	K4
	CO5: Evaluate and predict the effectiveness of HRM System for Organizational Development	1, 2, 3, 4, 5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Human Resource Management: Concept and Functions and its Strategic Role; Approaches to Human Resource Management; Changing Business Environment: Globalization – Technologies Changes – Market Changes; Requisites of Effective HRM System.	12	1,2,3,4,5	K2, K3,K4, K5, K6
II	Managing HR Function: Human Resources Planning – Job Analysis – Recruitment – Selection – Orientation and Placement –Human Resources Development System – Operative Training – Management Development – Organization Development.	12	1,2,3,4,5	K2, K3,K4, K5, K6

III	Performance Appraisal – Methods – Merit Rating – Requisition of a sound Performance Appraisal System – Promotion Policy – Transfer – Turnover – Retirement- Lay Off- Retrenchment- Discharge- Dismissal and V.R.S- Compensation Management – Incentive and Benefits.	12	1,2,3,4,5	K2, K3,K4, K5, K6
IV	Motivation Theories – Motivation and Morale; Communication and Counselling; Stress Management; Safety and Health -Safety Measures-Health Management – Statutory Provision Concerning Safety and Health; Industrial Relation System – Discipline Management – Developing Grievance Management – Collective Bargaining- Management of Conflict;	12	1,2,3,4,5	K2, K3,K4, K5, K6
V	Maintenance of HR Data Base; HR Research; HR Audit; HR Accounting; Human Resource Management Profession: Challenges and Opportunities in the Globalized Era; Outsourcing of HR functions. Case studies in HRM.	12	1,2,3,4,5	K2, K3,K4, K5, K6

Prescribed Books/Text Books

1. Gupta, C.B (2018), Human Resources Management, Sultan Chand & Sons, New Delhi
2. Aswathappa, K (2018), Human Resources Management, Tata McGraw Hill Education.
3. Robert, Wayne Mondy (2018) Human Resource Management, Pearson Education, New Delhi.

Reference Books

1. Jyothi, P & Venkatesh, D.N (2018), Human Resource Management, Oxford University Press, New Delhi.
2. Mamoria, C.B, & Rao, V.S.P (2020), Personnel Management (Text and Cases), Himalayan Publications, New Delhi.
3. Rao, V. S. P (2020), Human Resources Management, S. Chand Publishers.

Suggested Reading

1. Dessler, Gary (2018), Human Resource Management, Prentice Hall.
2. French, Wendell L. (2018), Human Resources Management, Houghton Mifflin Company

Web Resources

1. <https://hrmi.org/e-learning-center>
2. <https://www.efrontlearning.com>

Course Articulation Matrix

Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	3	3	2	2	3	3	3	3	2	K2
CO 2	3	3	3	3	2	2	3	3	3	3	2	K2
CO 3	3	3	3	3	3	2	3	3	3	3	3	K3
CO 4	3	3	3	3	3	2	3	3	3	3	3	K4
CO 5	3	3	3	3	3	3	3	3	3	3	3	K5, K6
Wt. Avg.	3	3	3	3	2.6	2.2	3	3	3	3	2.6	
Total Wt. Avg :2.8							Total Wt. Avg :2.92					
Overall Mapping of the Course										2.86		

FINANCIAL SERVICES AND INSTITUTIONS

Course Code			
Credits	5		
Hours/ Cycle	4		
Category	Part I Elective Theory		
Semester	II		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Understand fundamental concepts and theories relating to Financial Services and Institutions to incorporate the research		
Course Outcome(s)**		PSO Addressed	Bloom's Taxonomy Levels(K1toK6)
On completing the course successfully, the student will be able to			
CO1 : Understand the principles of modern times that are marked by scientific and technological advancements, financial services constitute the life blood for individuals, firms, Institutions and markets.		1,2,3,4,5	K2
CO2 : Relate, apply and identify why the financial service sector is considered to be the nucleus of the growth model designed for the economic development of the country.		1,2,3,4,5	K3
CO3: Apply and impart knowledge on adopting and appraising of various areas of financial services and institutions such as money market, capital market and stock exchange.		1,2,3,4,5	K4
CO4 : Evaluate the various contemporary topics on financial services and institutions		1,2,3,4,5	K5
CO5: Create up-to-date work of financial services and institution to incorporate in research work.		1,2,3,4,5	K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Introduction to Indian Financial System – Significance – Components–Role–Functions–MoneyandCapitalMarket–Development–BenefitsandImportanceof Efficient Money Market–New Financial Institutions:	12	1,2,3,4,5	K2, K3, K4, K5

	Venture Fund Institutions-Mutual Funds-Factoring Institutions – Credit Rating Institution – OTCEI – NSEI – NCDS-NSDL-SHCIL; New Financial Instruments: CP –CD-SPN-NCD-Zero Coupon Bonds- FCD-Deep Discount Bonds – Stock Invest – Euro Issues – Other Innovative Instruments.			
II	Financial Services and the Indian Economy: Meaning and Importance-Objectives-Types-Characteristics- Players in Financial Services Sector- Legal and Regulatory Framework of Governing Financial Services- Challenges.	12	1,2,3,4,5	K2, K3, K4, K5
III	Merchant Banking; Functions and Recent Development in Merchant Banks-Issues Management: Pre-Issue and Post Issue-Stock Exchange: Characteristics-Functions-Role of SEBI; Leasing and Hire Purchase-Mutual Fund- Insurance.	12	1,2,3,4,5	K2, K3, K4, K5
IV	Structure of Financial Institution-Operations of the Financial Institutions-Characteristics Money Market institutions-Capital Market Institutions-Development Banks-Consumer Finance.	12	1,2,3,4,5	K2, K3, K4, K5
V	Growth of Institutional Financing in India-Role-Achievements – IFCI – IDBI -SFC’s – ICICI – EXIM Banks of India-NSIC-NIDC-UTI-CCIL-ICRA- NABARD-New Financial Institutions: Internet Banks- Credit Unions-Digital Currency-Mortgage Companies.	12	1,2,3,4,5	K2, K3, K4, K5

