

Business Management

Syllabus

University of Kerala

University of Kerala

Four Year Under Graduate Programme (UoK FYUGP)

Syllabus

Major Discipline: Business Management
Programme: Bachelor of Business Administration

May 2024

Bachelor of Business Administration

The Programme aims to give detailed knowledge about the business operations and equip the students with the business skills and prepare them for efficient decision making. It helps them to understand the professional augmentation taking place in the global as well as domestic business arena. Familiarises them with the developments in concept, theories and practices in the overall field of management. Inculcates in them the values for starting innovative business projects with professional, environmental and social obligations.

Graduate Attributes

Graduate attributes bridge the gap between academia and the real world, fostering lifelong learning and meaningful contributions. They denote the skills, competencies and high-level qualities that a student should acquire during their university education. Apart from gathering content knowledge, these attributes go beyond the assimilation of information to its application in various contexts throughout a graduate's life. It aims in inculcating the art of critical thinking, problem solving, professionalism, leadership readiness, teamwork, communication skills and intellectual breadth of knowledge. The University of Kerala envisages to pave the path in guiding the student's journey to shape these attributes uniquely, making them integral to personal growth and success in various spheres of life. The University strives to ensure that these graduate attributes are not just checkboxes, but they play a pivotal role in shaping the students into capable, compassionate and responsible individuals with a high degree of social responsibility.

Programme Outcomes (PO)

No.	Programme Outcomes (POs)
PO-1	Critical thinking <ul style="list-style-type: none"> Analyze information objectively and make a reasoned judgment Draw reasonable conclusions from a set of information, and discriminate between useful and less useful details to solve problems or make decisions Identify logical flaws in the arguments of others Evaluate data, facts, observable phenomena, and research findings to draw valid and relevant results that are domain-specific
PO-2	Complex problem-solving <ul style="list-style-type: none"> Solve different kinds of problems in familiar and no-familiar contexts and apply the learning to real-life situations Analyze a problem, generate and implement a solution and to assess the success of the plan Understand how the solution will affect both the people involved and the surrounding environment
PO-3	Creativity <ul style="list-style-type: none"> Produce or develop original work, theories and techniques Think in multiple ways for making connections between seemingly unrelated concepts or phenomena Add a unique perspective or improve existing ideas or solutions Generate, develop and express original ideas that are useful or have values
PO-4	Communication skills <ul style="list-style-type: none"> Convey or share ideas or feelings effectively Use words in delivering the intended message with utmost clarity Engage the audience effectively <p>Be a good listener who are able to understand, respond and empathize with the speaker</p> <ul style="list-style-type: none"> Confidently share views and express himself/herself
PO-5	Leadership qualities <ul style="list-style-type: none"> Work effectively and lead respectfully with diverse teams Build a team working towards a common goal

	<ul style="list-style-type: none"> ○ Motivate a group of people and make them achieve the best possible solution. ○ Help and support others in their difficult times to tide over the adverse situations with courage
PO-6	Learning ‘how to learn’ skills <ul style="list-style-type: none"> ○ Acquire new knowledge and skills, including ‘learning how to learn skills, that are necessary for pursuing learning activities throughout life, through self-paced and self-directed learning ○ Work independently, identify appropriate resources required for further learning ○ Acquire organizational skills and time management to set self-defined goals and targets with timelines ○ Inculcate a healthy attitude to be a lifelong learner
PO-7	Digital and technological skills <ul style="list-style-type: none"> ○ Use ICT in a variety of learning and work situations, access, evaluate, and use a variety of relevant information sources ○ Use appropriate software for analysis of data ○ Understand the pitfalls in the digital world and keep safe from them
PO-8	Value inculcation <ul style="list-style-type: none"> ○ Embrace and practice constitutional, humanistic, ethical, and moral values in life including universal human values of truth, righteous conduct, peace, love, nonviolence, scientific temper, citizenship values ○ Formulate a position/argument about an ethical issue from multiple perspectives ○ Identify ethical issues related to work, and follow ethical practices, including avoiding unethical behaviour such as fabrication, falsification or misrepresentation of data, or committing plagiarism, and adhering to intellectual property rights ○ Adopt an objective, unbiased, and truthful actions in all aspects of work

Programme Specific Outcomes (PSO)

No.	Upon completion of the programme the graduate will be able to	PO No.
PSO-1	Gain an in depth knowledge about the business and management processes and functions	1,2
PSO-2	Build a mindset for critical thinking and problem solving during challenging situations	1,3
PSO-3	Become good leader with efficient communication and presentation skill	4, 5
PSO 4	Gain professional and technical competency required by the global business world	7,6
PSO 5	Design and start innovative business projects with efficient entrepreneurial skills	7,6
PSO 6	Become good business man by keeping ethical values for professional, environmental and social obligations.	8

Course Structure

I Year

First Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	AEC -1	English				
2	AEC -2	Other Language				
3	DSC -1*	Fundamentals of Management	UK1DSCMGT101	4	4	Mandatory
4	DSC -2	Environmental Management (P) (5 Hours)	UK1DSCMGT102	4	5	Opt Any Two DSC Courses from codes 102, 103, 104
5	DSC -3	E-Commerce and Cyber Law	UK1DSCMGT103	4	4	
6	DSC-4	Management Functions and Specialisations	UK1DSCMGT104	4	4	
7	MDC – 1	Organisational Behaviour	UK1MDCMGT101	3	3	

8	MDC – 2	Automation Skill Development (P)	UK1MDCMGT102	3	4	4 Hours
---	---------	----------------------------------	--------------	---	---	---------

Second Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	AEC – 3	English				
2	AEC – 4	Other Language				
3	DSC – 5*	Marketing Management	UK2DSCMGT101	4	4	Mandatory
4	DSC – 6	Managerial Economics	UK2DSCMGT102	4	4	Opt Any Two DSC courses from Codes 102,103,104
5	DSC – 7	Business Ethics and Corporate Governance	UK2DSCMGT103	4	4	
6	DSC - 8	Business Communication (P)	UK2DSCMGT104	4	5	
7	MDC – 3	Stock Market Operations (P)	UK2MDCMGT101	3	4	
8	MDC – 4	Services Marketing (P)	UK2MDCMGT102	3	4	4 Hours

II Year

Third Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	DSC – 9*	Human Resources Management	UK3DSCMGT201	4	4	Mandatory
2	DSC – 10	Entrepreneurship and Start Up Eco-system (P)	UK3DSCMGT202	4	5	Opt any Two DSC courses from Codes 202,203,204
3	DSC - 11	Business Laws	UK3DSCMGT203	4	4	
4	DSC- 12	Event Management	UK3DSCMGT204	4	4	
5	DSE - 1	Elective – 1/2/3/4/5/6				
6	MDC -3	Kerala Studies – Language Dept				
7	VAC - 1	Skills For Managers	UK3VACMGT201	4	4	

Fourth Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	DSC – 13*	Financial Management	UK4DSCMGT201	4	4	Mandatory
2	DSC - 14	Organisational Behaviour and Group Dynamics	UK4DSCMGT202	4	4	Opt any One DSC course from Codes 202, 203
3	DSC- 15	Corporate Regulations	UK4DSCMGT203	4	4	
4	DSE – 2	Elective – 1/2/3/4/5/6				
5	SEC – 1	Digital Marketing	UK4SECMGT201	3	3	
6	SEC – 2	Corporate Communication (P)	UK4SECMGT202	3	4	
7	VAC -2	Career Planning and Development	UK4VACMGT201	3	3	
8	VAC -3	Goods and Service Tax – Theory and Practices	UK4VACMGT202	3	3	
Summer Internship			UK4INTMGT201	2	60	

III Year

Fifth Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	DSC – 16*	Operations Management	UK5DSCMGT301	4	4	Mandatory
2	DSC – 17	Basics of Financial Accounting	UK5DSCMGT302	4	4	Opt any Two DSC courses from Codes 302, 303, 304, 305, 306
3	DSC – 18	Management Science	UK5DSCMGT303	4	4	
4	DSC – 19	Customer Relationship Management	UK5DSCMGT304	4	4	
5	DSC – 20	Business Analytics	UK5DSCMGT305	4	4	
6	DSC – 21	Management Information System	UK5DSCMGT306	4	4	

7	DSE -3	Elective – 1/2/3/4/5/6				
8	DSE -4	Elective – 1/2/3/4/5/6				
9	SEC – 3	Computerized Accounting (P)	UK5SECMGT301	3	4	
10	SEC – 4	Stock Trading Practices (P)	UK5SECMGT302	3	4	

Sixth Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	DSC- 22 *	Research Methodology	UK6DSCMGT301	4	4	Mandatory
2	DSC – 23	Accounting for Managers	UK6DSCMGT302	4	4	Opt any Two DSC courses from Codes 302,303,304, 305, 306
3	DSC – 24	Statistics for Business Decisions	UK6DSCMGT303	4	4	
4	DSC – 25	Business Tax Planning	UK6DSCMGT304	4	4	
5	DSC – 26	International Business	UK6DSCMGT305	4	4	
6	DSC – 27	Business Tax Procedures and Management	UK6DSCMGT306	4	4	
7	DSE – 5	Elective – 1/2/3/4/5/6				
8	DSE – 6	Elective – 1/2/3/4/5/6				
9	SEC – 5	Income Tax- Assessment and Filing	UK6SECMGT301	3	4	

IV Year

Seventh Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hours	Remark
1	DSC – 28*	Business Policy and Strategic Management	UK7DSCMGT401	4	4	Mandatory
2	DSC – 29*	Statistics for Research	UK7DSCMGT402	4	4	Mandatory
3	DSE-7	Elective – 1/2/3/4/5/6				

Eighth Semester

Sl No	Course Category	Course Name	Course Code	Credit	Hour
1	DSC – 30	Online	UK8DSCMGT401	4 Credit	4
2	DSC – 31	Online	UK8DSCMGT402	4 Credit	4
3	Research Project/ Internship Project		UK8RPHMGT401	12 Credit	-

There are **6** Discipline Specific Electives. **7** Courses are there in the bunch of each Elective. Select any **4** courses from each bunch of Elective for getting specialization in that Elective. The rest 3 courses can be selected from any other Elective. The Electives are:

- 1 - Business Analytics
- 2- Finance
- 3 - Human Resources Management
- 4 -Marketing Management
- 5- Operations and Logistics
- 6 -Tourism Management

Discipline Specific Electives

Elective - 1– Business Analytics

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hours
1	DSE – 1	III	Data Management and Cloud Technologies	UK3DSEMGT201	4	4
2	DSE – 2	IV	Data Mining and Business Intelligence	UK4DSEMGT201	4	4
3	DSE – 3	V	Data Visualization and Interpretation	UK5DSEMGT301	4	4
4	DSE – 4	V	Machine Learning and Artificial Intelligence	UK5DSEMGT302	4	4
5	DSE – 5	VI	Natural Language Processing	UK6DSEMGT301	4	4
6	DSE – 6	VI	Big Data Analytics	UK6DSEMGT302	4	4
7	DSE – 7	VII	Social Media Analytics	UK7DSEMGT401	4	4

Elective 2– Finance

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hour
1	DSE – 1	III	Financial Technology	UK3DSEMGT202	4	4
2	DSE – 2	IV	Financial Markets, Institutions and Instruments	UK4DSEMGT202	4	4
3	DSE – 3	V	Income Tax Law and Practice I	UK5DSEMGT303	4	4
4	DSE – 4	V	Financial Services	UK5DSEMGT304	4	4
5	DSE – 5	VI	Income Tax Law and Practice II	UK6DSEMGT303	4	4
6	DSE – 6	VI	Investment Analysis and Portfolio Management	UK6DSEMGT304	4	4
7	DSE – 7	VII	Behavioural Finance	UK7DSEMGT402	4	4

Elective 3– Human Resources Management

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hour
1	DSE – 1	III	Organizational Development and Change	UK3DSEMGT203	4	4
2	DSE – 2	IV	Labour Law and Industrial Relations	UK4DSEMGT203	4	4
3	DSE – 3	V	Performance Management	UK5DSEMGT305	4	4
4	DSE – 4	V	Personnel Counselling	UK5DSEMGT306	4	4
5	DSE – 5	VI	Reward Management	UK6DSEMGT305	4	4
6	DSE – 6	VI	Learning and Development	UK6DSEMGT306	4	4
7	DSE – 7	VII	Talent Management	UK7DSEMGT403	4	4

Elective 4– Marketing Management

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hour
1	DSE – 1	III	Consumer Behaviour	UK3DSEMGT204	4	4
2	DSE – 2	IV	Advertising and Sales Promotion	UK4DSEMGT204	4	4
3	DSE – 3	V	Services and Retail Marketing	UK5DSEMGT307	4	4
4	DSE – 4	V	Sales Management	UK5DSEMGT308	4	4
5	DSE – 5	VI	Brand Management	UK6DSEMGT307	4	4
6	DSE – 6	VI	Social Media Marketing	UK6DSEMGT308	4	4
7	DSE – 7	VII	International Marketing	UK7DSEMGT404	4	4

Electives 5 Operations and Logistics

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hour
1	DSE – 1	III	Logistics and Supply Chain Management	UK3DSEMGT205	4	4
2	DSE – 2	IV	Transportation Management	UK4DSEMGT205	4	4
3	DSE – 3	V	Facility Management	UK5DSEMGT309	4	4
4	DSE – 4	V	Shipping and Port Management	UK5DSEMGT310	4	4
5	DSE – 5	VI	Forecasting and Inventory Management	UK6DSEMGT309	4	4
6	DSE – 6	VI	Sustainable Supply Chain Management	UK6DSEMGT310	4	4
7	DSE – 7	VII	Quality Management	UK7DSEMGT405	4	4

Elective 6- Tourism Management

Sl No	Category	Semester	Subject Name	Course Code	Credit	Hour
1	DSE – 1	III	Tourism Principles and Practices	UK3DSEMGT206	4	4
2	DSE – 2	IV	Tourism Law and Ethics	UK4DSEMGT206	4	4
3	DSE – 3	V	Tourism Products in India	UK5DSEMGT311	4	4
4	DSE – 4	V	World Tourism Geography	UK5DSEMGT312	4	4
5	DSE – 5	VI	Hospitality Management	UK6DSEMGT311	4	4
6	DSE – 6	VI	Travel Agency and Tour Operations Management	UK6DSEMGT312	4	4
7	DSE – 7	VII	Sustainable Tourism	UK7DSEMGT406	4	4

SEMESTER I



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1DSCMGT101				
Course Title	FUNDAMENTALS OF MANAGEMENT				
Type of Course	DSC				
Semester	I				
Academic Level	100 – 199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Acquaints the students with the basic functions of management, management theories, managerial competencies and applications of the same in diagnosing and resolving the issues in an organisation.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Management		12
	1	Concept – Definition – Nature of Management – Importance of Management – Levels of Management – Values in Management – Functional Areas of Management (Concept only)	
	2	Management Thoughts: Scientific Management – Administrative: Management – Modern Management Theories	
II	Planning and Decision Making		12
	3	Concept – Planning Process – Types of Planning – Management by Objectives – Features – Steps	
	4	Decision Making: Meaning – Importance – Techniques of Decision Making – Bounded Rationality and Influences on Decision Making	
III	Organising and Staffing		12
	5	Organising: Concept – Organizational Structure – Centralization and Decentralization – Departmentalization – Delegation of Authority – Span of Management	
	6	Staffing: Concept – Elements – Recruitment and Selection – Job Analysis and Job Description – Training and Development – Performance Appraisal	
IV	Directing and Controlling		12
	7	Directing: Concept – Models – Elements of Directing	
	8	Controlling: Concept – Need – Steps in Control Process – Techniques – Traditional and Modern	
V	Managerial Competencies		12

	9	Managerial Roles – Skills Required for a Manager – Social Responsibilities of Managers	
	10	Trends and Challenges of a Manager in Global Scenario Diversity Management – Technology in Management – Management of Change – Crisis Management – Sustainable and Socially Responsible Management	