Prescribed Books/Text Books

1. Dr. Vinod Kumar, Manmeet Kaur & Atul Gupta (2021) Taxmann 's Financial Markets Institutions & Services Taxmann Publications Private Limited
2. Dr. F.C. Sharma (2021), Financial Markets, Institutions and Services – SBPD Publications, UP
3. Anthony Saunders, Marcia Millon Cornett, Ot gontsetseg Erhemjamts (2021) Financial Markets and Institutions, McGraw-Hill Education, US

Reference Books

1. Goel Sandeep (2018) Financial Markets, Institutions and Services, PHI Learning Private Limited, New Delhi.
2. V.K. Bhalla (2018) Management of Financial Services, Anmol Publications Pvt Ltd, New Delhi
3. Dr. S. Guruswamy, Financial Markets and Institution (2015), Vijay Nicole Imprints Pvt Ltd, Chennai
4. Khan (2015) Indian Financial System, McGraw Hill Education, United States

Suggested Reading

1. Cohan William (2008) The Last Tycoons by William Cohan
2. Banerjee Richa. Financial Markets, Institutions and Financial Services

Web Resources

1. <https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Financial%20Institutions>
2. <https://www.managementstudyguide.com/financial-markets-and-institutions-articles.htm>

Course Articulation Matrix

Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO 1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	2	2	2	2	2	3	2	2	2	2	K2
CO 2	3	2	2	2	2	2	3	3	2	2	2	K3
CO 3	3	3	3	3	3	2	3	3	3	3	2	K4
CO 4	3	3	3	3	3	3	3	3	3	3	3	K5
CO 5	3	3	3	3	2	3	3	3	3	3	3	K6
Wt. Avg.	3	2.6	2.6	2.6	2.4	2.4	3	2.8	2.6	2.6	2.4	
Total Wt. Avg 2.6							Total Wt. Avg 2.68					
Overall Mapping of the Course										2.64		

STRATEGIC MANAGEMENT

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I	Elective	Theory
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Analyse the effectiveness of strategic leadership and culture in different corporates.		
Course Outcome(s)		PSO Addressed	Bloom's Taxonomy Levels
On completing the course successfully, the student will be able to			
CO1 : Understand and gain insight on the core management functions and key concepts relating to planning, analysing formulating and implementing business strategies.		1,2,3,4,5	K2
CO2 : Understand the strategies for adaptability and agility , ability to design and formulate strategies with competitive advantage.		1,2,3,4,5	K2
CO3: Apply and analyse the impact of different dimensions of the environmental factors such as political , Economic, Socio-cultural, technological, legal and ecology on business.		1,2,3,4,5	K3
CO4 : Analyse different business models, issues in design and implementation.		1,2,3,4,5	K4
CO5: Evaluate the effectiveness of strategic leadership and culture in different corporates. To develop critical thinking, lateral thinking, analytical and decision-making skills in Identifying the forces impacting the corporate and business strategies.		1,2,3,4,5	K5, K6

SYLLABUS

UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Strategic Management and Strategic Competitiveness Five Tasks of Strategic management – The Challenge of Strategic Management – Benefits of Strategic Approach to Managing –The External Environment Opportunities – Threats – Industry Competition and Competitor Analysis – The Internal Environment Resources – Capacities and Core Competencies.	12	1,2,3,4,5	K2, K3,K4,K5
II	Strategic Formulation Business - Level Strategy – Types of Business Level Strategy – Competitive Dynamics – Corporate – Level Strategic Levels of Diversification – Acquisition and Restricting Strategies.	12	1,2,3,4,5	K2, K3,K4,K5

III	International Strategy Identifying International Opportunities – Environment Trends – Risks in an International Environmental – Strategy Options for Entering and Competing in Foreign Markets	12	1,2,3,4,5	K2, K3,K4,K5
IV	New Business Models and Strategies for the Internet Economy Internet Technology and Market Structure – Strategy – Shaping Characteristics of the – Commerce Environment – Ecommerce Business Models and Strategies.	12	1,2,3,4,5	K2, K3,K4,K5,K6
V	Corporate Culture and Leadership Building a Strategy – Supportive Corporate Culture – Sustaining an Effective Organizational Culture – Emphasizing Ethical Practices – Strategic Leadership – Managers as an Organizational Resource – Exerting Strategic Leadership	12	1,2,3,4,5	K2,K3,K4,K5,K6

Prescribed Books/Text Books

1. Prasad, L.M. (2012), Strategic Management 5th edition, Sultan Chand & Sons.
2. David, Fred R. (2010), Strategic Management: Concepts and Cases, 13thedition, Pearson College.
3. Rao, P. Subba (2011), Business Policy and Strategic Management: Text andCases, Himalaya Publishing house.
4. Prof. Azhar Kazmi, Adela Kazmi (2020), Strategic Management, Fifth Edition, McGraw Hill Education (India) Private Limited
5. Frank T Rothaermel, (2021) Strategic Management, Fourth Edition, McGraw Hill Education (India) Private Limited.
6. Saroj Datta & Mercy Matthew, (2023), Strategic Management 2nd Edition, Jaico Publishing House

Reference Books

1. Anthony E. Henry,(2018) Understanding Strategic Management International Edition, OUP Oxford
2. Hill, Charles W.L., Jones, Gareth R. and Schilling, Melissa A. (2015), StrategicManagement: Theory, 11th ed.,Cengage Learning, USA (printed in Canada).
3. Porter, Michael E. (2008), Competitive Advantage: Creating and SustainingSuperior Performance, Free Press,United Kingdom.
4. Phadtare, Milind T. (2010), Strategic Management: Concepts and cases., PHILearning private limited, NewDelhi.
5. Pitt, Martyn R and Koufopoulos, Dimitrios (2012), Essentials of StrategicManagement, Sage publication Asia-Pacific pvt. Ltd., Singapore.

Suggested Reading

1. Pearce, John A., Robinson, Richard B. and Mital, Amita (2018), Strategic Management: Planning for Domestic and Global Competition, 14th ed., McGraw Hill Education.
2. Gluck, Frederick W., Kaufman, Stephen P. and Walleck, A. Steven, Strategic Management for competitive advantage, Harvard business review

Web Resources

1. <https://hbr.org/1980/07/strategic-management-for-competitive-advantage>
2. <https://hbr.org/1963/07/how-to-evaluate-corporate-strategy>

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	2	2	3	3	2	2	2	K2
CO 2	3	3	2	2	2	2	3	3	2	2	2	K2
CO 3	3	3	3	3	2	2	3	3	3	3	2	K3
CO 4	3	3	3	3	2	2	3	3	3	3	2	K4
CO 5	3	3	3	3	3	3	3	3	3	3	3	K5, K6
Wt. Avg.	3	3	2.6	2.6	2.2	2.2	3	3	2.6	2.6	2.2	
Total Wt. Avg :2.73							Total Wt. Avg 2.83					
Overall Mapping of the Course											2.78	

ORGANISATIONAL BEHAVIOR

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	To gain knowledge on the effects of Workforce diversity, Individual and Group Behaviour on Individual, Group and Organizational Work outcomes in order to undertake empirical research.		
Course Outcome(s)**		PSO Addressed	Bloom's Taxonomy Levels
On completing the course successfully, the student will be able to			
CO1: Relate and explain Organizational behaviour approaches to modern business scenario.		1,2,3,4,5	K2
CO2: Comprehend and explain the effect of Individual and group behaviour in Organizations.		1,2,3,4,5	K2
CO3: Identify and evaluate factors influencing Organizational behaviour		1,2,3,4,5	K3
CO4: Discover and develop skills required in Organizational behaviour		1,2,3,4,5	K4
CO5: Determine factors impacting Organizational behaviour and design model for solving the same.		1,2,3,4,5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	Cos	BLOOM'S TAXONOMY LEVEL
I	Organizational Behavior-Meaning- Importance of Interpersonal and Management skills – Fundamental Concepts – Basic Approaches to Organizational Behavior Developing an OB Model- – Challenges and Opportunities	12	1,2,3,4,5	K2,K3,K4,K5
II	Foundation of Individual Behaviour- Biographical characteristics- Attitudes: Components of attitude- Job attitudes-Job satisfaction- Causes-Impact of Job Satisfaction on the workplace. Personality: Traits and Model. Perception: Factors influencing perception- Attribution theory-Making Judgments about others- Individual decision making.	12	1,2,3,4,5	K2,K3,K4,K5

III	Values: Meaning- Dominant values in current workforce- Hofstede's six value dimensions of national culture. Emotions: Basic emotions and moods-Sources- Emotional labour -Affective Events Theory-OB Application of Emotions and moods. Motivation- Contemporary theories of Motivation. Leadership- Charismatic leadership-Transformational Leadership- Servant Leadership-Mentoring.	12	1,2,3,4,5	K2,K3,K4,K5
IV	Foundation of Group Behaviour -Stages of Group Development-Group Decision making techniques. Teams- Types of Teams-Team effectiveness Model-Creating Team players. Conflicts and Negotiation: Conflict process - Negotiation Process and strategies.	12	1,2,3,4,5	K2,K3, K4,K5, K6
V	Organization Culture- Characteristics-Functions- Developing Organization culture (case study). Organizational change- Forces for change- Planned change- Resistance to Change-Approaches to Managing Organizational Change. Work Stress and Management- Meaning- Model of Stress- Sources and Consequences- Individual and Organizational Approaches to manage stress.	12	1,2,3,4,5	K3, K4,K5,K6

Prescribed Books/Text Books

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra,(2018),Organizational Behaviour (18th Ed.) Pearson Education.
2. Dr.C.B.Gupta, Organizational Behaviour with Text and Cases, (2014), S Chand & Company.
3. [Steven L. McShane](#) , [Mary Ann Von Glinow](#), [Himanshu Rai](#) ,Organizational Behaviour,2022, Tata McGraw Hill, 9th Ed

Reference Books

1. Aswathappa, K.(2018). Organizational Behaviour (12th ed.), Himalaya PublishingHouse.
2. King,D.&Lawley, S.(2019).Organizational Behaviour,Oxford University Press,USA.
2. 3. L.M.Prasad, (2014), Organizational Behaviour, Sultan Chand & Sons.

Suggested Reading

1. Luthans,Fred. OrganizationalBehaviour (12thed),McGraw-Hill.
2. Child,J.(1973).Strategies of Control and Organizational Behavior. Administrative Science Quarterly,18(1),1-17.doi:10.2307/2391923

Web Resources

1. <http://www.worldcat.org/oclc/1009242060>
2. <http://www.worldcat.org/oclc/856873952>

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PSO 1	PSO2	PSO 3	PSO 4	PSO5	
CO 1	3	2	2	2	2	2	3	3	2	2	2	K2
CO 2	3	3	2	2	2	2	3	3	3	2	2	K2
CO 3	3	3	2	2	2	2	3	3	3	2	2	K3
CO 4	3	3	3	2	2	2	3	3	3	2	2	K4
CO 5	3	3	3	2	2	2	3	3	3	2	2	K5, K6
Wt. Avg.	3	2.8	2.4	2	2	2	3	3	2.8	2	2	
Total Wt. Avg 2.43							Total Wt. Avg 2.56					
Overall Mapping of the Course										2.50		