References

1. Gupta, C. B. (2022). *Management Theory and Practice*. Sultan Chand & Sons.
2. Tripathi, P. C., & Reddy, P. N. (2021). *Principles of Management*. Tata McGraw-Hill Publishing Company Limited.
3. Prasad, L. M. (2020). *Principles and practice of management*. Sultan Chand & Sons.
4. Herbert, L. (2017). *Digital transformation: Build your organization's future for the innovation age*. Bloomsbury Business.
5. Harrin, E. (Latest Edition). *Collaboration tools for project managers: How to choose, get started and collaborate with technology*. Viva Books.
6. Crandall, W. R., Parnell, J. A., & Spillan, J. E. (Latest Edition). *Crisis management: Leading in the new strategy landscape*. Sage Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the basic principles, management theories and their implications	U	1
CO-2	Outline the functions and functional areas of management	R, U	2
CO-3	Examine the managerial competencies required for a manager	U, An, E	3,4
CO-4	Demonstrate diversity management, change management and crisis management strategies	U, Ap	2,4
CO-5	Develop practical knowledge to diagnose and solve organizational problems	Ap	2,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Fundamentals of Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PS O	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the basic principles, management theories and their implications	1	U	F, C	L	
CO-2	Outline the functions and functional areas of management	2	R, U	F, C, P	L	
CO-3	Examine the managerial competencies required for a manager	3,4	U, An, E	F, C, P	L	P
CO-4	Demonstrate diversity management, change management and crisis management strategies	2,4	U, Ap	F, C, M	L	P
CO-5	Develop practical knowledge to diagnose and solve organizational problems	2,6	Ap	M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	2	-	-	-	-	-	2	-	-	-	-	-	-
CO 3	-	-	3	2	-	-	-	-	-	3	2	-	2	-
CO 4	-	2	-	2	-	-	1	2	-	2	1	-	-	-
CO 5	-	3	-	-	-	1	-	2	-	-	1	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1DSCMGT102				
Course Title	ENVIRONMENTAL MANAGEMENT				
Type of Course	DSC				
Semester	1				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2	5
Pre-requisites					
Course Summary	Offers an interactive perspective on the evolving natural and social landscapes that constitute our world and to directly address crucial contemporary topics like pollution, climate change, environmental stewardship and to comprehend various dimensions and institutions involved in environmental management.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		15
	1	Environmental Management- Meaning- Scope- Significance- Need for Environmental Awareness	
	2	Natural resources: Forest resources, Water resources, Mineral Resources, Energy Resources, Land Resources	
	3	Role of an Individual in Conservation of Natural Resources- Equitable Use of Resources for Sustainable Lifestyles	
II	Ecosystem and Biodiversity		15
	4	Concept of Ecosystem- Structure of an Ecosystem: Producers, Consumers, Decomposers	
	5	Functions of an Ecosystem- Energy Flow- Ecological Succession- Food Chains, Food Webs and Ecological Pyramids- Forest Ecosystem- Grassland Ecosystem- Desert Ecosystem- Aquatic Ecosystems	
	6	Introduction to Biodiversity- Value of Biodiversity: Consumptive Value- Productive Value- Social Value- Ethical Value- Aesthetic Value- Option Value	

	7	Hotspots of Biodiversity- Endangered and Endemic Species of India- Conservation of Biodiversity- In-Situ and Ex-Situ Conservation of Biodiversity	
III	Environmental Pollution		15
	8	Environmental Pollution- Meaning- Types: Air pollution, Water pollution, Soil Pollution, Marine Pollution, Noise Pollution, Thermal Pollution, Nuclear Hazards- Causes and Control Measures	
	9	Urban And Industrial Waste and Its Management- E-Waste Management- Role of an Individual in Prevention of Pollution	
	10	Disaster Management: Floods, Earthquake, Cyclone, Landslides- Pollution Case Studies	
IV	Social Issues and the Environment		15
	11	Social Issues and the Environment- Water Conservation-Rainwater Harvesting- Watershed Management- Resettlement and Rehabilitation of People	
	12	Human Population and the Environment- Population Growth- Population Explosion- Environment and Human Health- Human-Wildlife Conflict	
	13	Environmental Ethics: Issues and Possible Solutions- Issues Involved in Enforcement of Environment Legislation	
V	Environmental Protection		15
	14	Environmental Protection- National Environment Policy- Environmental Legislations- Environmental Protection Act	
	15	International Conventions and Agreements on Environmental Protection- Role of Central Government -Pollution Control Board and Its Role in Environment Protection- ISO 14000	
	16	Environmental Impact Assessment (EIA)- Role of NGOs in Environment Protection- Environmental Movements: Silent Valley Movement, Chipko Movement, Appiko Movement (An Overview Only) - Environmental Communication and Public Awareness.	

References

1. Brusseau, M.L., Pepper, I.L., and Gerba, C.P. (2019). *Environmental and Pollution Science, 3rd Edition*. Academic Press
2. Divan, S. and Rosencranz, A. (Latest Edition). *Environmental Law and Policy in India: Cases, Material & Statutes*, 2nd Edition. Oxford University Press.
3. Gadgil, M., and Guha, R. (Latest Edition). *This Fissured Land: An Ecological History of India*. University of California Press, Berkeley.
4. Raven, P.H, Hassenzahl, D.M., Hager, M.C, Gift, N.Y., and Berg, L.R. (Latest Edition). *Environment*, 8th Edition. Wiley Publishing.
5. Singh, J.S., Singh, S.P., and Gupta, S.R. (2017). *Ecology, Environmental Science and Conservation*. S. Chand Publishing.
6. Pandey, G, N (Latest Edition)- *Environment Management*. Vikas Publishing House.
7. Rabindra N Bhattaria (Latest Edition): *Environmental economics-an Indian perspective*. Oxford University Press.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explains the Environmental Management, Natural resources, Role of an individual in conservation of natural resources	U	6
CO-2	Describes Concept of ecosystem, Functions of an ecosystem, biodiversity and Conservation of biodiversity	R, U	6
CO-3	Evaluates environmental pollution, Urban and industrial waste and its management	E	2,6
CO-4	Identify Social issues and rehabilitation of people	Ap	6
CO-5	Describes Environment and human health	An	6
CO-6	Explains Environmental ethics and environment legislation	An	6
CO-7	Evaluate Environmental Protection measures	E	4,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Environmental Management

Credits :4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1	Explains the Environmental Management, Natural resources, Role of an individual in conservation of natural resources	6	U	F, C	L	-
2	Describes Concept of ecosystem, Functions of an ecosystem, biodiversity and Conservation of biodiversity	6	R, U	F.C	L	-
3	Evaluates environmental pollution, Urban and industrial waste and its management	2,6	E	C, P	L	P

4	Identify Social issues and rehabilitation of people	6	Ap	C,P		
5	Describes Environment and human health relationship	6	An	C,F	L	P
6	Explains Environmental ethics and Environment Legislation	6	An	C, P	L	-
7	Evaluate Environmental Protection measures	4,6	E	C, P	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	-	-	-	-	-	2	-	-	-	-	2	-	2	1
CO 2	-	-	-	-	-	3	-	-	-	-	3	-	2	1
CO 3	-	2	-	-	-	3	-	2	-	-	3	-	2	1
CO 4	-	-	-	-	-	3	-	-	-	-	3	-	2	1
CO 5	-	-	-	-	-	3	-	-	-	-	3	-	2	1
CO 6	-	-	-	-	-	3	-	-	-	-	3	-	2	1
CO7	-	-	-	2	-	3	-	-	-	1	3	-	2	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓
CO 3	✓	✓	✓	✓
CO 4	✓	✓		✓
CO 5	✓	✓		✓
CO 6	✓	✓		✓
CO 7	✓	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1DSCMGT103				
Course Title	E-COMMERCE AND CYBER LAWS				
Type of Course	DSC				
Semester	I				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Familiarises the basic Concepts of E-Commerce, its applications, Cyber Security, Cyber Laws and Regulations.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	E Commerce		12
	1	Internet – Basics	
	2	E-Commerce - Definition - Types – Ecommerce Models – B2B – B2C - C2C	
	3	Internet Marketing - E - Advertising - Use of Social Media for Sales Promotion, Fashion Communication	
	4	E-Business - Definition – Components Of E-Business – Difference Between E-Commerce And E-Business	
	5	Steps in building an E-Business.	
II	Internet Banking		12
	6	Internet Banking - Electronic Payment System	
	7	Concept of E-Cash – ATM -NEFT - Debit and Credit Card System – Smart Card - BHIM UPI – Mobile Payment Applications.	
III	Cyber Law		12
	8	Cyber Law - Introduction to Cyber Law - Public Policy Issues in E-Commerce - Protecting Privacy	
	9	Intellectual Property Rights – Cyber Threats – Cyber-Crimes (Case Study)	
IV	Cyber Security		12
	10	Measures of Cyber Security – Password, Digital Signature	
	11	Cryptography - Encryption, Decryption	
	12	Fire Wall - Antivirus Software	
V	Cyber Regulations		12
	13	Cyber Law (An Overview) Scope of Cyber Laws (E-Commerce, Online Contracts, E Taxation, E-Governance)	

	14	Cyber Forensic, Relevant Provisions Under IT Act 2000, IPC And Evidence Act	
--	----	---	--

References

1. Turban, Efraim, David King (Latest Edition) *Electronic Commerce: A Managerial Perspective.*: Pearson Education Asia.
2. Ravi Kalakota (Latest Edition) *Frontiers of Electronic Commerce*, New Delhi: Addison – Wesley.
3. Taherdoost, H. (2023). *E-Business Essentials: Building a Successful Online Enterprise*. Germany: Springer Nature.
4. Tiwari B B and Lyall W Bobby (2020) *E-Business: Issues and Challenges of 21st Century*. Allied Publishers.
5. William Stallings (Latest Edition) *Business Data Communications*. New Delhi: Pearson Education.
6. Manzoor, A. (Latest Edition). *E-commerce: An Introduction*. Germany: Lambert Academic Publishing.
7. Indian IT Act 2021.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the knowledge about E-commerce, E-business and the application	U	1
CO-2	Understand the knowledge about the avenues of E-banking.	R, U	1
CO-3	Understand cyber law and analyse cyber crime	R, U, An, Ap	1,4
CO-4	Understand Cyber Security	AP, AN	1,4,6
CO-5	Understand Cyber Regulations	R, U	1,4,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: E- Commerce and Cyber Laws

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1	Describe the knowledge about E-commerce, E-business and the application	1	U	F, C	L	

2	Understand the knowledge about the avenues of E-banking.	1	R, U	F, C	L	
3	Understand cyber law and analyse cyber crime	1,4	R, U, An, Ap	F, P	L	
4	Understand Cyber Security	1,4,6	Ap, An	F	L	
5	Understand Cyber Regulations	1,4,6	R, U	F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	3	-	-	3	-	-	3	-	-	-	2	-	2	-
CO 4	2	-	-	3	-	-	2	-	-	-	2	-	2	-
CO 5	2	-	-	2	3	-	2	-	-	-	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1DSCMGT104				
Course Title	MANAGEMENT FUNCTIONS AND SPECIALISATIONS				
Type of Course	DSC				
Semester	I				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Familiarises the concept of management and its functional areas.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Management	12
	1	Meaning- Definition	
	2	Applications	
	3	Functions- Planning- Organising- Staffing- Directing – Controlling – Budgeting	
II		Operations Management	12
	4	Plant Location and Layout	
	5	Capacity Management and scheduling	
	6	Quality Management- Supply Chain Management	
III		Marketing Management	12
	8	Meaning and Objectives	
	9	Evolution of Marketing	
	10	Nature and Scope of Marketing	
	11	Functions of Marketing	
	12	Marketing Mix	
IV		Human Resource Management	12
	14	Meaning and Nature	
	16	Manpower Planning- Recruitment- Selection- Training and Development- Placement	
	17	Compensation Methods	
	18	Employee Engagement – Quality of Work Life	
V		Financial Management	12
	19	Meaning- Definition	
	20	Objectives- Profit and Wealth Maximisation	
	21	Scope- Investment Decision- Financing Decisions- Dividend Decisions- Working Capital Management.	

References

1. Gupta, A. (2019). *Essentials of Management: Functional Management Approach*. New Delhi, India: McGraw Hill Education
2. Griffin, R. W. (2019). *Management* (13th ed.). Boston, MA: Cengage Learning.
3. Bateman, T. S., & Snell, S. A. (2019). *Management: Leading & Collaborating in a Competitive World* (13th ed.). New York, NY: McGraw-Hill Education.
4. Khandwalla, P. N. (Latest Edition). *Management Thought and Action: Functional Management*. New Delhi, India: Tata McGraw-Hill Education.
5. Daft, R. L., & Marcic, D. (2018). *Understanding Management* (10th ed.). Boston, MA: Cengage Learning.
6. Deshmukh, S. G. (2019). *Functional Management*. New Delhi, India: PHI Learning.
7. Hellriegel, D., Jackson, S. E., & Slocum Jr, J. W. (2019). *Management: A Competency-Based Approach* (13th ed.). Mason, OH: South-Western Cengage Learning.
8. Stoner, J. A. F., Freeman, R. E., & Gilbert Jr, D. R. (Latest Edition). *Management* (6th ed.). New Delhi, India: Pearson.
9. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). *Fundamentals of Management: Management Myths Debunked!* (10th ed.). Boston, MA: Pearson.
10. Kotler, P., Keller, K. L., Brady, M., & Goodman, M. (2019). *Marketing Management* (15th ed.). Upper Saddle River, NJ: Pearson.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand various functions of Management.	U	1
CO-2	Identify factors influencing plant location and select an appropriate plant site	An	2
CO-3	Comprehend the scope and functions of marketing management.	U, R	1,2
CO-4	Know various HR management techniques.	R	4,5
CO-5	Analyse financial decisions and suggest investment options.	An	2,6

R-Remember, U-Understand, Ap-Applly, An-Analyse, E-Evaluate, C-Create

Name of the Course: Management Functions and Specialisations

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand various functions of Management.	1	U	F, C	L	
CO-2	Identify factors influencing Plant location and select an appropriate plant site	2	An	F, P	L	
CO-3	Comprehend the Scope and Functions of Marketing Management.	1,2	U, R	F, P	L	
CO-4	Know various HR management techniques.	4,5	R	C, F	L	
CO-5	Analyse Financial decisions and suggest investment options.	2,6	An	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	-	-	-	-	-	3	-	-	-	-	-	-
CO 3	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 4	-	-	-	3	2	-	-	-	-	3	2	-	2	-
CO 5	-	3	-	-	-	2	-	3	-	-	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1MDCMGT101				
Course Title	ORGANISATIONAL BEHAVIOUR				
Type of Course	MDC				
Semester	1				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	3 hours			3
Pre-requisites					
Course Summary	Helps students understand individual and group behaviour, leadership, motivation, organisational culture and change.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	5
	1	Nature and Scope of Organisational Behaviour	
	2	Approaches to Organisation and Management	
	3	Application of Organisational Behaviour in Business.	
II		Individual Behaviour in Organisation	10
	4	Individual Differences- Personality, Personality Traits, Locus of Control, Personality Theories, Johari Window, Transaction Analysis	
	5	Concepts of Values, Attitudes, Emotions, Emotional Intelligence and Perception	
	6	Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory, Theory X and Y, Z Theory).	
III		Group Behaviour in Organisation	11
	7	Nature of Work Groups and Teams	
	8	Group Behaviour and Group Dynamics- Stages of Group Development	
	9	Group Norms-Cohesiveness	
	10	Group Decision Making Techniques, Groupthink	
	11	Working in Groups and Teams, Citizenship behaviour	
	12	Leadership: Traits and Styles, Theories of Leadership. - Trait and Behavioural Theories Charismatic and Transformational leadership	
IV		Organisational Process and Structures	10
	13	Organisation Structure and Designs,	
	14	Patterns of Structure and Work Organisations	
	15	Organisation Designs and employee behaviour.,	

	16	Technology and Organisations	
V	Improving Organisational Performance		9
	17	Organisational Control and Power	
	18	Organisational Development (Culture, Conflict, Stress, Stress Management and Change)	
	19	Management Development and Organisational Effectiveness	

References

1. Khanka, S. S. (Latest Edition). *Organisational Behaviour*. S. Chand Publishing.
2. Prasad, L. M. (Latest Edition). *Organisation Theory and Behaviour*. India: Sultan Chand & Sons.
3. Robbins, S. P., Judge, T. A., & Vohra, N. (2018). *Organisational Behaviour*. Pearson Education
4. Nelson, D. L., Quick, J. C. (Latest Edition). *Organisational Behavior: Foundations, Realities, and Challenges*. United Kingdom: Thomson/South-Western.
5. Luthans, F. (Latest Edition). *Organisational Behavior*. United Kingdom: McGraw-Hill.
6. Mishra, M. N. (Latest Edition). *Organisational Behaviour*. India: Vikas Publishing House Pvt. Limited.
7. Aswathappa, K. (Latest Edition). *Organisational Behaviour*. India: Himalaya Publishing House.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand concepts, theories and techniques in the field of human behaviour at individual, group and organisational level	U	1
CO-2	Understand why people and groups in organisations feel and behave as they do	R, U	2,3
CO-3	Evaluate the role of team dynamics and composition in the team performance	E	2,3
CO-4	Analyse and evaluate real company models in dealing with people	An, E	2, 4
CO-5	Create models and develop expertise in dealing with and handling people	C	2,3,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Organisational Behaviour**Credits: 4:0:0 Lecture:Tutorial:Practical)**

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand concepts, theories and techniques in the field of human behaviour at individual, group and organisational level	1	U	F, C	L	
CO-2	Understand why people and groups in organizations feel and behave as they do	2, 3	R, U	P	L	
CO-3	Evaluate the role of team dynamics and composition in the team performance	2, 3	E	p	L	P
CO-4	Analyse and evaluate real company models in dealing with people	2, 4	An, E	P, M	L	P
CO-5	Create models and develop expertise in dealing with and handling people	2,3,6	C	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs:**

	PS O1	PS O2	PS O3	PS O4	PS O5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	2	-	-	-	-	3	3	1	-	-	-	-
CO 3	-	3	2	-	-	-	-	3	3	1	-	-	-	-
CO 4	-	3	2	-	-	1	-	3	2	-	1	-	-	-
CO 5	-	3	2	-	-	2	-	3	-	2	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK1MDCMGT102				
Course Title	AUTOMATION SKILL DEVELOPMENT				
Type of Course	MDC				
Semester	I				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1.				
Course Summary	Create basic computer knowledge and computerised accounting software				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Computer		15
	1	Introduction to Computer - Elements – Characteristics	
	2	Uses of Computer - Input-Output Devices	
	3	Software -Types of Software- Free and Paid	
	4	Windows Operating System - Functions - Nature and Qualities.	
II	Word Processing		15
	5	Creating a New Document and Saving - Templates - Styles -	
	6	Character Formatting - Searching - Replacing - Alignment - Spacing - Bullets - Numbering	
	7	Creating Borders - Setting Page Margins - Orientation - Headers and Footers -	
	8	Insert the Table - Mail Merge - Labels. (Include Practical for MS Word)	
III	Ms Excel		15
	9 10	Creating Tables - Data Types -Changing Table Design -Assigning Field Properties- Query - Data Tools -Styles - Editing - Charts Calculation of Various Functional Functions. (Include Practical)	
IV	Ms Power Point		15
	11	Creating and Managing Slides - Graphs - Tables - Diagrams	
	12	Inserting Clip art -Images.	
	13	Custom Animation and Templates	

	14	Themes – Applying Transition to Slides	
	15	Slide Show Controls. (Give Practical for Creating Power Point Presentations)]	
V	Tally		15
	16	Applications of Accounting Software Tally (Ver.9.ERP) Characteristics of the Software -Creation of the Software	
	17	Creation of a Company - Accounts Information	
	18	Creation of Ledgers- Vouchers-P&L A/C-Balance Sheet-Inventory Handling-Creation of Stock Groups - Creation of Stocks Categories - Creation of Stock Items. (Include Practicals)	

References

1. Pyles, R. T., Parsons, J. J., & Carey, P. T. (2019). Computer Concepts and Microsoft Office 365 & Office 2019. Boston, MA: Cengage Learning.
2. Shelly, G. B., & Vermaat, M. E. (2018). Microsoft Office 365 & Office 2019: Introductory. Boston, MA: Cengage Learning.
3. Rutkosky, N. E., Seguin, I. M., & Rutkosky, S. N. (2019). Microsoft Office 365 & Office 2019 Intermediate. Boston, MA: Cengage Learning.
4. Zimmerman, C., Shaffer, A., & Ferrett, S. (2019). New Perspectives Microsoft Office 365 & Office 2019 Advanced. Boston, MA: Cengage Learning.
5. Walkenbach, J. (2019). Excel 2019 Bible. Indianapolis, IN: Wiley.
6. Beskeen, D., Cram, C., Duffy, J., Friedrichsen, L., Reding, E., & Wermers, L. (2019). Microsoft PowerPoint 365 & PowerPoint 2019: Comprehensive. Boston, MA: Cengage Learning
7. Jain, P. K., & Jain, P. K. (2019). Tally.ERP 9 with GST. Taxmann Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand various business computer applications	U	1
CO-2	Create practical knowledge in creating word documents	C	3,4
CO-3	Create practical knowledge in creating excel sheets	C	3,4
CO-4	Create and present power point presentations	C	4,5,6
CO-5	Practice accounting packages	Ap, C	4,5,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Automation Skill Development Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand various business computer applications	1	U	F, C	L	
CO-2	Create practical knowledge in creating word documents	3,4	C	P	L	P
CO-3	Create practical knowledge in creating excel sheets	3,4	C	P	L	P
CO-4	Create and present power point presentations	4,5,6	C	P	L	P
CO-5	Practice accounting packages	4,5,6	Ap, C	M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	3	2	-	-	-	-	3	2	1	1	-	-
CO 3	-	-	3	2	-	-	-	-	3	2	1	1	-	-
CO 4	-	-	-	3	2	2	-	-	-	-	-	-	-	-
CO 5	-	-	-	-	-	-	1	1	-	-	2	2	3	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓

SEMESTER II



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2DSCMGT101				
Course Title	MARKETING MANAGEMENT				
Type of Course	DSC				
Semester	II				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Introduces Marketing Concepts and Marketing Environment. Describes levels and basis of Markets Segmentations, Market Positioning, Processes and Functions of Marketing.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	12
	1	Introduction: Nature, Scope and Importance, Functions, Marketing Mix	
	2	Marketing Concepts: Production Concept, Product Concept, Selling Concept, Marketing Concept, Societal Marketing Concept and Holistic Marketing Concept.	
	3	Marketing Environment: Factors Influencing Marketing Environment, Micro and Macro Environment	
II		Market Segmentation, Targeting and Positioning	8
	4	Market Segmentation: Need and Criteria for Segmentation, Levels of Market Segmentation, Basis for Segmenting Consumer Markets	
	5	Targeting: Meaning, Steps in Targeting- Product Differentiation	
	6	Positioning: Meaning, Positioning Strategies Difference Between Segmentation, Targeting and Positioning- Market Research	
III		Product & Pricing Decisions	14
	7	Product Decisions: Concept of Product, Product Classification, Product Line and Product Mix Decisions	
	8	Concept of Product Life Cycle (PLC), PLC Marketing Strategies.	
	9	New Product Development- Stages	
	10	Packaging and Labelling- Branding Decisions	
	11	Pricing Decisions: Determinants of Price, Pricing Strategies	
IV		Promotion and Marketing Channels	14

	12	Promotion Mix: Factors Determining Promotion Mix, Promotion Tools-Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Event Management and Experiences.	
	13	Place (Marketing Channels): Channel Functions, Channel Levels, Types of Intermediaries	
	14	Types Of Wholesalers, Types of Retailers	
V	Recent Trends in Marketing		12
	15	Green Marketing- Influencer Marketing - Chatbots	
	16	Social Media Marketing	
	17	Digital Marketing- Augmented Reality	
	18	Influence of Artificial Intelligence in Marketing	

References

- 1.Chandrasekar, K.S, (2019). *Marketing Management-Text and Cases*. Vijay Nicole Imprints.
- 2.Kotler, P. & Keller, K. L (Latest Edition) *Marketing Management*. Pearson.
3. Rajan Nair, C B Gupta (2020). *Marketing Management*. Sultan Chand & Sons.
4. Saxena, R (2019). *Marketing Management*. Tata McGraw-Hill Publishing Co., New Delhi.
5. Baker, M. (Latest Edition) *Marketing Management and Strategy*. 3rd edition, Macmillan Business.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the basic concepts of marketing	U	1
CO-2	Demonstration of segmentation, targeting and positioning	U	1
CO-3	Understand the concepts of product pricing and its strategies	R, U	1, 2
CO-4	Understand the concepts of distribution channels to gets familiarity and better understanding	U, R,	1, 4, 5
CO-5	Analyse the impact of market research related to recent trends	U, R, An, AP	1, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Marketing Management**Credits: 4:0:0 (Lecture: Tutorial: Practical)**

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the basic concepts of marketing	1	U	F, C	L	
CO-2	Demonstration of segmentation, targeting and positioning	1	U	F, C	L	
CO-3	Understand the concepts of product pricing and its strategies	1, 2	R, U	F, C	L	
CO-4	Understand the concepts of distribution channels to get familiarity and better understanding	1, 4, 5	U, R,	C, P	L	
CO-5	Analyse the impact of market research related to recent trends	1, 4, 5	U, R, An, AP	C, P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs:**

	PSO 1	PSO 2	PSO3	PSO4	PSO 5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 4	3	-	-	2	2	-	3	-	2	2	-	-	1	-
CO 5	3	-	-	2	2	-	3	-	2	2	-	1	1	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2DSCMGT102				
Course Title	MANAGERIAL ECONOMICS				
Type of Course	DSC				
Semester	II				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4	-		
Pre-requisites	1. 2.				
Course Summary	Facilitates implementation of concepts of Economics in Managerial decision-making process.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Foundation of Economics		12
	1	Managerial Economics-Meaning- characteristics of Managerial Economics	
	2	Scope of Managerial Economics -Micro Economics-Macro Economics	
	3	Decision Making-Meaning-Decision Making Process – Application of Economic Theories in Business Decisions	
II	Demand and Supply		12
	4	Demand Analysis – Demand curve and Demand function	
	5	Laws of Demand- Elasticity of Demand and its Estimation	
	6	Demand forecasting and its methods.	
	7	Supply Analysis -Law of Supply-Elasticity of Supply	
III	Production		12
	8	Production –Meaning- Theory of Production – Production function – Cobb Douglas	
	9	Laws of production–Law of Diminishing Returns–Law of returns to scale	
	10	Economies and diseconomies of scale– Isoquant curve – Isocost curve– optimum combination of inputs.	
	11	Business cycle and its implications	
IV	Market structure		12
	12	Market structure – Perfect – Monopolistic- Monopoly-Oligopoly (basic concepts)	
V	Macro Economics: Market indicators		12
	13	Basic concepts of National Income – GDP, GNP, NNP, per capita income	
	14	Economic Indicators-Unemployment Rate-Consumer price index- Producer price index-Purchasing Manager Index	

References

1. Datt Gaurav and Nag Biswajit Datt & Sundharam's *Indian Economy* (2024) New Delhi: S Chand Publishers.
2. Maheswari.K.L and Varshney (Latest Edition). *Managerial Economics*, New Delhi: Sultan Chand & Sons.
3. Mote, V.L, Samuel Paul and Gupta G.S. (Latest Edition) *Managerial Economics*, New Delhi: Tata McGraw-Hill Publishing Co. Ltd.
4. Gupta, G.S Latest Edition). *Managerial Economics*, New Delhi: Tata McGraw-Hill Publishing Co. Ltd.
5. Dwivedi, N.D. (Latest Edition) *Managerial Economics*, New Delhi: Vikas Publishing House.
6. Reddy, P.N and Appanniah. (Latest Edition) *H.R.Principles of Business Economics* New Delhi: S. Chand & Co.Ltd.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the basic concepts of business economics	U	1
CO-2	Compare the effect of demand and supply on market dynamics	An	1
CO-3	Justify the implications of production function and economies of scale.	E	2
CO-4	Examine different market structure to navigate the competitive landscape effectively	An	2, 4
CO-5	Build the basic concepts of National Income	Ap	1

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Managerial Economics

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1	Explain the basic concepts of business economics	1	U	F, C	L	
2	Compare the effect of demand and supply on market dynamics	1	An	P	L	
3	Justify the implications of production function and economies of scale.	2	E	F, C	L	

4	Examine different market structure to navigate the competitive landscape effectively	2, 4	An	C, P	L	
5	Build the basic concepts of National Income	1	Ap	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	-	3	-	-	-	-	-	3	-	-	-	-	-	-
CO 4	-	3	-	1	-	-	-	3	-	-	2	-	2	-
CO 5	3	-	-	-	-	-	3	-	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2DSCMGT103				
Course Title	BUSINESS ETHICS AND CORPORATE GOVERNANCE				
Type of Course	DSC				
Semester	II				
Academic Level	100 – 199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Creates a basic understanding of Business Ethics and Corporate Governance and inculcate values of Professional and Social Obligation.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		10
	1	Business Ethics- Meaning-Scope-Importance	
	2	Sources of Ethics, Legal System, Factors Influencing Business Ethics	
	3	Arguments for and Against Business Ethics	
	4	Leadership- Corporate Culture –Individual Characteristics	
II	Values of Business Ethics		10
	5	Ethical Values, Nature and Scope-Features-Importance	
	6	Types of Values, Ethics Committee	
	7	Ethical Issues of Privacy and Trust in the Digital World	
	8	Marketing Ethics and Issues	
	9	Ethics in Finance and Accounts	
III	Organisation Culture		12
	10	Meaning, Components of Culture	
	11	Organization Culture, Meaning, Characteristics	
	12	Steps in Building & Maintaining Organization Culture	
	13	Managing Cultural Diversity in Organization	
	14	Strategies for Building a Strong Organizational Culture, Organizational Culture Change and Transformation	
IV	Corporate Governance		14
	15	Corporate Governance –Meaning, Definition, Importance, History & Development	
	16	Code of Corporate Governance-	
	17	Committees on Corporate Governance -Global & Indian Perspective	
	18	SEBI-Clause 49 of the Listing Agreement	
	19	Independent Directors & Corporate Governance	

V	Corporate Social Responsibility		14
	20	Corporate Social Responsibility of Business – Meaning, Rationale	
	21	Strategies-Ackerman's Model of Social Responsibilities	
	22	Corporate Governance in India - Concept and Initiatives	
	23	Amendments to Corporate Governance	
	24	Features of Good Corporate Governance, Factors Influencing Corporate Governance,	

References:

1. Aswathappa, K., Usha Rani, J., & GundaVajhala, S. (Latest Edition.) *Business Ethics*. Himalaya Publishing House.
2. Khanka, S. S. (Latest Edition). *Business Ethics and Corporate Governance*. S Chand and Company Pvt Ltd.
3. Fernando, A C. (Latest Edition) *Business Ethics and Corporate Governance*. Pearson Education India.
4. Mathan, R., & Krishnaswamy, S. (Latest Edition.). *Privacy Law in India: Evolving Trends and Emerging Issues*.
5. Sharma, R. K., & Gupta, S. K. (Latest Edition.) *Business Management*. Kalyani Publishers.
6. Madhumathi Chatterji. (Latest Edition.) *Corporate Social Responsibility*. Oxford University Press.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the concept and definition of business ethics and its relevance.	U	1
CO-2	Evaluate the importance of integrating ethical principles into business decision-making processes and evaluate the role of leadership in shaping ethical organizational cultures.	E	2
CO-3	Describe the ethical values and their significance in personal and professional contexts.	U	6
CO-4	Describe corporate governance and its importance in ensuring accountability, transparency, and ethical conduct within Indian organizations	U	1
CO-5	Recognise the role of CSR in fostering positive social and environmental impacts, enhancing reputation, and building stakeholder trust.	R	1,6
CO-6	Evaluate the implications of Clause 49 on corporate governance practices in Indian listed companies	E	1, 6
CO-7	Demonstrate the concept and significance of corporate governance in ensuring accountability, transparency, and ethical conduct within organizations.	Ap	1, 6

CO-8	Evaluate ethical issues and dilemmas in finance and accounting practices	E	1, 4, 6
CO-9	Analyse the impact of culture on organizational behaviour, communication, and decision-making processes	An	1, 3, 6
CO-10	Develop strategies for managing cultural change and addressing cultural challenges within organizations.	Ap	2, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Ethics and Corporate Governance

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1.	Describe the concept and definition of business ethics and its relevance.	1	U	F, C	L	
2.	Evaluate the importance of integrating ethical principles into business decision-making processes and evaluate the role of leadership in shaping ethical organizational cultures.	2	E	F, C	L	
3.	Describe the ethical values and their significance in personal and professional contexts.	6	U	F, C	L	
4.	Describe corporate governance and its importance in ensuring accountability, transparency, and ethical conduct within Indian organizations	1	U	F, C	L	
5.	Recognise the role of CSR in fostering positive social and environmental impacts, enhancing reputation, and building stakeholder trust.	1,6	R	F, P	L	

6.	Evaluate the implications of Clause 49 on corporate governance practices in Indian listed companies	1, 6	E	F	L	
7.	Demonstrate the concept and significance of corporate governance in ensuring accountability, transparency, and ethical conduct within organizations.	1, 6	Ap	F, P	L	
8.	Evaluate ethical issues and dilemmas in finance and accounting practices	1, 4, 6	E	C, F	L	
9.	Analyse the impact of culture on organizational behaviour, communication, and decision-making processes	1, 3, 6	An	C, P	L	
10.	Develop strategies for managing cultural change and addressing cultural challenges within organizations.	2, 6	Ap	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	-	-	-	-	2	3	-	-	-	-	-	-
CO 3	-	-	-	-	-	2	-	-	-	-	2	-	-	-
CO 4	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 5	3	-	-	-	-	1	3	-	-	-	1	-	1	-
CO 6	3	-	-	-	-	1	3	-	-	-	1	-	-	-
CO 7	3	-	-	-	-	1	3	-	-	-	1	-	-	-
CO 8	3	-	1	-	-	1	3	-	-	1	1	-	-	1
CO 9	3	-	1	-	-	1	3	1	-	1	1	-	-	-
CO 10	-	2	-	-	-	2	-	2	-	-	2	-	-	-