STRATEGIC MARKETING

Course Code			
Credits	5		
Hours / Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	To gain knowledge on Marketers' strategies in Creating, Communicating and Delivering Value to customers to enable empirical research on marketing strategies.		
	Course Outcome(s)**	PSO Addressed	Bloom's Taxonomy Levels
	On completing the course successfully, the student will be able to		
	CO1 : Relate and explain the contemporary marketing concepts as the base to successful business.	1, 2, 3, 4, 5	K2
	CO2 : Comprehend and explain the strategies to deliver customer value to build strong Customer loyalty and satisfaction	1, 2, 3, 4, 5	K2
	CO3: Evaluate the market segments to frame effective marketing strategies for target groups	1, 2, 3, 4, 5	K3
	CO4 : Analyse effective ways to promote products/services	1, 2, 3, 4, 5	K4
	CO5: Innovate Marketing Communication strategies	1, 2, 3,4, 5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Importance of Marketing- Core and Contemporary Marketing Concepts–Holistic Marketing concept. Strategic Planning - Business Unit Strategic planning. Marketing Information System: Components of a Modern Marketing Information System – Internal Records and Marketing Intelligence system.	12	1, 2, 3, 4, 5	K2, K3, K4,K5
II	Creating Customer Value -Customer Perceived Value (CPV) –Delivering High Customer value- Customer Satisfaction – Customer Lifetime Value Customer Relationship Management – Attracting and Retaining customers – Customer Databases and Database marketing. Consumer Behaviour –Theories– Factors influencing Consumer Behaviour.	12	1,2,3,4,5	K2, K3, K4,K5

III	Market Segmentation – Market Targeting – Market Positioning – Bases for Segmenting– Patterns of Target Market selection. Marketing Mix-. Product Strategy - New Product Development – Product Life Cycle and Marketing Strategies. Pricing Strategy – New Product Pricing Strategies – Pricing methods - Product Mix Pricing – Responding to Price changes.	12	1,2,3,4,5	K2, K3, K4,K5
IV	Integrated Marketing Communications – Macro & Micro Communication process model. Integrated marketing Channels –Role of marketing channels – Channel Levels - Channel Management Decisions. E-Commerce and M-Commerce Marketing Practices- Green marketing.	12	1,2,3,4,5	K2, K3, K4,K5
V	Competitive Marketing Strategies – Competitive forces - Identifying and Analysing competitors – Selection of Competitors -Innovative Competitive Strategies – Balancing customer and competitive orientations.	12	1,2,3,4,5	K2, K3, K4,K5,K6

Prescribed Books/Text Books

1. Philip Kotler, Kevin Lane Keller, Alexander Cherney, Jagdish N.Sheth, G.Shainesh, (2022), 16th Ed., Pearson Publication
2. David A Aaker, Christine Moorman, 2021, Strategic Market Management,11th Ed., Wiley Publication
3. Rajan Saxena, 2019, Marketing Management, 6th Edition, McGraw Hill

Reference Books

1. Chernev, A. (2019). Strategic Marketing Management: Theory and Practice. Cerebellum Press.
2. Rudani, R.B. (2010). Basics of Marketing Management Theory and Practice, S.Chand Publishing.
3. Chandrasekar. (2010). Marketing Management: Text & Cases. Tata McGraw-Hill Education

Suggested Reading

1. Kotler, P., Keller, K., Lane, Ang, S., Hoon, Tan, C., Tiong, & Leong, S., Meng. (2016). MarketingManagement Asian Perspective, Pearson Prentice Hall.

Web Resources

1. <https://www.youtube.com/watch?v=TL0K0AhI7kE>
2. https://books.google.com/books/about/Strategic_Marketing_Management
3. <https://hbr.org/1985/09/rejuvenating-the-marketing-mix>. Rejuvenating the Marketing Mix.
4. <https://www.sciencedirect.com/science/article/pii/S2212567114002019>

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	2	2	3	3	2	2	2	K2
CO 2	3	3	2	2	2	2	3	3	2	2	2	K2
CO 3	3	3	3	2	2	2	3	3	2	2	2	K3
CO 4	3	3	3	3	2	2	3	3	3	2	2	K4
CO 5	3	3	3	3	2	2	3	3	3	2	2	K5, K6
Wt. Avg.	3	3	2.6	2.4	2	2	3	3	2.4	2	2	
Total Wt. Avg 2.5							Total Wt. Avg 2.48					
Overall Mapping of the Course										2.49		

SERVICES MARKETING

Course Code		
Credits	5	
Hours / Cycle	4	
Category	Part I Elective Theory	
Semester	I	
Year of Implementation	From the academic year 2023-2024 onwards	
Course Objectives	Integrate up-to-date knowledge of Services Marketing theories and its application in research	
Course Outcome(s)** On completing the course successfully, the student will be able to	PSO Addressed	Bloom's Taxonomy Levels (K1 to K6)
CO1 : Explain and understand the rapidly changing services environment in the Indian scenario after the initiation of the liberalization process and its effects.	1, 2, 3,4,5	K2
CO2 : Understand the salient aspects of services marketing, distinctive characteristics of services, and its growth prospects.	1, 2, 3,4,5	K2
CO3: Identify Consumer behavior in services, and Customer focus towards Service Marketing.	1, 2, 3,4,5	K3
CO4 : Analyze the functioning of Services Marketing	1, 2, 3,4,5	K4
CO5: Predict the future of Service Marketing in India based on recent trends and discern the ethics of Services Marketing.	1, 2, 3,4,5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Services – Meaning – Importance of Services – Classification of Services – Players in Services Sector- Global and Indian Context – Changing face of Services Marketing.	12	1, 2, 3,4,5	K2, K3, K4, K5