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓
CO 7	✓	✓	✓
CO 8	✓	✓	✓
CO 9	✓	✓	✓
CO 10	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2DSCMGT104				
Course Title	BUSINESS COMMUNICATION				
Type of Course	DSC				
Semester	II				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	5
Pre-requisites	1. 2.				
Course Summary	Improves communication and listening skill and helps to make effective business communication				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Communication	15
	1	Meaning and Definition	
	2	Process of Communication- Communication Model	
	3	Objectives of Communication- Principles of Communication	
	4	Importance of Communication and Feedback	
II		Channels and Types of Communication	15
	5	Channels of Communication	
	6	Types of Communication	
	7	Barriers to Communication	
	8	Verbal, Non-verbal, Formal and Informal Communication	
III		Business Communication	15
	9	Fundamentals of Business Writing	
	10	Format of Business	
	11	Types of Business Letter- Inquiry Letter - Complaint Letter- Persuasive Letter (Include Practical)	
	12	Proposal	
	13	Report Writing	
	14	Employment Message- Resume- Application Letter (Include Practical)	
IV		Spoken Skills	15
	15	Conducting Presentation	
	16	Oral Presentation	
	17	Debates, Speeches, Interview (Include Practical)	
	18	Group Discussion (Include Practical)	
V		Listening	15

	19	Listening- Importance and Types	
	20	Barriers to Listening and Measures to Overcome	
	21	Listening Situations, Developing Listening Skills	

References

1. Bovee, C. L., & Thill, J. V. (2017). *Business Communication Essentials* (8th ed.). New Delhi, India: Pearson India Education Services.
2. Rajendra Pal, & Korlahalli, J. S. (2018). *Essentials of Business Communication* (8th ed.). New Delhi, India: Sultan Chand & Sons.
3. Lesikar, R. V., & Flatley, M. E. (Latest Edition). *Basic Business Communication: Skills for Empowering the Internet Generation*. New Delhi, India: Tata McGraw-Hill Education.
4. Bovee, C. L., Thill, J. V., & Schatzman, T. (2019). *Business Communication Today* (14th ed.). Upper Saddle River, NJ: Pearson.
5. Locker, K. O., & Kaczmarek, S. K. (2017). *Business Communication: Building Critical Skills* (7th ed.). New York, NY: McGraw-Hill Education.
6. Kapoor, P. (2019). *Business Communication: Concepts, Cases, and Applications*. New Delhi, India: McGraw Hill Education.
7. Guffey, M. E., Loewy, D., & Almonte, R. (2019). *Essentials of Business Communication* (11th ed.). Boston, MA: Cengage Learning.
8. Murphy, H. H., & Hildebrandt, H. W. (2019). *Effective Business Communications* (8th ed.). New York, NY: McGraw-Hill Education.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand effective business communication	U	1,2
CO-2	Conduct effective and necessary business communications	R, U	1,3,4
CO-3	Draft letters and documents for both personal and professional use.	Ap	1,3,4,5
CO-4	Gain expertise in all areas of communication	Ap,C	5,6
CO-5	Improve listening skill	Ap	3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Communication

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand effective business communication	1,2	U	F, C	L	
CO-2	Conduct effective and necessary business communications	1,3,4	R, U	C	L	P
CO-3	Draft letters and documents for both personal and professional use.	1,3,4,5	Ap	C, P	L	P
CO-4	Gain expertise in all areas of communication	5,6	AP, C	F, M	L	
CO-5	Improve listening skill	3, 4	Ap	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	2	3	2	-	-	-	1	-	-
CO 2	3	-	2	1	-	-	3	-	-	2	-	-	2	-
CO 3	3	-	2	2	1	-	3	-	-	2	1	-	1	-
CO 4	-	-	-	3	2	-	-	-	1	1	3	-	-	-
CO 5	-	-	3	2	-	-	-	-	3	2	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2MDCMGT101				
Course Title	STOCK MARKET OPERATIONS				
Type of Course	MDC				
Semester	II				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1. 2.				
Course Summary	Creates an interest among students towards investment in stock market and to familiarize them with capital market operations				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Capital Markets in India		12
	1	Capital Market- Meaning – Structure	
	2	Capital Market Instruments (Brief discussion only)	
	3	Primary Market- Concept, Importance; Functions of New Issue Market (IPO, FPO&OFS)	
	4	Pricing of Issues- fix price method and Book Building Method.	
II	Trading in Stock Exchanges		12
	5	Secondary Market - Listing of Securities – Process	
	6	Trading Mechanism – Different Types of Orders	
	7	Demat Trading Concept and Significance; Clearing and Settlement Procedure - Role of Depositories and Custodian of Securities	
	8	Practicum- Demo Stock Trading including online	
III	Stock Exchanges		12
	9	Definition - Role and Functions	
	10	Stock exchanges in India- NSE, BSE, Commodity Exchanges - MCX	
	11	Major International Stock Exchanges	
IV	Stock Market Indices		12
	12	Meaning, Purpose	
	13	Major indices in India- BSE Sensex, S&P CNX Nifty	
	14	Stock Market Indices in Foreign Countries	
	15	Recent Trends in the Capital Market	
V	Regulator of Capital Market		12

	17	The Securities and Exchange Board of India (SEBI) - Constitution, Powers	
	18	Functions and role of SEBI in regulating the Primary and Secondary Markets	
	19	Investor Protection	

References

1. Machiraju H.R. (2009), *The Working of stock exchange in India*, New Delhi: New Age Publications.
2. John M. Dalton (Editor) *How the stock market works*, New York Institute of Finance.
3. Jithendra Gala (2020), *Guide to Indian Stock Market*, Buzzing stock Publishing.
4. Sudha P (2022) *Securities Law & Market Operation*, New Delhi:Sultan Chand & Sons.
5. Sharma F C (2021) *Financial Market Operations*, Agra:SBPD Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain stock market operations in terms on structure and instruments	U	1
CO-2	Identify the process of online trading and settlement procedure	Ap	4
CO-3	Recognise the regulations in capital market trading and understand the functions of SEBI	Ap	6
CO-4	Integrate the theory and practical sense in stock marketing in the real scenario	E, C	4,5,6
CO-5	Evaluate the role of investors protection	E	2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Stock Market Operations

Credits: :0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain stock market operations in terms on structure and instruments	1	U	F, C	L	
CO-2	Identify the process of online trading and settlement procedure	4	Ap	P	L	
CO-3	Recognise the regulations in capital market trading and understand the functions of SEBI	6	Ap	F, P	L	

CO-4	Integrate the theory and practical sense in stock marketing in the real scenario	4,5,6	E, C	P, M	L	P
CO-5	Evaluate the role of investors protection	2	E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	-	2	-	-	-	-	-	1	1	1	-	-
CO 3	-	-	-	-	-	2	-	-	-	-	2	-	-	-
CO 4	-	-	-	1	3	2	-	-	-	1	1	1	-	-
CO 5	-	2	-	-	-	-	-	2	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓
CO 3	✓	✓		✓
CO 4	✓	✓	✓	✓
CO 5	✓	✓		✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK2MDCMGT102				
Course Title	SERVICE MARKETING				
Type of Course	MDC				
Semester	II				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1.				
Course Summary	Help to customer behaviour, developing service strategies, managing service delivery, measuring and improving service quality, and promoting services through various channels.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Services		12
	1	Introduction, Growth of Service Sector-Classification of Services	
	2	Services Marketing-Strategic aspects of Services Marketing	
	3	Services Marketing Mix-Goods versus Services Marketing	
	4	Services marketing mix.	
II	The seven P's of Services Marketing		12
	5	Product- Place – Promotion	
	6	Price – People	
	7	Physical evidence	
	8	Process	
III	Consumer Behaviour in Services		12
	9	Customer Satisfaction - Customer Satisfaction Survey	
	10	The Customer expectations versus perceived - Services Gap -	
	11	Techniques to resolve the Gap - Quality perceptions in Services	
	12	SERVQUAL.	
IV	Market Segmentation		12
	13	Segmentation Targeting and Positioning applicable to Service Marketing -	
	14	Demand and Supply Management of Services	
	15	Advertising and Branding of Services	
	16	Employees Role in Services Delivery.	
V	Marketing of various Services		12

	17	Educational Institutions - Banking Services	
	18	Tourism –Finance - Hospital Care, Transport Services	
	19	Marketing E-Services.	

References

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm (7th ed.)*. New York, NY: McGraw-Hill Education.
2. Lovelock, C., Wirtz, J., & Chatterjee, J. (2018). *Services Marketing: People, Technology, Strategy (8th ed.)*. Boston, MA: Pearson.
3. Hoffman, K. D., & Bateson, J. E. G. (2016). *Services Marketing: Concepts, Strategies, and Cases (5th ed.)*. Boston, MA: Cengage Learning.
4. Berry, L. L., Parasuraman, A., & Zeithaml, V. A. (2019). *Delivering Quality Service: Balancing Customer Perceptions and Expectations (4th ed.)*. New York, NY: Simon & Schuster.
5. Gupta, S. (2019). *Services Marketing: Concepts, Applications, and Cases (4th ed.)*. New Delhi, India: Tata McGraw-Hill Education.
6. Palmer, A. (2017). *Principles of Services Marketing (7th ed.)*. Maidenhead, UK: McGraw-Hill Education.
7. Hoffman, K. D., Bateson, J. E. G., Elliott, G. R., & Smith, T. (2016). *Services Marketing: Concepts, Strategies, & Cases (5th ed.)*. Stamford, CT: Cengage Learning.
8. Raj, S. P., & Srivastava, R. K. (2017). *Services Marketing: Text and Cases (4th ed.)*. New Delhi, India: Pearson.
9. Fisk, R. P., Grove, S. J., & John, J. (2019). *Interactive Services Marketing (4th ed.)*. Boston, MA: Routledge.
10. Hoffman, K. D., & Ingram, T. N. (2017). *Services Marketing: Concepts, Strategies, & Cases (5th ed.)*. Stamford, CT: Cengage Learning.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the challenges faced by Service Marketing in comparison with traditional marketing	U	1
CO-2	Understand the Service Marketing Mix and its components	U	1
CO-3	Recognize the challenges faced by various service industries	R	1,4
CO-4	Analyse various service marketing techniques in different field	An	5,6

CO-5	Critically evaluate case studies in a services marketing context	E, An	2, 4, 5
------	--	-------	---------

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Service Marketing

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the challenges faced by Service Marketing in comparison with traditional marketing	1	U	F, C	L	
CO-2	Understand the Service Marketing Mix and its components	1	U	F,C	L	
CO-3	Recognize the challenges faced by various service industries	1,4	R	P	L	
CO-4	Analyse various service marketing techniques in different field	5,6	An	M	L	
CO-5	Critically evaluate case studies in a services marketing context	2, 4, 5	E, An	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	-	-	-	-	-	3	1	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	1	-	-	-	-	-	-
CO 3	3	-	-	2	-	-	1	3	-	-	2	-	-	-
CO 4	-	-	-	-	3	2	-	-	-	2	3	-	2	-
CO 5	-	3	-	2	2	-	1	3	-	-	2	1	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓

SEMESTER III



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSCMGT201				
Course Title	HUMAN RESOURCES MANAGEMENT				
Type of Course	DSC				
Semester	III				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Offers basic exposure of human resource management practices and systems in an organisation				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Fundamentals		12
	1	Introduction- Definition - Scope and Significance	
	2	Evolution of HRM	
	3	Approaches to HRM	
	4	Role and Functions HR Management	
II	Procurement		12
	5	Job analysis-Process of conducting Job analysis-Job description and Person Specification	
	6	Human Resource Planning (HRP) – Need, importance and process of HRP	
	7	Recruitment: steps in recruitment- sources: internal and external	
	8	Selection– Methods and Process.	
	9	Induction and Onboarding - Promotion and Transfer	
III	Training and Development		12
	10	Concept of HRD-HRD subsystems.	
	11	Training and Development - importance- methods of training	
	12	Development - methods of management development	
	13	Technology integration in training and development	
IV	Performance Management		12
	14	Performance Appraisal: process and methods of performance appraisal	
	15	Compensation to employees-- Wage Theories and System	
	16	Incentive wage plan -Profit sharing- employee morale- Fringe benefits	
	17	Discipline- Occupational Health and Safety	

V	Industrial Relations and Trends		12
	18	Trade unions and Industrial relations	
	19	Workers participation in management and Collective bargaining	
	20	Separation and off-boarding- Career Management	
	21	Employee Engagement and Work Life Balance	

References

1. Aswathappa, K. and Dash S. (2023). *Human Resource Management: Text and Cases* (10th Edition). Mc Graw Hill Education.
2. Subba Rao,P.(Latest Edition). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.
3. Dessler, G., & Varkkey, B. (2023). *Human Resource Management* (17th ed.). Pearson Education.
4. Noe, R. A., Gerhart, B., Wright, P. M., & Hollenbeck, J. R. (2021). *Fundamentals of human resource management* (8th ed.). McGraw-Hill Education.
5. Armstrong, M. (Latest Edition). *Armstrong's Essential Human Resource Management Practice: A Guide to People Management*. Kogan Page Publishers.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the evolution of the HRM as a functional area in management	U	1
CO-2	Explain the role of Human Resource Management function in an organisation	U	1, 2, 3
CO-3	Demonstrate the methods and processes involved in procuring, developing and compensating people	Ap	1, 2, 3
CO -4	Demonstrate the relevance of Integration and Maintenance functions of HRM	Ap	1, 2, 3
CO- 5	Describe the relevance and process of off-boarding and employer branding	U	1, 2, 3

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Human Resources Management

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the evolution of the HRM as a functional area in management	1	U	F, C	L	

CO-2	Explain the role of Human Resource Management function in an organisation	1, 2, 3	U	F, C	L	
CO-3	Demonstrate the methods and processes involved in procuring, developing and compensating people	1, 2, 3	Ap	F, P	L	P
CO -4	Demonstrate the relevance of Integration and Maintenance functions of HRM	1, 2, 3	Ap	C,F	L	
CO- 5	Describe the relevance and process of off-boarding and employer branding	1, 2, 3	U	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PSO 3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	1	-	-	-	3	2	1	1	-	1	-	-
CO 3	3	2	1	-	-	-	3	2	1	1	-	1	-	-
CO 4	3	2	1	-	-	-	3	2	1	1	-	1	-	-
CO 5	3	2	1	-	-	-	3	2	1	1	-	1	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments

- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSCMGT202				
Course Title	ENTREPRENEURSHIP AND STARTUP ECOSYSTEM				
Type of Course	DSC				
Semester	III				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2	5
Pre-requisites					
Course Summary	Familiarises the concept of entrepreneurship and start-up, identifies the required strategic resources and strategies in developing entrepreneurial competencies.				

Detailed Syllabus

Module	Unit	Content	Hrs
I	Introduction		15
	1	Concept of Entrepreneurship - Features - Process	
	2	Entrepreneur - Types - Functions - Traits	
	3	Role of Entrepreneurship in Economic Development	
	4	Constraints for the Growth of Entrepreneurship	
	5	Developing Competencies – Entrepreneurship Development Programmes	
II	Analysis of Business Environment and Business Plan		15
	6	Business Environment - PESTEL Analysis -SWOT Analysis	
	7	Mechanics of Setting Up of New Enterprises- Size and Location	
	8	Business Plan -Elements - Feasibility study -Preparation of Business Plan	
	9	Formalities and Procedures in Registration of a Business - Regulatory Norms and Legal Aspects	
	10	Project Report - Preparation and Presentation of Report	
III	Introduction to Startups		15
	11	Startup- Meaning – Features – Types (Visit a Nearby Startup to Understand its Functioning)	
	12	Life Cycle of a Startup - Growth Stages - Idea Stage, Validation, Early Stage, Growth stage, Exit stage	
	13	3 Pillars to Initiate Startup (Hand holding, Funding & Incubation)	
	14	Ideation and Design Thinking Process - Establishing Design Criteria and Brainstorming - Concept Development - Assumptions Testing and Prototyping	
	15	MSME- Role of MSME in Developing Startups	
IV	Government and Institutional Support to Entrepreneurs		15
	16	Government Initiatives – Startup India Initiative, Seed Fund – ASPIRE – SAMRIDDHI Scheme – Mudra Scheme – ATAL Innovation Mission – MSME Multiplier Grants Scheme –Single Point Registration scheme – M-SIPS – Self Employment & Talent Utilization (SETU)- Other Schemes	

	17	Institutions Supporting the Small Business Enterprises: Central level Institutions, State Level Institutions, Other Agencies. District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI) (Functions Only)	
V	Emerging Trends in Entrepreneurship		15
	18	Social Entrepreneurship - Intrapreneurship- Technopreneurship- Netpreneurship - Agripreneurship - Women Entrepreneurship - Green Entrepreneurship - Franchising	
	19	Digitalisation - Need and Importance- Trends	

References

1. Desai, V. (Latest Edition). *Small-Scale Enterprises and Entrepreneurship Ecosystem* (6th ed.). Himalaya Publishing House.
2. Hisrich, R., Peters, M., & Shepherd, D. (Latest Edition). *Entrepreneurship*. McGraw Hill Education.
3. Charantimath, P. M. (Latest Edition). *Entrepreneurship Development and Small Business Enterprises*. Pearson Education.
4. Roy, R. (Latest Edition). *Entrepreneurship*. Oxford University Press.
5. Bakshi, C. V. (Latest Edition). *Entrepreneurship Development*. Excel Publications.