II	Services Marketing – Meaning –Importance– Characteristics – 4 I’s of Services - intangibility, inseparability, inconsistency and inventory – Service Triangle – Service Strategy – Tangibilizing the Intangibles – Out Service Competition	12	1, 2, 3,4,5	K2, K3, K4, K5
III	Consumer Behaviour in Services – Factors influencing Consumer Behavior – Service Perception – Consumer Purchase Decision Process – Consumer’s Buying Patterns – Service Positioning – Market Segmentation – Undifferentiated and Differentiated Marketing Strategy. Customer Focus – Creating the Right Service Philosophy – Understanding Customer Service – Monitoring and Measuring Customer Satisfaction	12	1, 2, 3,4,5	K2, K3, K4, K5
IV	Service Marketing Mix – Service Product Mix – Service Package – Development of New Service – Service Differentiation – Service Life Cycle – Branding a Service –Service Price Mix – Pricing Objectives - Pricing Approaches – Pricing Strategies – Service Place Mix – Service Transaction – Service Location – Service Providers – Distribution Flow – Strategies for Channel Management- Service Promotion Mix – Need – Promotional Campaign Design – Advertising – - Salesmanship - Sales Promotional Tools – 3 new elements of the services marketing mix - people, process and physical evidence - Enhancing Customer Participation -Customer Complaints – Grievance Recovery Strategies – Marketing and Sales Promotion – Public Relations.	12	1, 2, 3,4,5	K2, K3, K4, K5,K6
V	Recent trends in Marketing of services- Tourism, Health care, Banking, IT, Insurance, Education and Entertainment Industry –Key service Business in India. Ethics in services marketing- Career Opportunities in Service Sector .	12	1, 2, 3,4,5	K2, K4, K5,K6

Prescribed Books/Text Books

1. Philip Kotler, John Brown, James Maken
2. Jha,S.M.(2002).Services Marketing. Himalaya Publishing House.

Reference Books

1. Jauhari,V.and Dutta,K.(2009).Services Marketing, Operations and Management. Oxford University Press.
2. Wirtz,Jochen, Christopher Lovelock, Chatterjee Jayanta.(2017).Services Marketing: People, Technology, Strategy. Pearson

Suggested Reading

1. Srinivasan,R.(2012).Services Marketing: Indian Context. PHI Learning.
2. Zeithaml,V,Bitner,M.J.,Gremler,D.& Pandit,A(2010).Services Marketing.Tata McGraw Hill Education.

Web Resources

1. <https://www.emerald.com/insight/publication/issn/0887-6045>
2. www.drnishikantjha.com › service marketing

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	2	2	3	3	1	1	1	K2
CO 2	3	3	3	3	3	3	3	3	3	3	3	K2
CO 3	3	3	3	3	3	3	3	3	3	3	3	K3
CO 4	3	3	3	3	3	3	3	3	3	3	3	K4
CO 5	3	3	3	3	3	3	3	3	3	3	3	K5, K6
Wt. Avg.	3	3	2.8	2.8	2.8	2.8	3	3	2.6	2.6	2.6	
Total Wt. Avg : 2.86							Total Wt. Avg: 2.76					
Overall Mapping of the Course										2.82		

INTERNATIONAL BUSINESS

Course Code			
Credits	5		
Hours/ Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Gain understanding on international trading environment, multinational enterprises, International financial management and the recent development in international business as will enable research.		
Course Outcome(s)**		PSO Addressed	Bloom's Taxonomy Levels(K1toK6)
On completing the course successfully, the student will be able to			
CO1: Understand Knowledge on the basics of international business by classifying and comparing.		1,2,3,4,5	K2
CO2: Apply the acquaintance on the international trading environment.		1,2,3,4,5	K3
CO3: Analyse the multinational enterprises by categorizing, apprising and adopting.		1,2,3,4,5	K4
CO4: Evaluate the international transactions by comparing and choosing.		1,2,3,4,5	K5
CO5: Create and adopt the recent developments in international business by relating, interpreting and experimenting.		1,2,3,4,5	K6

SYLLABUS				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	Introduction: International Business–meaning–features–factors- International Operations Management - International Business Environment - Means of engaging in International Business – External Influences of International Business–The Human and Cultural Environments facing Business– Political influence on International Business	12	1,2,3,4,5	K2,K3,K4,K5
II	International Trading Environment: International Trading Environment–WTO–TRIM	12	1,2,3,4,5	K2,K3,K4,K5

	–TRIP–IPR–Country Evaluation and Selection– ScanningforAlternativeInfluentialVariable– ReturnonInvestment on Country–International Economic Organisations.			
III	Multinational Enterprises: Multinational enterprises – meaning – features - Impact of the Multinational Enterprise: Evaluating the Impact of the MNE– Economic Impact of the MNE–Operational and Political Impact of International Business–International Goods, Services and Financial Flows and Balance of Payments.	12	1,2,3,4,5	K2,K3,K4,K5
IV	International Financial Management: International Financial Management – meaning –role - International Monetary System - Foreign Exchange Rates: Basics, Transaction and Economic Exposure–Foreign Direct Investment–Strategies: Export and Import Strategies, Collaborative Strategies, Sourcing and Production Strategies.	12	1,2,3,4,5	K2,K3,K4, K5,K6
V	Recent developments in International Business: Recent developments in International Business – E-business Strategy – International Business Intelligence – International Product Decisions-Global Supply Chain Management: International Logistics and Distribution– Designing Organisations for International Environment	12	1,2,3,4,5	K2,K3,K4, K5,K6

<p>Prescribed Books/Text Books</p> <ol style="list-style-type: none"> 1. Sundaram, Anant KandBlack, J. Steward ,(2010),The International Business Environment- TextandCases,PrenticeHallofIndia Private Limited, NewDelhi 2. Apte,P.G,(2014),InternationalFinancialManagement,TataMcGrawHill,NewDelhi
<p>Reference Books</p> <ol style="list-style-type: none"> 1. Cherunilam,Francis(2015),InternationalBusinessTextandCases,EasternEconomyEdition,New Delhi 2. Daniels,JohnD.&Radebaugh,LeeH(2009),International Business,WesleyPublishing Company,NewDelhi
<p>Suggested Reading</p> <ol style="list-style-type: none"> 1. Bennett,Roger(2011),InternationalBusiness,PearsonEducation,NewDelhi 2. S. Tamer Cavusgil, Gary Knight , John Riesenberger.(2017). International Business, PearsonEducation,New Delhi
<p>Web Resources</p> <ol style="list-style-type: none"> 1. https://data.worldbank.org/https://www.imf.org/en/Publications 2. https://www.doingbusiness.org/en/reports/global-reports/doing-business-2020 3. http://fita.org/https://globaledge.msu.edu/