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO
CO-1	Identify entrepreneurial behaviour	U	1
CO-2	Analyse the entrepreneurial competencies and traits	An	1, 5
CO 3	Evaluate the failure, causes, preventive measures and strategies of entrepreneurs	U, E	1, 5
CO 4	Analyse the business environment of a start-up	U, An	1, 5
CO 5	Develop a start-up business plan	Ap	5, 6
CO 6	Explain the regulatory norms and legal aspects of startups	U	1, 6
CO 7	Designing project report	Ap, C	4, 5
CO 8	Describe the concept of startups and its growth stages	U	1, 4, 5
CO 9	Compare various institutional support to startups.	U, An	1, 2
CO 10	Identify the new trends in entrepreneurship sector	U	1

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Entrepreneurship and Startup Ecosystem

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Identify entrepreneurial behaviour	1	U	F, C	L	
CO-2	Analyse the entrepreneurial competencies and traits	1, 5	An	F, C	L	
CO 3	Evaluate the failure, causes, preventive measures and strategies of entrepreneurs	1, 5	U, E	C	L	
CO 4	Analyse the business environment of a start-up	1, 5	U, An	F, C	L	
CO 5	Develop a start-up business plan	5, 6	Ap	P	L	P
CO 6	Explain the regulatory norms and legal aspects of startups	1, 6	U	C	L	
CO 7	Designing project report	4, 5	Ap, C	P	L	P
CO 8	Describe the concept of startups and its growth stages	1, 4, 5	U	F	L	
CO 9	Compare various institutional support to startups.	1, 2	U, An	F, C	L	
CO 10	Identify the new trends in entrepreneurship sector	1	U	F, C	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PSO 3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	2	-	3	-	-	-	2	-	-	-
CO 3	3	-	-	-	2	-	3	-	-	-	2	-	-	-
CO 4	3	-	-	-	2	-	3	-	-	-	2	-	-	-
CO 5	-	-	-	-	2	2	-	-	-	1	2	1	1	-
CO 6	3	-	-	-	-	2	3	-	-	-	2	1	1	-
CO 7	-	-	-	2	2	-	-	-	1	-	2	-	-	-
CO 8	3	-	-	2	2	-	-	-	1	-	2	-	-	-

CO 9	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 10	3	-	-	-	-	-	3	-	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Assignment/ Discussion / Seminar
- Midterm Exam
- Final Exam
- Case studies
- Field visit to startups

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓
CO 3	✓	✓		✓
CO 4	✓	✓		✓
CO 5	✓	✓		✓
CO 6	✓	✓		✓
CO 7	✓	✓		✓
CO 8	✓	✓	✓	✓
CO 9	✓	✓		✓
CO10	✓	✓		✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSCMGT203				
Course Title	BUSINESS LAWS				
Type of Course	DSC				
Semester	III				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Provides an insight into and an understanding of the workings of business organisations including their formation and effect, operations and management				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		12
	1	Indian Legal Systems: Past and Present – Classification, Sources	
	2	Legal Structures of Businesses	
	3	Basic Provisions of Companies Act 2013	
	4		
II	Contracts		12
	5	Law of Contract-Indian Contract Act 1872 - Definition of Contract	
	6	Law of Contracts- Nature of Contracts- Classification	
	7	Essential Elements of a Contract	
	8	Performance of Contract- Discharge of Contract- Breach of Contract- Remedies for Breach of Contract.	
III	Bailment and Pledge		12
	9	Special Contracts- Bailment and Pledge- Bailment Definition	
	10	Essential Elements	
	11	Rights and Duties of Bailer and Bailee	
	12	Finder of Lost Goods.	
	13	Pledge - Essentials- Rights and Duties of Pawner and Pawnee	
IV	Law of Indemnity and Guarantee		12
	14	Indemnity and Guarantee- Indemnity –Definition	
	15	Nature of Liability of Surety, Rights of Surety, Discharge of Surety	
	16	Meaning and Definition of Guarantee	
V	Sale of Goods Act 1930		12

	17	Sale of Goods Act 1930-Meaning of Contract of Sale- Formation of Contract of Sale	
	18	Goods and Their Classification	
	19	Condition and Warranties- Transfer of Property in Goods- Performance of Contract of Sale- Unpaid Seller and His Rights	

References

1. Malik, V. (2012). *Avtar Singh's Business Law* (12th ed.). EBC Explorer.
2. Kuchhal, M. C., & Kuchhal, V. (2012). *Mercantile Law* (8th ed.). Vikas Publication.
3. Sharma, A. (2023). *Business Law*. V.K. Global Publication.
4. Kapoor, N. D. (2023). *Business Law*. Sultan Chand and Sons.
5. Roy, C. K. (2023). *Business Laws*. Vikas Publishing House Pvt Ltd.
6. Gulshan, S. S. (2023). *Business Law*. Excel Books.

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the fundamental legal principles of Business.	U	1
CO-2	Apply the legal aspects of contracts.	R, U, Ap	1, 6
CO-3	Examine the sale of goods act	R, U	1, 2
CO-4	Analyse the concept of bailment and guarantee	R, U	1
CO-5	Understand the regulatory compliance of business	R, U	1, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Laws

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand the fundamental legal principles of Business.	1	U	F, C	L	
CO-2	Apply the legal aspects of contracts.	1, 6	R, U, Ap	F, C	L	
CO-3	Examine the sale of goods act	1, 2	R, U	F, C	L	P

CO-4	Analyse the concept of bailment and guarantee	1	R, U	F, C	L	
CO-5	Understand the regulatory compliance of business	1, 6	R, U	F, C	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	2	3	-	-	-	2	-	-	-
CO 3	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 4	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 5	3	-	-	-	-	2	3	-	-	-	2	-	1	-

Correlation Levels:Assessment Rubrics:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Quiz / Assignment/ Quiz/ Discussion / Seminar

Midterm Exam

Programming Assignments

Final Exam

Mapping of COs to Assessment Rubrics

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSCMGT204				
Course Title	EVENT MANAGEMENT				
Type of Course	DSC				
Semester	III				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Provides an insight for planning, organising and implementing events in the real-life situations.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	12
	1	Introduction to Events- Nature and Importance	
	2	Types of Events	
	3	Unique Features and Similarities	
	4	Practices in Event Management	
II		Dynamics of Event Management	12
	5	Event Planning and Organizing	
	6	Problem Solving and Crisis Management	
	7	Leadership and Participants Management	
	8	Managing People and Time- Site and Infrastructure Management	
III		MICE	12
	9	Planning MICE	
	10	Components of Conference Market	
	11	Characteristics of Conferences and Conventions	
	12	The Nature and Demand of Conference Market	
	13	The Economic and Social Significance of Conventions	
	14	Process of Convention Management	
IV		Event Marketing	12
	15	Customer Care	
	16	Marketing Equipment and Tools	
	17	Promotion, Media Relations and Publicity	
	18	Event Co-ordination	
	19	Visual and Electronic Communication- Event Presentation- Event Evaluation	

	20	Case Studies of National and International Events	
V	Travel Industry FAIRs		12
	21	Benefits of FAIRs	
	22	ITB, TM, BTF, TTW, FITUR, KTM, HTM, CII Events	
	23	PATA Travel Mart	

References

1. Shone, A., & Parry, B. (Latest Edition). *Successful Event Management: A Practical Handbook (4th ed.)*. Andover, UK: Cengage Learning EMEA.
2. Raj, R., Walters, P., & Rashid, T. (2019). *Event Management: A Professional & Developmental Approach*. New Delhi, India: Excel Books.
3. Goldblatt, J. J. (2017). *Special Events: Creating and Sustaining a New World for Celebration (7th ed.)*. Hoboken, NJ: Wiley.
4. Rath, A. (2019). *Event Management: Principles & Practices*. New Delhi, India: PHI Learning.
5. Bowdin, G., Allen, J., O'Toole, W., Harris, R., & McDonnell, I. (Latest Edition). *Events Management (4th ed.)*. Oxford, UK: Routledge.
6. Tum, J., Norton, P., & Wright, A. (2017). *Introduction to Event Management (2nd ed.)*. New York, NY: Routledge.
7. Gupta, A., & Jain, M. (2019). *Event Management: Concepts & Cases*. New Delhi, India: Taxmann Publications.
8. Getz, D. (2019). *Event Studies: Theory, Research and Policy for Planned Events (3rd ed.)*. Abingdon, UK: Routledge.
9. O'Toole, W. (2018). *Festival and Special Event Management (5th ed.)*. Milton, QLD: John Wiley & Sons Australia.
10. Watt, D. (Latest Edition). *The Special Event Manual: How to Plan, Organize, and Execute Successful Special Events (4th ed.)*. Hoboken, NJ: Wiley.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the practicalities of Event Management	U	1
CO-2	Practice event planning, organising and marketing	An	4,5,6
CO-3	Understand the importance of MICE	U, R	1,4

CO-4	Understand the capabilities of organizing travel marts	U, An	5,6
CO-5	Demonstrate knowledge and ability to review, analyze events and relate to case studies	Ap, An	4, 5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Event Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the practicalities of Event Management	1	U	F, C	L	
CO-2	Practice event planning, organising and marketing	4,5,6	An	P	L	P
CO-3	Understand the importance of MICE	1,4	U, R	F, C	L	
CO-4	Understand the capabilities of organizing travel marts	5,6	U, An	M	L	P
CO-5	Demonstrate knowledge and ability to review, analyze events and relate to case studies	4, 5, 6	Ap, An	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO2	PSO3	PSO 4	PSO 5	PSO6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	-	3	2	2	-	-	-	-	3	-	2	-
CO 3	3	-	-	2	-	-	3	-	-	-	3	-	2	-
CO 4	-	-	-	-	3	2	-	-	-	-	-	-	-	-
CO 5	-	-	-	3	2	2	-	1	-	-	2	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMG201				
Course Title	DATA MANAGEMENT & CLOUD TECHNOLOGIES				
Type of Course	DSE				
Semester	III				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	Basic Computer Literacy Basics of Business Analytics Concepts				
Course Summary	Holistic understanding of how data management, data warehousing and cloud computing intersect within the context of business analytics.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Foundations of Data		10
	1	Introduction- Data, Information, Knowledge, Knowledge Discovery	
	2	Data Processing- Data Cleaning, Need of Data Integration,	
	3	Steps in Data Transformation, Need of Data Reduction	
II	Data Warehousing and Management		12
	4	Data Warehousing Basics- Characteristics and Benefits Of Data Warehousing - Data Warehousing Components	
	5	Data Modelling Techniques - ETL Processes-Metadata	
	6	Decision Support Systems-Role of Data Warehousing in Supporting Decision Making Processes	
III	Cloud Computing		14
	7	Fundamentals of Cloud Computing and Key Characteristics- Web 2.0 and the Cloud, Cloud Types	
	8	Cloud Service Models - Software as a Service, Platform as a Service, Infrastructure as a Service, Identity as a Service	
	9	Cloud Deployment Models – Public, Private, Hybrid	
	10	Benefits and Challenges of Cloud Computing for Data Management	
IV	Data Storage in the Cloud		12
	12	Understanding the Advantages and Disadvantages of Cloud-Based Data Storage	
	13	Data Security and Privacy -Disaster Recovery – Understanding Threats	
	14	Service-Oriented Architecture – Understanding SOA, Web Services	
V	Data Analytics		12
	15	Introduction – Exploring Types of Analytics- Descriptive, Diagnostic, Predictive, Prescriptive	

	16	Techniques and Tools for Data Analysis – Statistical Analysis, Machine Learning, Data Visualization	
	17	Case Studies and Real-World Applications of Data Analytics in Business Context	

References

- Jiawei Han And Micheline Kamber, (Latest Edition) *Data Mining Concepts And Techniques*, Elsevier
- Sunitha Tiwari & Neha Chaudhary, , (Latest Edition) *Data Mining And Warehousing*, Dhanpat Rai & Co
- Kris Jamsa, , (Latest Edition) *Cloud Computing*, Jones & Bartlett Learning
- Rajkumar Buya , (Latest Edition) *Cloud Computing – Principles And Paradigms*, Wiley Publishers.
- Arun K Pujari, , (Latest Edition) *Data Mining Techniques*, Universities Press
- G.K Gupta, , (Latest Edition) *Introduction To Data Mining With Case Studies*, PHI

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the foundations of data and data processing	U	1, 4
CO-2	Apply Data Warehousing Architecture for decision making process	U, Ap	1, 2, 4
CO-3	Compare cloud service models and their implications for data management	U, An	1, 2, 4
CO-4	Illustrate the best practices for storing and managing data in the cloud	U, Ap	1, 2, 4
CO-5	Apply how cloud environments intersect within the context of Business Analytics	Ap, An, C	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Data Management and Cloud Technologies

Credits: 4:0:0 (Lecture:Tutorial:Practical)

No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand the foundations of data and data processing	1, 4	U	C, F	L	
CO-2	Apply Data Warehousing Architecture for decision making process	1, 2, 4	U, Ap	C, F	L	

CO-3	Compare cloud service models and their implications for data management	1, 2, 4	U, An	C, P	L	
CO-4	Illustrate the best practices for storing and managing data in the cloud	1, 2, 4	U, Ap	P	L	P
CO-5	Apply how cloud environments intersect within the context of Business Analytics	1, 2, 4	Ap, An, C	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO 3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	2	-	-	3	1	-	-	1	1	1	-
CO 2	3	3	-	2	-	-	3	2	-	-	2	-	1	-
CO 3	3	3	-	2	-	-	3	2	-	-	2	1	1	-
CO 4	3	3	-	2	-	-	3	2	-	-	2	1	1	-
CO 5	3	3	-	2	-	-	3	2	-	-	2	1	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / Hig

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMG202				
Course Title	FINANCIAL TECHNOLOGY				
Type of Course	DSE				
Semester	III				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	5
Pre-requisites	1. 2.				
Course Summary	Provide understanding on financial technologies, digital banking concepts and crypto currencies				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Financial Technology		15
	1	FinTech- Meaning, Scope, Importance	
	2	Objectives	
	3	Types of Financial Technologies	
	4	FinTech Evolution 1.0: Infrastructure FinTech Evolution 2.0: Banks FinTech Evolution 3.0 & 3.5: Start Ups and Emerging Markets	
II	Digital Banking and Payments		15
	5	E-banking - ECS - EFT – RTGS-NEFT-SWIFT-IMPS	
	6	Mobile wallets, UPI (Unified Payments Interface)	
	7	AEPS- Aadhar Enabled Payment System	
	8	CIBIL Score	
III	Crypto Currencies		15
	9	Concept of Crypto Currency and Need	
	10	Blockchain Technology Bitcoin – Concept and How It Works	
	11	ALT Coins	
	12	Cryptos- Bitcoin, Ethereum, Litecoin, Shiba Inu, Dogecoin	
	13	Stable Coins- USDT/Tether, PAX Gold	
	14	Utility Token- BAT (Basic Attention Token), Ether (ETH), WRX Token,	
	15	Security/ Equity Token, Asset Tokens – NFT (Non Fungible Tokens)	
	16	Coins Vs Tokens	
	17	USDT and NFT	
IV	Digital Finance		15

	18	DeFi (Decentralized Finance)- Concepts, Need, Benefits	
	19	Components of DeFi	
	20	CBDCs (Central Bank Digital Currencies) – Concepts and Characteristics	
	21	Crowd Funding	
	22	P2P and Marketplace Lending	
V	Cybersecurity in Finance		15
	23	Importance of cybersecurity measures in protecting financial data	
	24	Preventing cyber-attacks, and ensuring data privacy and regulatory compliance.	
	25	Ethics and Governance in Financial Technology: Ethical considerations in the use of technology in finance, governance frameworks, and responsible innovation practices.	