Course Articulation Matrix												
Course Outcomes	Program Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	2	2	2	2	2	3	2	2	2	2	K2
CO 2	3	3	2	2	2	2	3	2	2	2	2	K3
CO 3	3	3	3	2	2	2	3	3	3	2	2	K4
CO 4	3	3	3	3	2	2	3	3	3	3	2	K5
CO 5	3	3	3	3	3	3	3	3	3	3	3	K6
Wt. Avg.	3	2.8	2.6	2.4	2.2	2.2	3	2.6	2.6	2.4	2.2	
Total Wt. Avg :2.53							Total Wt. Avg 2.56					
Overall Mapping of the Course										2.54		

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code			
Credits	5		
Hours/ Cycle	4		
Category	Part I Elective Theory		
Semester	I		
Year of Implementation	From the academic year 2023-2024 onwards		
Course Objectives	Identify areas of research where Customer Relationship Management exist		
	Course Outcome(s)**	PSO Addressed	Bloom's Taxonomy Levels
	On completing the course successfully, the student will be able to		
	CO1: Understand the changes in the marketing environment necessitated a new approach in marketing in the form of CRM.	1,2,3,4,5	K2
	CO2: Apply the significance of CRM towards customer satisfaction and loyalty towards the company by applying, analyzing and appraising.	1,2,3,4,5	K3
	CO3: Analyse CRM through Customer Loyalty by comparing and constructing.	1,2,3,4,5	K4
	CO4: Evaluate the importance of CRM in business by matching, interpreting and selecting.	1,2,3,4,5	K5
	CO5: Create and adopt various CRM strategies adopted the betterment of marketing and Operational Issues in Implementing CRM and Process View of CRM in implementing marketing strategies in own business.	1,2,3,4,5	K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	CRM – Introduction – Evolution Benefits – Explosion of CRM Both in Marketing and Information Technology –Enables for the Growth of CRM – The Criticality of Customer Relationship – Why Business Should Adopt CRM – Implementing CRM – Business Environment of CRM – Road Map of CRM	12	1,2,3,4,5	K2, K3, K4, K5
II	Building Customer Relationship – Process – Bonding for Customer Relationship – Zero Customer Defections – CRM Framework – Market Share Vs Share of Customer	12	1,2,3,4,5	K2, K3, K4, K5

	– Lifetime value of Customer -Customer Relation LifeCycles-MeasuringCRMthroughCustomerLoyalty.			
III	CRM in Services – Service Recovery – Importance ofCRM in Business to Business Markets – Customer ValueManagement in Business Markets – Components of CRMSolution–DataWarehousing–DATAMining– CampaignManagement–SalesForceAutomation– CustomerServiceandSupport– RoleofInteractiveTechnologies –e-CRM	12	1,2,3,4,5	K2, K3, K4,K5
IV	Contact Centres for CRM – Role – Components – Economic Aspects – Defining a CRM Strategy – Implementation – Development – Process – BuildingOrganizationalCapabilitiesthroughInternatio nal Marketingchallenges	12	1,2,3,4,5	K2, K3, K4,K5
V	Operational Issues in Implementing CRM – Process Viewof CRM – Budgeting for Attraction Vs Retention – Learningfrom CustomerDefections–Customer RetentionPlans–EvaluationRetentionProgrammes	12	1,2,3,4,5	K2, K3, K4,K5,K6

PrescribedBooks/TextBooks

1. [Dr.B.KAVITHA\(2020\)CustomerRelationshipManagement,OrangeBooksPublication](#)
2. [V.Kumar,Werner Reinartz\(2018\)CustomerRelationshipManagement,SpringerBerlinHeidelberg](#)
3. [InLee\(2018\)DiverseMethodsInCustomerRelationshipMarketingandManagement,IGIGlobal](#)

ReferenceBooks

1. SurabhiSingh(2021)AdoptionandImplementationofAIinCustomer RelationshipManagement,IGIGlobal
2. LimeshParekh (2021)Crackingthe CRMCode, NotionPressMax
3. Fatouretchi(2019)TheArtofCRM,Packt Publishing

SuggestedReading

1. MaxFatouretch.TheArtofCRM:ProvenstrategiesformodernCustomer RelationshipManagement.Packt.
2. BaranandGalka.CustomerRelationshipManagement:TheFoundationofContemporaryMarketingStrategy. 2017.Routledge
3. HermenegildoGil-Gomez,VicenteGuerola-Navarro,RaulOltra-Badenes&JoséAntonio
4. Lozano-Quilis(2020)Customerrelationshipmanagement:digitaltransformationand sustainable business model innovation,Economic Research-EkonomiskaIstraživanja,33:1,2733-2750

WebResources

1. <https://www.managementstudyguide.com/crm>
2. <https://managementhelp.org/customers/customer-relationship-management.htm>
3. <https://alison.com/courses/customer-relationship-management-in-business-services-revised/content>

Course Articulation Matrix												
Course Outcomes	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO1	3	2	2	2	2	2	3	2	2	2	2	K2
CO2	3	3	2	2	2	2	3	3	2	2	2	K3
CO3	3	3	3	2	2	2	3	3	3	2	2	K4
CO4	3	3	3	3	2	2	3	3	3	3	2	K5
CO5	3	3	3	3	3	3	3	3	3	3	3	K6
Wt.Avg.	3	2.8	2.6	2.4	2.2	2.2	3	2.8	2.6	2.4	2.2	
Total Wt. Avg 2.53							Total Wt. Avg 2.6					
Overall Mapping of the Course										2.57		

ENTREPRENEURIAL DEVELOPMENT

Course Code		
Credits	5	
Hours / Cycle	4	
Category	Part I Elective Theory	
Semester	I	
Year of Implementation	From the academic year 2023-2024 onwards	
Course Objectives	To understand the entrepreneurial ecosystem & competencies and to learn the challenges and opportunities for women, rural and social entrepreneurship	
Course Outcome(s)	PSO Addressed	Bloom's Taxonomy Levels (K1 to K6)
On completion of the course the students will be able to		
CO1 : Understand the concepts in entrepreneurship and identify entrepreneurial mindset and infer distinct entrepreneurial competencies	1,2,3,4,5	K2
CO2 : Understand the business opportunities, business models, startups , outline innovative ideas, and constraints for new business ideas	1,2,3,4,5	K2
CO3: assess the opportunities, business plan, business models and assess the challenges faced by different entrepreneurs	1,2,3,4,5	K3
CO4 : analyse the dynamics of translating business model into a start-up, evaluate various opportunities	1,2,3,4,5	K4
CO5: Demonstrate knowledge on various opportunities as well as challenges through case studies and direct interaction with Entrepreneurs , able to design business plan and business model	1,2,3,4,5	K5, K6

COURSE				
UNIT	CONTENT	HOURS	COs	BLOOM'S TAXONOMY LEVEL
I	The Entrepreneur-Self Discovery Entrepreneur - need to become entrepreneur - the entrepreneurial decision process -Entrepreneurial eco system - Isenberg's model - skill gap analysis – Entrepreneurial motivational behaviour - Creativity, self-efficacy, locus of control, risk-taking, leadership, communication– Entrepreneurial Competencies.	12	1,2,3,4,5	K2,K3,K4, K5,K6
II	Exploring and shaping business opportunity: Need for opportunity identification and selection– Environmental dynamics and change Opportunity Analysis in different sectors–Idea generation–Sources of business ideas Ideation Catalysts and Inhibitors –Idea to Opportunity Mapping–Evaluation of Idea to Oportunity Mapping	12	1,2,3,4,5	K2,K3,K4, K5,K6
III	Business model and business plan: Business Model– Functions of a Business Model- Business Model Canvas– Meaning of business plan - Contents of businessplan- formulation of business plan –Project Feasibility and appraisal – Economic, financial, market, legal, technical and internal analysis– Product market fit.	12	1,2,3,4,5	K2,K3,K4, K5,K6
IV	Translating business model into Startup: The Start-up curve – journey of an entrepreneur - start up policy frameworks and incentives - Identify possible sources of funding for the venture - Angels, VCs, Bank Loans and key elements of raising money for a new Venture – Lean Start up - market Plan - Effective ways of marketing for start-ups – Digital and Viral Marketing -Managing Team-Managing start-up finance-The Concept of Costs, Profits and Losses -Cash Flow, Financial Performance-budgeting	12	1,2,,3,4,5	K2,K3,K4, K5,K6
V	Women Entrepreneurship, rural entrepreneurship, social entrepreneurship: Women Entrepreneurship - growth – challenges, Rural entrepreneurship – need – opportunity – challenges – support – Social entrepreneurship – perspective – practice –boundaries -interaction with entrepreneurs and start-ups (first-hand experience) - Case Study of Successful Entrepreneurs	12	1,2,3,4,5	K2,K3,K4, K5,K6

Prescribed Books/Text Books

1. Khanka. S. S. (2017), Entrepreneurial Development, S. Chand & Co. Ltd., New Delhi.
2. Satwik Bisarya, Ritwik Bisarya, Chandan Singh (2021) Entrepreneurship Development and Business Skills, Notion Press
3. Shankar, Raj (2013), Essentials of Entrepreneurship Vijay Nicole Imprints Private Ltd., Chennai.
4. Gupta, C.B & Khanka, S.S (2017), Entrepreneurship and Small Business Management, 7th Revised Edition, Sultan Chand & Sons
5. Poornima, (2019) Entrepreneurship Development and Small Business 3rd Edition, PEARSON INDIA
6. Abhik Kumar Mukherjee and Shaunak Roy (2019), Entrepreneurship Development And Business Ethics, Oxford University Press
7. Dr Robert D Hisrich Dr Michael P Poters Dr Dean Shepherd Dr Sabyasachi Sinha, (2020), Entrepreneurship, 11th Edition, McGraw Hill Education (India) Private Limited

Reference Books

1. Thiel Peter and Masters, Blake (2014). Zero to one: Notes on Startups or How to build the future, 1st ed., Crown Business, USA.
2. Goyal, Pankaj (2017). Before you Startup: How to prepare to make your start up Dream a reality, Fingerprint Publishing, India.
3. Weihrich Heinz, Canice, Mark V and Koontz, Harold (2011). Management – A Global and Entrepreneurial Perspective, 3rd Edition, Tata McGraw Hill Education Pvt. Ltd.
4. Barringer, Bruce R. and Ireland, R. Duane (2008). Entrepreneurship – Successfully Launching New Ventures, Pearson Education.
5. Gupta, C. B and Srinivasan N P, Entrepreneurial Development, Sultan Chand and Sons.
6. Rajeev Roy (1 July 2020), Entrepreneurship, 3E, 3rd edition, OUP India
7. Jack M. Kaplan; Jack McGourty (2022); Venkatesha Murthy, Patterns of Entrepreneurship Management, An Indian Adaptation, 6th edition, Wiley India Pvt Ltd. 1402,
8. Satwik Bisarya, Ritwik Bisarya, Chandan Singh (2021). Entrepreneurship Development and Business Skills, Notion Press

Suggested Reading

1. Entrepreneur's Handbook: Everything you need to launch and grow your new business (HBR Handbooks) Harvard Business Review press, Boston, Massachusetts.
2. Ries, Eric (2011). The Lean Start up: How constant innovation creates radically successful businesses, Penguin Group (USA).