References

1. Gupta, S. (2019). *Fintech: The Impact and the Opportunities*. Penguin Random House India.
2. Bhatia, V., & Das, B. (Eds.). (2020). *FinTech in India: Evolution, Innovation and Challenges*. Springer.
3. Sharma, V. K., & Yadav, S. K. (2018). *FinTech: An Indian Perspective*. Springer.
4. Khandelwal, M. (2017). *FinTech Future: The Digital DNA of Finance*. Bloomsbury India.
5. Singhal, A. (2018). *Digital Banking: Transformative Technologies Driving Change in Banking and Finance*. Wiley India.
6. Aggarwal, R. (2019). *The Economics of FinTech and Digital Currencies: Answering the Why, How, and So What*. Palgrave Macmillan.
7. Narayanan, A. (2016). *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*. Princeton University Press.
8. Raskin, M., & Yermack, D. (Eds.). (2016). *Digital Currency: An International Legal and Regulatory Compliance Guide*. Academic Press

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concept of FinTech and evolution	U	1
CO-2	Compare digital banking methods	U	1, 2
CO-3	Explain the concept of cryptocurrencies	U	1, 2, 3, 4
CO-4	Evaluate types of cryptocurrencies and apply in crypto trading	E, Ap	1, 2, 3, 4
CO-5	Understand digital finance and concepts	U	1
CO-6	Show ethics in financial technology	U	6

CO-7	Summarize the importance of cybersecurity in financial data	U	1, 6
------	---	---	------

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Financial Technology

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the concept of FinTech and evolution	1	U	F, C	L	
CO-2	Compare digital banking methods	1, 2	U	F, C	L	
CO-3	Explain the concept of crypto currencies	1, 2, 3, 4	U	F, C	L	
CO-4	Evaluate types of crypto currencies and apply in crypto trading	1, 2, 3, 4	E, Ap	F, P	L	P
CO-5	Understand digital finance and concepts	1	U	F, C	L	
CO-6	Show ethics in financial technology	6	U	F, C	L	
CO-7	Summarize the importance of cybersecurity in financial data	1, 6	U	F, C	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	2	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	2	-
CO 3	3	2	1	1	-	-	3	2	1	-	1	-	2	-
CO 4	3	2	1	1	-	-	3	2	1	-	1	1	2	-
CO 5	3	-	-	-	-	-	3	-	-	-	-	-	2	-
CO 6	1	-	-	-	-	3	1	-	-	-	3	-	2	2
CO 7	3	-	-	-	-	1	3	-	-	-	2	-	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓
CO 7	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMG203				
Course Title	ORGANISATIONAL DEVELOPMENT AND CHANGE				
Type of Course	DSE				
Semester	III				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4			4
Pre-requisites					
Course Summary	Familiarizes students with concepts, models, theories, and techniques for planning, facilitating, and evaluating Organisational Development (OD) interventions and Managing Change.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	General Introduction and Overview to Organisational Development		10
	1	The Growth and Relevance of Organisational Development, Definition	
	2	Theories of Planned Change: Lewin's Change Model, Action Research Model, The Positive Model, and Comparisons of Change Models	
	3	The Process of Organisational Development- Entering and Contracting, Diagnosing, Planning and Implementing Change, Evaluating and Institutionalizing Change	
II	Designing Interventions		14
	4	Human Process Interventions: Interpersonal and Group Process Approaches-Intergroup Relations Interventions and Large Group Interventions	
	5	Techno structural Interventions: Restructuring Organisations-The Functional Structure, The Divisional Structure, The Matrix Structure, The Process Structure and The Customer-Centric Structure- Downsizing, Reengineering	
	6	Human Resources Management Interventions: Employee Involvement Interventions, Performance Management, Talent Management, Workforce Diversity and Wellness	
	7	Strategic Change Interventions- Transformational Change, Characteristics of Transformational Change, Organisation Design, Worldwide Organisation Design Alternatives, Integrated Strategic Change	
III	Managing Change		12
	8	Motivating Change: Creating Readiness for Change, Overcoming Resistance to Change	

	9	Creating a Vision: Describing the Core Ideology, Constructing the Envisioned Future	
	10	Managing the Transition: Developing Political Support, Change-Management Structures	
	11	Sustaining Momentum: Providing Resources for Change, Building a Support System for Change Agents, Developing New Competencies and Skills and Reinforcing New Behaviours	
IV	Evaluating and Institutionalizing Organisational Development Interventions		12
	12	Evaluating Organisation Development Interventions: Research Design and Measurement	
	13	Institutionalizing Organisational Changes: Institutionalization Framework, Organisation Characteristics, Intervention Characteristics	
	14	Institutionalization Processes and Indicators of Institutionalization	
V	Trans organisational Change		12
	15	Trans organisational Rationale, Transformative Change for Relevance of OD in Modern Organisations,	
	16	Mergers and Acquisitions and Strategic Alliance Interventions	
	17	Network Interventions- Creating the Network, Managing Network Change	
	18	Ethical Standards in Organisational Development	
	19	Future Directions in Organisational Development	

References

1. Thomas G. Cummings and Christopher G. Worley, (Latest Edition). *Organization Development & Change*, 200 First Stamford Place, USA
2. Harigopal, K. (Latest Edition). *Management of Organizational Change- Leveraging Transformation*. New Delhi: Response Books, 2001.
3. Wendell L, French and Cecil H, Bell. (Latest Edition). *Organisation Development*. New Delhi: Prentice Hall of India, 1991.
4. Paton, Robert A and Mccalman, James . (Latest Edition). *Change Management: A Guide to Effective Implementation*, Sage publications, 2008.
5. Ramnarayan S. and Rao, T V. (Latest Edition). *Organization Development: Accelerating Learning and Transformation*. Sage.
6. Khanna ,O. P., (Latest Edition). *Industrial Engineering & Management*, Tata Mc Graw Hill Publishing Pvt Ltd.
7. Sharma, Radha R. (Latest Edition). *Change Management-Concepts and Applications*. Tata Mc Graw Hill.
8. Ramnarayan, S.; Rao, T V; and Singh, Kuldeep. **(Latest Edition)**. *Organisation Development: Interventions and Strategies*. Response Books, 1998.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concepts and practices relating to the processes of organisational change.	U	1, 2

CO-2	Explain organizational development models and their association with planned change	An	1, 2, 4
CO-3	Determine necessary OD interventions	E	1, 2, 5
CO 4	Construct various change management strategies for making the impact of change on organisations.	C	1, 3, 4, 6
CO-5	Describe the forms and management of resistance to change in organisations	U	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Organisational Development and Change

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand the concepts and practices relating to the processes of organisational change.	1, 2	U	F, C	L	
CO-2	Explain organizational development models and their association with planned change	1, 2, 4	An	P	L	
CO-3	Determine necessary OD interventions	1, 2, 5	E	p	L	
CO 4	Construct various change management strategies for making the impact of change on organisations.	1, 3, 4, 6	C	P, M	L	P
CO-5	Describe the forms and management of resistance to change in organisations	1, 2	U	F, C	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	2	-	-	1	-
CO 3	3	2	-	-	2	-	3	2	-	-	2	-	1	-
CO 4	3	-	2	-	1	1	3	-	2	-	1	1	1	-
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



UNIVERSITY OF KERALA

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMG204				
Course Title	CONSUMER BEHAVIOUR				
Type of Course	DSE				
Semester	III				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Delves into the complexities of consumer behaviour, covering its foundational theories, the impact of individual and group influences, and its connection with lifestyle marketing. It explores the buying process, organizational buying behaviour, and the ethical dimensions of marketing practices, preparing students to craft informed and strategic marketing engagements.				

Detailed Syllabus

Module	Unit	Content	Hrs
I	Introduction		10
	1	Consumer Behaviour- Nature, Scope, Models, and Practical Applications	
	2	Consumer Behaviour and Lifestyle Marketing: Strategies for Effective Engagement	
	3	Organisational Buying Behaviour: Insights and Implications for Businesses	
II	Individual Influences on Buying Behaviour		14
	4	Perception and Consumer Behaviour	
	5	Learning and Memory in Consumer Decision-Making	
	6	Consumer Choices: The Dynamics of Attitude and Attitude Change	
	7	Exploring Personality and Self-Concept	
	8	Motivation and Involvement in Consumer Behaviour	
III	Group Influences on Consumer Behaviour		12
	9	Reference Group Dynamics: Influence on Consumer Behaviour	
	10	Understanding Family Buying Roles and Influence Across Life-Cycles	
	11	Cultural and Sub-Cultural Forces Shaping Consumer Behaviour	
IV	The Buying Process		12
	12	Problem Recognition and Information Search Behaviour.	
	13	Information Processing.	
	14	Alternative Evaluation.	
	15	Purchase Process and Post-Purchase Behaviour.	
	16	Industrial Buying Behaviour.	

V	The Global Consumer Behaviour And Online Buying Behaviour		12
	16	Consumer Buying Habits and Perceptions of Emerging Non-Store Choices (Case Studies)	
	17	Research and Applications of Consumer Responses to Direct Marketing Approaches.	
	18	Issues of Privacy and Ethics (Case Studies)	

References

- Schiffman, L., & Kumar, R. (2015). *Consumer Behaviour* (11th ed.). New Delhi: Pearson Education.
- Majumdar, R. (2011). *Consumer Behaviour*. New Delhi: Prentice Hall of India.
- Loudon, D. L., & Della Bitta, A. J. (2007). *Consumer Behaviour: Concepts And Applications*. New Delhi: Tata McGraw Hill.
- Hawkins, D. I., Best, R. J., Coney, K. A., & Mookerjee, A. (2007). *Consumer Behavior, Building Marketing Strategy* (9th ed.). New Delhi: Tata McGraw Hill.
- Berkman, H. W., & Gilson, C. C. (No publication date). *Consumer Behaviour: Concepts And Strategies*. Kent: Kent Publishing Company

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO Addressed
CO-1	Remember fundamental concepts and models of consumer behaviour, including its nature, scope, and practical applications within diverse marketing contexts.	R	1
CO-2	Understand the complex relationship between consumer behaviour and lifestyle marketing, recognizing strategies for engaging consumers effectively.	R, U	1, 2
CO-3	Apply knowledge of organizational buying behaviour to analyse its effects for business strategies and decision-making processes.	Ap	1, 2, 3
CO-4	Analyse individual influences on buying behaviour, including perception, learning, memory, attitude, motivation, and group dynamics, to assess their impact on consumer decisions.	An	1, 3, 4, 5
CO-5	Evaluate the ethical considerations and privacy issues in consumer behaviour research, particularly in the context of global consumer behaviour and online buying habits, to propose responsible marketing strategies.	An, E	1, 4, 5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Consumer Behaviour
Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Remember fundamental concepts and models of consumer behaviour, including its nature, scope, and practical applications within diverse marketing contexts.	1	R	F	L	
CO-2	Understand the complex relationship between consumer behaviour and lifestyle marketing, recognizing strategies for engaging consumers effectively.	1, 2	R, U	F	L	
CO-3	Apply knowledge of organizational buying behaviour to analyse its effects for business strategies and decision-making processes.	1, 2, 3	Ap	P	L	
CO-4	Analyse individual influences on buying behaviour, including perception, learning, memory, attitude, motivation, and group dynamics, to assess their impact on consumer decisions.	1, 3, 4, 5	An	P, M	L	
CO-5	Evaluate the ethical considerations and privacy issues in consumer behaviour research, particularly in the context of global consumer behaviour and online buying habits, to propose responsible marketing strategies.	1, 4, 5, 6	An, E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 3	3	2	1	-	-	-	3	2	1	-	-	-	1	-
CO 4	3	-	2	1	1	-	3	-	2	1	1	-	1	-
CO 5	3	-	-	2	1	1	3	-	-	2	1	1	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

CO	Internal Exam	Assignment	End Semester Examinations
CO 1	√	√	√
CO 2	√	√	√
CO 3	√	√	√
CO 4	√	√	√
CO 5	√	√	√



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMGT205				
Course Title	LOGISTICS AND SUPPLY CHAIN MANAGEMENT				
Type of Course	DSE				
Semester	III				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	1	-	4
Pre-requisites	1. Understanding of functional areas in management.				
Course Summary	Familiarises the participants with the concept, nature and structure of supply chains in leading industries. The course shall provide deeper understanding on the strategic role of supply chain in modern day business, the drivers of supply chain performance and the world class practices in supply chain management.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	SCM: Basic Aspects		9
	1	Supply Chain- Meaning, Objectives, Importance.	
	2	Decision phases in the supply chain- Design, planning, operation	
	3	Process views of the supply chain-Cycle view and Push-Pull view	
	4	Supply chains in leading industries: FMCG, Petrochemical, Automobile, Pharma, Textile.	
II	Supply chain strategy and Co-ordination		9
	5	Linkage of supply chain with other functional areas	
	6	Competitive strategy and supply chain strategy	
	7	Efficiency vs. Responsiveness Frontier	
	8	Bullwhip Effect- Means to ensure co-ordination in the supply chain.	
III	Drivers of Supply Chain Performance-Facility		9
	9	Logistical drivers of Supply chain Performance: Facility, Inventory, Transportation.	
	10	Cross-functional drivers of supply chain performance: Information. sourcing and pricing	
	12	Plant: Location decision- importance, relevant factors.	
	13	Warehousing: functions, types, cost elements. Automated Warehousing. Cross-docking.	
IV	Drivers of Supply Chain Performance-Inventory, Transportation, Information		9
	14	Procurement management: Make or buy decision	

	15	Role of Inventory in supply chain- cycle inventory, safety inventory, seasonal inventory	
	16	Transportation- Modes, Transportation management system. Omni channel Distribution	
	17	Information and supply chain integration. Supply chain IT framework	
V	World Class Supply Chain Practices		9
	18	3 'A's-Agility, Adaptability, Alignment.	
	19	Supply Chain Analytics – functions	
	20	Extended Enterprise, Cold chains	
	21	Sustainable supply chains- Green SCM-Reverse logistics- Closed loop SC.	

References

- 1 Chopra Sunil, Karla Dharam Vir. (2022). *Supply Chain Management: Strategy, Planning and Operation* (10th Edition) Pearson.
- 2 Coyle et al. (2022). *Supply Chain Management: A Logistics Perspective* (10th Edition). Cengage.
David Simchi-Levi et.al. (2022). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case studies*. (4th edition). McGraw Hill Education (India) Private Limited.
- 3 Chandrasekaran. N. (2015). *Supply Chain Management: Process, Systems and Practices*. (5th Edition). Oxford.
Janat Shah (2021). *Supply Chain Management Text and Cases*. (2nd Edition). Pearson India Education Service Pvt. Ltd.
- 4 C. John Langley et. Al. (2023). *Supply Chain Management A Logistics Perspective*. (11TH Edition). Rajiv Book House New Delhi.
- 5 Pagano, A. M., Liotine, M. (2019). *Technology in Supply Chain Management and Logistics: Current Practice and Future Applications*. Netherlands: Elsevier Science.
- 6 Sinha Amit, Kotzab Herbert. (2012). *Supply Chain Management: A Managerial Approach*. (1st Edition). Mc Graw Hill Higher Education
- 7 Belvedere, V., Grando, A. (2017). *Sustainable Operations and Supply Chain Management*. Germany: Wiley.
- 8 Olson, D. L. (2014). *Supply Chain Information Technology*. United Kingdom: Business Expert Press.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the nature of supply chains	U	1
CO-2	Utilise supply chain strategy and co-ordination for competitive advantage	Ap	1, 4, 5
CO-3	Examine the role of plant and warehouse in the performance of supply chain	An	2, 4, 5

CO-4	Examine the role of inventory, transportation and information in the performance of supply chain	An	2, 4, 5
CO-5	Appraise the features of world class supply chains	E	2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Logistics and Supply Chain Management