Web Resources

1. <https://www.ediindia.org/library/>
2. <https://www.msmetamilnadu.tn.gov.in/tansim.php>

Course Articulation Matrix												
Course Outcome	Programme Outcomes						Programme Specific Outcomes					Cognitive Level
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3	PSO4	PSO5	
CO 1	3	3	2	2	2	2	3	2	2	2	2	K2
CO 2	3	3	3	2	2	2	3	3	3	2	2	K2
CO 3	3	3	3	3	3	3	3	3	3	3	3	K3
CO 4	3	3	3	3	3	3	3	3	3	3	3	K4
CO 5	3	3	3	3	3	3	3	3	3	3	3	K5, K6
Wt. Avg.	3	3	2.8	2.6	2.6	2.6	3	2.8	2.8	2.6	2.6	
Total Wt. Avg 2.78						Total Wt. Avg 2.76						
Overall Mapping of the Course											2.77	

DISSERTATION & VIVA VOCE

Course Code	
Credits	21
Hours / Cycle	12
Category	Part II Dissertation Theory / Practical
Semester	II
Year of Implementation	From the academic year 2023-2024 onwards
Course Objectives	To understand the systematic steps involved in research process and to develop research problem and identify the solution for the same

COURSE

Every student would be required to produce at the end of the II Semester (not later than the 1st day of the end of the Semester Examinations for the II Semester), a Dissertation (2 copies) of not less than 100 pages and not more than 150 pages excluding the pages containing the Tables, Figures, Charts, Bibliography and Appendices, setting out the problem chosen, the hypothesis developed for testing, the methods employed for the collection of data, a summary of the analysis for the data and documentation of findings, limitations of the study and conclusions. The Dissertation shall also contain a bibliography on the topic of the problem. Plagiarism check has to be done with a similarity not exceeding 30% and plagiarism certificate should be attached.

The member of the faculty designated by the Department for supervising the work shall provide continuous guidance to the student regarding selection of the topic reference literature, investigative procedures and the preparation of the project report.

In order to be eligible to present the Dissertation at the end of the II Semester, students will have to secure a Certificate from the guide stating that they carried out the Dissertation to the satisfaction of the guide.

The Dissertation will be evaluated as follows:

- Internal marks for Dissertation will be 50 marks.
- External examination for Dissertation will be conducted, and marks will be given by the external examiner and the guide for granting the external marks. The maximum marks for Dissertation will be 100 inclusive of VIVA VOCE 20, which will be converted to 50 marks. VIVA-VOCE Examination will be conducted by a panel consisting of one external examiner and one internal examiner (the guide).

Weightage for Correlation		
$0 \leq C \leq 5\%$	No correlation	-
$5\% < C \leq 40\%$	Low / Slight	1
$40\% < C < 60\%$	Moderate	2
$60\% \leq C < 100\%$	Substantial / High	3

REVISION / RENAMING/ REPLACEMENT OF PAPERS FROM PREVIOUS SYLLABUS

Existing Course	Revised/ Renamed/ Replaced	New Revised Subjects	Paper	Analytical/ Theory/ Lab	Percentage of Change
Research Methodology	Revised	Research Methodology	Research Methodology	Theory	70%
Business Policy and Strategies	Revised	Business Policy and Strategies	Business Policy and Strategies	Theory	80%
Marketing and Marketing Research	Revised	Marketing and Marketing Research	Marketing and Marketing Research	Theory	60%
Financial Management	Revised	Financial Management	Financial Management	Theory	50%
Human Resource Management	Revised	Human Resource Management	Human Resource Management	Theory	75%
Financial Services and Institutions	Revised	Financial Services and Institutions	Financial Services and Institutions	Theory	70%
Strategic Management	Revised	Strategic Management	Strategic Management	Theory	75%
Organisational Behaviour	Revised	Organisational Behaviour	Organisational Behaviour	Theory	50%
Services Marketing	Revised	Services Marketing	Services Marketing	Theory	75%
Foreign Exchange and International Business	Revised/ Renamed	International Business	International Business	Theory	75%
Customer Relations Management	Revised/ Renamed	Customer Relationship Management	Customer Relationship Management	Theory	80%
Strategic Marketing	Newly Introduced paper			Theory	100%
Entrepreneurial Development	Newly Introduced paper			Theory	100%

BLOOMS TAXONOMY

K 1 Remembering	Choose, Define, Find, How, Label, List, Match, Name, Omit, Recall, Relate, Select, Show, Spell, Tell, What, When, Where, Which , Who, Why, etc.
K 2 Understanding	Classify, Compare, Contrast, Demonstrate, Explain, Extend, Illustrate, Infer, Interpret, Outline, Relate, Rephrase, Show, Summarize, Translate
K 3 Applying	Apply, Build, Choose, Construct, Develop, Experiment with, Identify, Interview, Make use of, Model, Organize, Plan, Select, Solve, Utilize, etc.
K 4 Analyzing	Analyze, Assume, Categorize, Classify, Compare, Conclusion, Contrast, Discover, Dissect, Distinguish, Divide, Examine, Function, Inference, Inspect, List, Motive , Relationships, Simplify, Survey, Take part in, Test for, Theme, etc.
K 5 Evaluating	Agree, Appraise, Assess, Award, Choose, Compare, Conclude, Criteria, Criticize, Decide, Deduct, Defend, Determine, Disprove, Estimate, Evaluate, Explain, Importance, Influence, Interpret, Judge, Justify, Mark, Measure, Opinion, Perceive, Prioritize, Prove, Rate, Recommend, Rule on, Select, etc.
K 6 Creating	Adapt, Build, Change, Choose, Combine, Compile, Compose, Construct, Create, Delete, Design , Develop, Discuss, Elaborate, Estimate, Formulate, Happen, Imagine, Improve, Invent, Make up, Maximize, Minimize, Modify, Original, Originate, Plan, Predict, Propose, Solution, Solve, Suppose, Test, Theory