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the nature of supply chains	1	U	C, F	L	
CO-2	Utilise supply chain strategy and co-ordination for competitive advantage	1, 4, 5	Ap	C, F	L	
CO-3	Examine the role of plant and warehouse in the performance of supply chain	2, 4, 5	An	C, F	L	
CO-4	Examine the role of inventory, transportation and information in the performance of supply chain	2, 4, 5	An	C, F	L	
CO-5	Appraise the features of world class supply chains	2, 4, 5	E	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O 1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	2	-	-	3	2	-	2	-	-	3	2	-	-	1
CO 3	-	3	-	3	2	-	-	3	-	3	2	-	1	-
CO 4	-	3	-	3	2	-	-	3	-	3	2	-	1	-
CO 5	-	3	-	3	2	-	-	3	-	3	2	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3DSEMG206				
Course Title	TOURISM PRINCIPLES AND PRACTICES				
Type of Course	DSE				
Semester	III				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Provides an insight into the principles of tourism and familiarises with tourism industry				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Basics of Tourism		12
	1	Meaning and Definition- Tourism, Tourist, Visitor, Traveller, Excursionist, Picnic - Forms of Tourism: Domestic and International Tourism- Inter and Intra-Regional Tourism	
	2	Historical Development of Travel and Tourism through Ages- Ancient – Romans	
	3	Types of Tourism-Business and Leisure Tourism- Alternative Tourism: Nature Based Tourism, Culture Tourism, Responsible Tourism, Geo Tourism - Accessible Tourism, Disaster Tourism, Ethno Tourism, Dark Tourism, Doom Tourism	
	4	Impact of Tourism- Positive and Negative Impacts of Tourism: Economic, Socio Cultural, Political, and Environmental	
II	Components and Models of Tourism		12
	5	Components of Tourism – Attraction, Accessibility, Accommodation, Amenities, Activities, Available package	
	6	Leiper's Model	
	7	Tour Operators, Travel Agent and other Service Providers and Intermediaries	
	8	Destinations and Attractions - Travel Intermediaries and Destination Management Organisations (DMOS)	
III	Travel Motivators and Determinants		12
	9	Push and Pull Factors - Basic Motivations of Tourism	
	10	Categories of Tourist Motivation	
	11	Elements of Motivation for Tourism	
	12	Types and Determinants of Tourism Demand- Psychological, Political, Cultural, Economic and Social	

IV	Measurement of Tourism		12
	18	Concept of Measurement (for Measurement only)-Significance, Methods of Measurement	
	19	Tourist Statistics, General Problems of Measurement	
	20	Tourism Demand and Supply	
	21	Tourism Area Life Cycle (TALC)	
V	Tourism Legislation and Organizations		12
	23	Inbound and Outbound Travel Regulations	
	24	National and International Organizations Connected to Tourism- Role of UNWTO, IATA, TFCI, PATA, FHRAI, IHA	
	25	Ministry of Tourism; Government of India, ITDC, KTDC, DTPC-Schengen Agreement- Case Study	

References

- 1 Bhatia. AK (Latest Edition). *International Tourism Management*. Sterling publishers.
- 2 Bhatia. AK (Latest Edition). *The business of tourism: Concepts and Strategies*. Sterling publishers.
- 3 Pran Nath Seth. (Latest Edition). *Successful Tourism Management*. Vol-I ,Vol-II
- 4 Jayapalan. N. (Latest Edition). *An Introduction to Tourism*. Atlantic Publishers, New Delhi.
- 5 Krishnan K Kamra & Mohinder Chand. (Latest Edition). *Basics of Tourism- Theory, Operation and Practice*. Kanishka Publishers, New Delhi.
- 6 Mukesh Ranga, Pallavi Gupta & Ashish Chandra. (Latest Edition). *Legal perspectives in Tourism*. Abhijeeth Publications, New Delhi.
- 7 Cooper, C. (Latest Edition). *Tourism: Principles and Practice*. United Kingdom: Pearson Education.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the fundamental concept, growth and development in tourism.	R,U	1
CO-2	Describe the motivators and determinants in tourism	U	1, 2
CO-3	Compare the components and models of tourism	An	1, 2, 3
CO-4	Evaluate the measurement of tourism and its impact	E	2, 3
CO-5	Critique tourism legislation and its usage in the current scenario.	E	4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Tourism Principles and Practices

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the fundamental concept, growth and development in tourism.	1	R,U	C, F	L	
CO-2	Describe the motivators and determinants in tourism	1, 2	U	C, F	L	
CO-3	Compare the components and models of tourism	1, 2, 3	An	C, F	L	
CO-4	Evaluate the measurement of tourism and its impact	2, 3	E	C, F	L	
CO-5	Critique tourism legislation and its usage in the current scenario.	4, 6	E	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PSO 4	PS O 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 3	3	2	1	-	-	-	3	2	1	-	-	-	1	-
CO 4	-	3	2	-	-	-	-	3	2	-	-	-	1	-
CO 5	-	-	-	2	-	3	-	-	-	2	3	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK3VACMGT201				
Course Title	SKILLS FOR MANAGERS				
Type of Course	VAC				
Semester	III				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	3hours	-	-	3
Pre-requisites	1.				
Course Summary	Provides a foundational understanding of personal development and managerial skills, starting with personality insights and the impact of various factors on success. It further enhances practical capabilities in communication, leadership, and teamwork through interactive sessions focused on soft skills, professional writing, and decision-making.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Personality Development		9
	1	Concept of Personality- Dimensions of Personality- Personality Development- Significance	
	2	Hurdles in Achieving Success - Factors Responsible for Success- Causes of Failure	
II	Soft Skills		9
	3	Understanding Soft Skills and Importance	
	4	Major Soft Skills- Communication- Critical Thinking- Interpersonal Skill- Team Work- Problem Solving (Concepts Only)	
III	Listening and Speaking Skills		9
	5	Conversational Skills- Formal and Informal Good Manners and Etiquette, Netiquette (Include Practical Sessions)	
	6	Debates	
	7	Group Discussion and Interview Skills (Include Practical Sessions)	
	8	Making Presentations (Include Practical Sessions)	
IV	Reading and Writing Skills		9
	9	Business Correspondence- Letters, Email and Memos	
	10	Job Applications	
	11	Routine Messages	
	12	Covering Letters	
	13	CV Making, Reports (Include Practical Sessions)	
V	Leadership and Management Skills		9
	14	Leadership Skills (Include Practical Sessions)	
	15	Decision Making and Problem-Solving Skills (Include Practical Sessions)	

	16	Team Building and Collaboration (Include Practical Sessions)	
--	----	--	--

References

1. Andrews, S. (2008). *How to Succeed at Interviews*. Tata McGraw Hill.
2. Heller, R. (2002). *Effective Leadership (Essential Managers Series)*. DK Publishing.
3. Hindle, T. (2003). *Reducing Stress (Essential Manager Series)*. DK Publishing.
4. Lucas, S. (2001). *The Art of Public Speaking*. Tata McFraw Hill.
5. Mile, D. J. (2004). *Power of Positive Thinking*. Rohan Book Company.
6. Kumar, P. (2005). *All about Self-Motivation*. Goodwill Publishing House.
7. Smitha, B. (2004). *Body Language*. Rohan Book Company.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Discover individual personality to function effectively in different situations.	An	3, 4
CO-2	Create self-confidence in individuals by mastering team management skills and leadership skills	C	3,5,6
CO-3	Create communication skills (Spoken and Written)	C	3
CO-4	Create presentation skills	C	3
CO-5	Develop business correspondence	C	3
CO-6	Analyze situations critically and make informed decisions.	An	2
CO-7	Create CV	C	4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Skill for Managers

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PS O	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1.	Discover individual personality to function effectively in different situations.	3, 4	An	F, C	L	

2.	Create self-confidence in individuals by mastering team management skills and leadership skills	3,5, 6	C	F, C	L	
3.	Create communication skills (Spoken and Written)	3	C	P	L	P
4.	Create presentation skills	3	C	P	L	P
5.	Develop business correspondence	3	C	P	L	P
6.	Analyze situations critically and make informed decisions.	2	An	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6
CO 1	-	-	3	2	-	-	-	-	-	2	2	-
CO 2	-	-	3	-	2	2	-	-	2	3	2	-
CO 3	-	-	3	-	-	-	-	-	2	3	-	-
CO 4	-	-	3	-	-	-	-	-	2	3	-	-
CO 5	-	-	3	-	-	-	-	-	2	3	-	-
CO 6	-	3	-	-	-	-	-	2	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓

SEMESTER IV



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSCMGT201				
Course Title	FINANCIAL MANAGEMENT				
Type of Course	DSC				
Semester	IV				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Aims to provide introduction to the basic concept of Financial Management and to provide an in-depth view of the process of financial management using different financial tools and techniques for maximizing value of the firm.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		9
	1	Financial Management – Meaning, Definition, Nature and Scope	
	2	Basics of Financial Management Decisions- Investment, Financing and Dividend Decision – Objectives of Financial Management – Profit Maximisation and Wealth Maximisation	
II	Investment Decision		12
	3	Nature of Investment Decisions	
	4	Investment Evaluation Criteria-Payback Period, ARR, Net Present Value, Internal Rate of Return, Profitability Index,	
	5	NPV and IRR Comparison; Capital rationing	
III	Working Capital Decision		12
	6	Meaning, Significance, and Types of Working Capital;	
	7	Financing of Working Capital - Sources of Working Capital	
	8	Dimensions of Working Capital Management - Inventory, Cash and Receivables Management	
IV	Financing Decision		15
	9	Capital Structure, NI Approach - NOI Approach - MM Hypotheses.	
	10	Cost of Capital: Meaning and Significance of Cost of Capital; Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings	
	11	Leverages - Operating, Financial and Combined Leverages.	
V	Dividend Decisions		12

	12	Types of Dividends- Dividend Models- Relevance- Irrelevance	
	13	Principles of Dividend Policy	
	14	Legal and Procedural Aspects of Payment of Dividend	

References

1. Chandra, P. (Latest Edition). *Financial Management*. New Delhi: Tata McGraw Hill.
2. Khan, M. Y., & Jain, P. K. (Latest Edition). *Financial Management*. New Delhi: Tata McGraw Hill.
3. Pandey, I. M. (Latest Edition). *Financial Management*. New Delhi: Prentice Hall of India.
4. Battacharya, H. (Latest Edition). *Working Capital Management: Strategies and Techniques*. New Delhi: Prentice Hall of India.
5. Brealey, R., & Meyers, S. (Latest Edition). *Principles of Corporate Finance*. New Delhi: Tata McGraw Hill.
6. Keown, A., Martin, J., Petty, J. W., & Scott, Jr., D. (Latest Edition). *Financial Management: Principles and Applications*. New Delhi: Prentice Hall of India.
7. Vanhorne, J. C. (Latest Edition). *Financial Management and Policy*. New Delhi: Prentice Hall of India.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the Fundamental Financial Concepts, Time Value of Money, Profit Maximization and Wealth Maximization.	U	1
CO-2	Describe the Knowledge on the Allocation, Management and Funding of Financial Resources	R, U	1
CO-3	Evaluate the Projects on the Basis of Investment Evaluation Methods	An	2
CO-4	Compute the Working Capital	U, Ap	1
CO-5	Identify the Sources of Working Capital and Demonstrate the Various Sources of Working Capital in Various Firms	U, Ap	1, 2
CO-6	Compare the Relevance and Irrelevance Theories of Dividend	An	1, 2
CO-7	Evaluate the Different Methods of Dividend	E	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Financial Management**Credits: 4:0:0 (Lecture: Tutorial: Practical)**

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the fundamental financial concepts, time value of money, profit maximization and Wealth Maximization.	1	U	F, C	L	
CO-2	Describe the knowledge on the allocation, management and funding of financial resources	1	R, U	F.C	L	
CO-3	Evaluate the projects on the basis of investment evaluation methods	2	An	C, P	L	P
CO-4	Compute the working capital	1	U, Ap	C,P	L	
CO-5	Identify the sources of working capital	1, 2	U, Ap	C,F	L	
CO-6	Compare the relevance and irrelevance theories of dividend	1, 2	An	C, M	L	
CO-7	Evaluate the different methods of dividend	1, 2	E	C, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs :**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	-	3	-	-	-	-	2	3	-	-	-	-	-	-
CO 4	3	-	-	-	-	-	3	2	-	-	-	-	-	-
CO 5	3	3	-	-	-	-	3	3	-	-	1	-	-	-
CO 6	3	3	-	-	-	-	3	3	-	-	-	1	-	-
CO 7	3	3	-	-	-	-	3	3	-	-	1	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓
CO 7	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSCMGT202				
Course Title	ORGANISATIONAL BEHAVIOUR AND GROUP DYNAMICS				
Type of Course	DSC				
Semester	IV				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4	-		4
Pre-requisites					
Course Summary	Provides insight for understanding both individual and group behaviour.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Evolution of Organisational Behaviour		12
	1	Introduction to Organisational Behaviour	
	2	Historical Development of Organisational Behaviour	
	3	Contributing Disciplines to Organisational Behaviour	
	4	International Dimensions of Organisational Behaviour	
II	Personality Determinants of Behaviour		12
	5	Personality Traits, Theories, Instruments to Measure Personality.	
	6	Factors Influencing Attitude and Perception, Attribution Theories	
	7	Learning-Process and Theories of Learning	
	8	Leadership Theories and Styles	
III	Group Dynamics		12
	9	Work Teams- Types of Teams	
	10	Group Dynamics and Stages of Group Development	
	11	Group Decision Making Methods	
	12	Power and Politics in Organisation	
	13	Conflict Management in Organisations,	
	15	Stress Management, Coping with Stress	
	16	Deviant Workplace Behaviours	
IV	Organisation Structure and Behaviour		12
	17	Organisational Structure, Organisation Designs	
	18	Determinants of Organisational Design	
	19	New Organisation Designs	
	20	Difference in Human Interactions Depending on Types of Organizations	
V	Organisational Change		12
	21	Organisational Culture, Evolution Culture Creation	
	22	Learning Organisation	
	23	Hybrid Work Culture	

References

1. Robbins: *Organizational Behaviour*: [International Edition 11], Prentice Hall

2. Michael Drafke, *Human Side of Organizations* [International Edition 10]. New Delhi: Pearson Education.
3. R.S. Dwivedi: *Human Relations and Organisational Behaviour*, 5th Edition. New Delhi: Macmillan India Limited.
4. Hellriegel, Slocum & Woodman: *Organisational Behaviour*. New Delhi: Thomson South-Western.
5. Joseph E. Champoux: *Organisational Behaviour – Essential Tenets*. New Delhi: South-Western College Pub.
6. Mcshane and Van Glinow, *Organisational Behaviour*. 5th Edition, Tata McGraw Hill,
7. Robbins, Stephen P (1990) *Organisational Behaviour: Concepts Controversies and Applications*. New Delhi: Prentice Hall.
8. Laurie Mullins, *Management and Organisational Behaviour*. New Delhi: Pearson.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the evolution of organisation behaviour and its importance	U	1
CO-2	Outline the personality determinants of individual behaviour	R, U	3,4
CO3	Analyse the difference in behaviour during group processes	An	2,3
CO4	Determine how organisational structure influence behavioural changes	E	4,5,6
CO5	Demonstrate dynamics of workplace behaviour	Ap	3, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Organisational Behaviour and Group Dynamics

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Describe the evolution of organisational behaviour and its importance	1	U	F, C	L	
CO-2	Outline the personality determinants of individual behaviour	3,4	R, U	F, C	L	
CO3	Analyse the difference in behaviour during group	2,3	An	C, P	L	

	processes					
CO4	Determine how organisational structure influence behavioural changes	4,5,6	E	C, M	L	
CO5	Demonstrate dynamics of workplace behaviour	3, 4, 5	Ap	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	3	2	-	-	-	-	3	2	1	-	-	-
CO 3	-	3	2	-	-	-	-	3	2	1	-	-	-	-
CO 4	-	-	-	3	2	1	-	-	2	2	2	-	-	-
CO 5	-	-	3	2	2	-	-	-	-	3	2	1	1	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSCMGT203				
Course Title	CORPORATE REGULATIONS				
Type of Course	DSC				
Semester	IV				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Describes company regulation in India.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Company	12
	1	Meaning and Definition	
	2	Types of Companies	
	3	Promotion- Promoter- Corporate Veil- Lifting of Corporate Veil	
	4	Stages of Incorporation	
II		Documents of Registration	12
	5	Memorandum of Association – Alteration – Doctrine of Ultra Vires	
	6	Articles of Association – Contents – Procedure of Alteration	
	7	Doctrine of Constructive Notice and Indoor Management	
	8	Table A – Prospectus- Statement in Lieu of Prospectus- Deemed Prospectus- Shelf Prospectus- Red herring Prospectus- Abridged Prospectus- Liability for Misstatement in Prospectus	
III		Management and Administration	12
	9	Directors- Independent Directors- DIN	
	10	Appointment of Directors	
	11	Qualification and Disqualification	
	12	Powers- Removal of Directors	
IV		Company Meetings	12
	13	Company Meetings- Kinds of Meeting	
	14	Essentials of a Valid Meeting	
	15	Chairman- Agenda- Minutes- Quorum- Motions- Types of Motions	
	16	Proxy- Poll	
	17	Resolution- Ordinary and Special Resolution	
V		Winding Up of a Company	12

	18	NCLT- Liquidator of Company- Modes of Winding Up	
	19	Compulsory Winding Up- Grounds and Procedures	
	20	Voluntary Winding Up- Winding Up Under the Supervision of Court- Defund Companies	

References

1. Varshney, R. L. (2020). *Company Law & Secretarial Practice (21st ed.)*. New Delhi, India: Taxmann.
2. Ramaiya, A. (Ed.). (2020). *Guide to Company Law Procedures (26th ed.)*. Mumbai, India: LexisNexis.
3. Sundaram, R., & Bala, A. (2020). *Corporate Governance: Principles, Policies and Practices (5th ed.)*. New Delhi, India: Cengage Learning.
4. Black, B. (2018). *The Corporate Governance Lessons from the Financial Crisis*. Philadelphia, PA: University of Pennsylvania Press.
5. Bagley, C. E., & Dauchy, C. (2019). *The Entrepreneur's Guide to Business Law (6th ed.)*. Boston, MA: Cengage Learning.
6. Ramachandran, N. (2019). *Corporate Law*. New Delhi, India: McGraw Hill Education.
7. Mallin, C. (2018). *Corporate Governance (6th ed.)*. Oxford, UK: Oxford University Press.
8. Singh, H. (2020). *Corporate Laws & Corporate Governance (4th ed.)*. New Delhi, India: McGraw Hill Education.
9. Hill, C. W. L., & Jones, G. R. (2019). *Strategic Management Theory: An Integrated Approach (13th ed.)*. Boston, MA: Cengage Learning.
10. Krishnan, A. (2019). *Corporate Governance: Concept, Evolution, and Practices*. New Delhi, India: PHI Learning.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the requirements for registering a Company	U	1
CO-2	Familiarise with key company documents.	R, U	1
CO-3	Comprehend a company's administrative procedures.	U	3,4,5
CO-4	Apply different life scenarios of a company and its procedures	Ap, C	5,6
CO-5	Understand and describe the winding up procedures of a company	U, R	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Corporate Regulations

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the requirements for registering a Company	1	U	F, C	L	P
CO-2	Familiarise with key company documents.	1	R, U	P	L	
CO-3	Comprehend a company's administrative procedures.	3,4,5	U	C	L	
CO-4	Enable students to meet up different life scenarios of a company and its procedures	5,6	Ap, C	M	L	P
CO-5	Understand and describe the winding up procedures of a company	1, 2	U, R	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	1	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	1	-	-	-	-	-	-
CO 3	-	-	3	2	2	-	-	-	3	-	2	-	2	-
CO 4	-	-	-	-	3	2	-	-	-	-	3	-	2	-
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSEMG201				
Course Title	DATA MINING AND BUSINESS INTELLIGENCE				
Type of Course	DSE				
Semester	IV				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1. Ability to Comprehend Data Management Techniques 2. Critical Thinking and Analytical Skills				
Course Summary	Develops the knowledge and skills needed to leverage data mining techniques effectively in a business environment to make informed decisions.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		10
	1	Overview of Data Mining and Business Intelligence – Historical background and Evolution of Data Mining –	
	2	Role and Importance of Data Mining And Business Intelligence In Decision-Making	
	3	Applications of Data Mining and Business Intelligence in Industries	
II	Data Preparation and Pre-processing		12
	4	Kinds of Data That Can Be Mined- Kinds of Patterns That Can Be Mined, Data Cleaning Techniques – Handling Missing Values, Outliers and Noise	
	5	Data Integration And Transformation Methods-Feature Selection Techniques For Dimensionality Reduction-	
	6	Data Normalization and Scaling-Data Pre-Processing for Specific Data Types (Numerical, Categorical, Text)	
III	Supervised Learning Methods		14
	7	Introduction To Supervised Learning Methods	
	8	Classification Techniques – Decision Trees, Logistic Regression	
	9	Model Evaluation Metrics – Accuracy, Precision, Recall	
IV	Unsupervised Learning Methods		12
	10	Concepts of Cross-Validation Techniques For Model Validation	
	11	Introduction to Unsupervised Learning Methods	
	12	Clustering Techniques – k-Means Clustering, Hierarchical Clustering	
	13	Association Rule Mining – Apriori Algorithm	

	14	Dimensionality Reduction Techniques – Principal Component Analysis (PCA)	
V	Business Applications Of Data Mining And Business Intelligence		12
	15	Market Basket Analysis and Recommendation Systems	
	16	Customer Segmentation and Churn Prediction	
	17	Fraud Detection and Risk Analysis	
	18	Sentiment Analysis and Text Mining for Customer Feedback	
	19	Case Studies and Real-World Examples of Data Mining Application In Business Contexts	

References

- Jiawei Han and Micheline Kamber, , (Latest Edition) *Data Mining Concepts and Techniques*, Elsevier
- Ramesh Sharda, Dursun Delen, Efraim Turban (Pearson Education, 4th Edition) *Business Intelligence: A Managerial Perspective on Analytics*”
- DJohannes Ledolter , (Latest Edition), “*Data Mining Techniques and Business Intelligence*” CRC Press,2013
- Ian H Witten, Eibe Frank, Mark A Hall , (Latest Edition) “*Data Mining: Practical Mahine Learning Tools and Techniques*”
- Rajkumar Buya , (Latest Edition),*Cloud Computing – Principles And Paradigms*, Wiley Publishers.
- G.K Gupta, , (Latest Edition) *Introduction To Data Mining With Case Studies*, PHI
- Gordon S Linoff and Michael J.A Berry, , (Latest Edition) “*Data Mining Techniques: for Marketing, Sales, and Customer Relationship Management*”
- Rick Sherman, , (Latest Edition) “*Business Intelligence Guidebook: from Data Integration to Analytics*”

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the role and importance of data mining and business intelligence in decision-making	U	1, 2
CO-2	Apply data cleaning, integration and transformation techniques to prepare datasets for analysis	Ap	1, 2, 4
CO-3	Implement and evaluate supervised learning algorithms for classification and regression tasks	Ap, An	1, 2, 4
CO-4	Utilize unsupervised learning techniques such as clustering and association rule mining to discover patterns in data	Ap, An	1, 2, 4
CO-5	Identify and analyze real-world business applications for data mining and business intelligence techniques	An, E	1, 2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Data Mining and Business Intelligence

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand the role and importance of data mining and business intelligence in decision-making	1, 2	U	C F	L	
CO-2	Apply data cleaning, integration and transformation techniques to prepare datasets for analysis	1, 2, 4	Ap	C, F	L	
CO-3	Implement and evaluate supervised learning algorithms for classification and regression tasks	1, 2, 4	Ap, An	F, P	L	P
CO-4	Utilize unsupervised learning techniques such as clustering and association rule mining to discover patterns in data	1, 2, 4	Ap, An	C, F	L	
CO-5	Identify and analyze real-world business applications for data mining and business intelligence techniques	1, 2, 4, 6	An, E	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 2	3	2	-	1	-	-	3	2	-	-	1	-	1	-
CO 3	3	2	-	1	-	-	3	2	-	-	1	-	1	-
CO 4	3	2	-	1	-	-	3	2	-	-	1	-	1	-

CO 5	3	2	-	1	-	1	3	2	-	-	1	1	-	-
-------------	---	---	---	---	---	---	---	---	---	---	---	---	---	---

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSEMGT202				
Course Title	FINANCIAL MARKETS, INSTITUTIONS AND INSTRUMENTS				
Type of Course	DSE				
Semester	IV				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Enables the students to gain understanding of statistical techniques those are applicable for conducting research				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction To Financial System		12
	1	Financial Systems- Meaning- Components.	
	2	Financial Market – Meaning – Structure of financial market– Institutional structure	
	3	Capital market - Meaning -Instruments-Classification	
	4	Money market-meaning, instruments- features- present scenario.	
II	Industrial Securities Market		12
	5	Methods of floating new issues-Pricing of issues and book building process	
	6	Secondary markets and Stock exchange-role and functions	
	7	Secondary market institutions in India: NSE, BSE, NSDL.CDSL, SHCL	
III	Derivatives Market		12
	9	Financial derivatives-meaning and functions-classification	
	10	Derivative Instruments-Classification-Price Fixing and Insurance Contracts-Forwards, Futures Options and Swaps	
	11	Stock and Stock Index	
	12	Derivative markets in India	
IV	Regulatory Frame Work of Financial Market		12
	18	Regulatory Framework of Financial Market- Securities Contract (Regulation) Act.	
	19	Role and Functions of SEBI – Regulatory Functions – Developmental functions	
	20	Investor Protection Fund – Purpose – Operation, FEMA (relevant provisions only)	
V	Foreign Direct Investment		12
	23	FDI-Meaning-Types of FDI	

	24	Foreign Direct Investment and present position of FDI in India ,Significance and Role of Foreign Investments	
--	----	--	--

References

1. Kevin S. (Latest Edition) *Security Analysis and Portfolio Management*, PHI Learning Pvt Ltd. New Delhi
2. Kevin S. (Latest Edition). *Commodities and Financial Derivatives*, PHI Learning Pvt Ltd. New Delhi
3. Khan M.Y. (Latest Edition). *Indian Financial System* Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Guruswamy S, (Latest Edition). *Merchant Banking and Financial services*, Tata McGraw-Hill Publishing Co.Ltd. New Delhi.
5. Preethi Singh (Latest Edition). *Dynamics of Indian Financial System*, Ane Books Pvt. Ltd., New Delhi.
6. Sojikumar.K and Alex Mathew. (Latest Edition). *Indian Financial System and Markets*, Tata McGraw-Hill Publishing Co.Ltd., New Delhi.
7. Bharathi V. Pathak. (Latest Edition). *Indian Financial System*, Pearson Education, Noida.
8. Gupta S. L. (Latest Edition). *Financial Derivatives Theory, Concepts and Problems*, Prentice hall of india Pvt.Ltd

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Identify the basic s concepts of Financial System	U	1
CO-2	Describe the functions of Stock exchanges	U	1, 2
CO-3	Compare and differentiate the technique to be adopted in New issue Market	An	1, 2, 3
CO-4	Identify role of Securities Exchange Board of India	U	2, 3, 4
CO-5	Compare various derivative instruments used in security market	An	4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Financial Markets, Institutions and Instruments

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Identify the basic concepts of Financial System	1	U	F, C	L	
CO-2	Describe the functions of Stock exchanges	1, 2	U	F, P	L	

CO-3	Compare and differentiate the technique to be adopted in New issue Market	1, 2, 3	An	F, P	L	P
CO-4	Identify role of Securities Exchange Board of India	2, 3, 4	U	C, F	L	
CO-5	Compare various derivative instruments used in security market	4, 5	An	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 3	3	2	2	-	-	-	3	2	1	-	-	-	1	-
CO 4	-	3	2	1	-	-	-	3	2	1	1	-	1	-
CO 5	-	-	-	3	2	-	-	-	1	3	1	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSEMG203				
Course Title	LABOUR LAW AND INDUSTRIAL RELATIONS				
Type of Course	DSE				
Semester	IV				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4				
Pre-requisites					
Course Summary	Familiarises the concept of Industrial Relations, Labour Laws, Industrial Discipline, Disputes and settlement				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		
	1	Introduction to Industrial Relations- Conceptual Framework and Approaches;	12
	2	Role of Government, Employers and Trade Unions In Industrial Relations	
	3	Evolution of industrial relations and industrial conflicts;	
	4	Development of Labour Laws in India- Objectives and Principles of Labour Laws –Classification of Labour laws	
II	Industrial Discipline		12
	5	The Industrial Employment (Standing orders)1946 , Service Rules , Code of discipline– Model standing order- Domestic enquiry- Principles of Natural justice, Misconducts, Disciplinary procedures, Punishment,	
	6	Trade Union Act 1926, recognition of trade union, collective bargaining, long term agreements	
III	Labour Welfare		12
	7	Historical perspective, concept and objectives, theories and principles-	
	8	Statutory, Voluntary and Mutual Welfare measures- role of management and trade Unions-	
	9	Welfare of special categories of labour – Female Labour – Child Labour – Disabled – Contract Labour – Migrant Labour – Construction Labour – Rural Labour.	
IV	Social Security		12
	10	Concept of Social Security- Various Social security measures, Importance in India	
	11	Legal provisions- Employee Compensation Act, 1923; Maternity Benefit Act 1961; Employees' Provident Fund and Miscellaneous Provisions Act 1952; and Payment of Gratuity Act, 1972	
	12	Role of ILO & ILCs; Labour policy- Objectives and Salient Features of Labour Policy,	
	13	Central & State Government machinery for labour administration	

V	Industrial Disputes & Settlement Machinery		12
	14	Concept of Industrial Dispute- Reasons for dispute	
	15	Types of employee- employer agitations - strikes and lockouts	
	16	Dispute settlement machinery in India	
	14	Grievance; Concept, Significance, and grievance redressal mechanism	

References

1. Venkataratnam, C.S (latest edition). *Industrial Relations*, Oxford University Press.
2. Sivarethinamohan, R. (latest edition) *Industrial Relations And Labour Welfare: Text And Cases*, PHI Learning Pvt. Ltd.
3. Sen, R.(latest edition). *Industrial Relations in India, Shifting Paradigms*, Macmillan India Ltd., New Delhi.
4. Jerome, J (latest edition). *Strategic Industrial Relations Management* : Tata Mc Graw – Hill.
5. Goswami, G. V. (latest edition). *Labour Industrial Laws*, Central Law Agency, Allahabad, Part XI
6. Srivastava, S. C. (latest edition). *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi, Part 2
7. Mishra, S. N. (latest edition). *Labour and Industrial Laws*, Central Law Publications, Allahabad, Part 2
8. Mamoria C B & Mamoria S. (latest edition). *Labour Welfare & Industrial Peace in India.*, Kitab Mahal

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the evolution and functions of trade unions	U	1, 2
CO-2	Apply skills in handling grievance redressal and domestic enquiry	Ap	1, 2, 3, 4
CO-3	Discuss the dispute settlement machineries in India	E	1, 2 3, 4
CO-4	Describe the Labour laws pertaining to industries	R, E	1, 2, 4, 5, 6
CO-5	Explain the concept of Social Security in the context of India	U	U

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Labour Law and Industrial Relations

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Explain the evolution and functions of trade unions	1, 2	U	C, F	L	

CO-2	Apply skills in handling grievance redressal and domestic enquiry	1, 2, 3, 4	Ap	C, F	L	
CO-3	Discuss the dispute settlement machineries in India	1, 2, 3, 4	E	C, M	L	
CO-4	Describe the Labour laws pertaining to industries	1, 2, 4, 5, 6	R, E	M	L	
CO-5	Explain the concept of Social Security in the context of India	1, 2	U	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO 2	PO 3	PO 4	PO 5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	1	1	-	-	3	2	1	1	-	-	-	1
CO 3	3	2	1	1	-	-	3	2	1	1	-	-	-	1
CO 4	3	2	-	2	1	1	3	2	-	1	1	-	-	1
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



UNIVERSITY OF KERALA

Discipline	BUSIENSS MANAGEMENT				
Course Code	UK4DSEMG204				
Course Title	ADVERTISEMENT AND SALES PROMOTION				
Type of Course	DSE				
Semester	IV				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Explores evolution of advertising, differentiating it from sales promotion and marketing, focusing on industry insights, creativity, strategy, and ethics. It covers consumer behaviour, market research, campaign structuring, media planning, sales promotion strategies, and recent trends in digital advertising, including social media and SEO.				

Detailed Syllabus

Module	Unit	Content	Hrs
I	Introduction		12
	1	Evolution of Advertising in the Modern era	
	2	Advertising Vs.Sales Promotion	
	3	Advertising industry: Agencies, Clients, and Media	
	4	Creativity and Strategy in Advertising	
	5	Ethical Considerations in Advertising	
II	Consumer Behaviour and Market Research		13
	6	Consumer Behaviour and Advertising	
	7	Market Segmentation, Targeting, and Positioning	
	8	Marketing Research for Advertising: Qualitative and Quantitative Approaches	
	9	Consumer insights and their Application in Advertising Campaigns	
III	Advertising Campaigns and Media Planning		10
	10	Structure of Advertising Campaign	
	11	Objective Setting and Budget Allocation	
	12	Media Planning and Strategy: Traditional and Digital Platforms	
	13	Evaluating Media Effectiveness and ROI	
	14	Case Studies of Successful Advertising Campaigns	
IV	Sales Promotion		13
	15	Objectives and Types of Sales Promotion	
	16	Designing and Implementing Sales Promotion Strategies	
	17	Integrating Marketing with Advertising and Sales Promotion	
	18	Measuring the Effectiveness of Sales Promotions	
V	Recent Trends in Advertisement		12
	19	Overview of Digital Advertising and Its Components	
	20	Strategies for Social Media Advertising and Engagement	

	21	Search Engine Marketing (SEM) and Optimization (SEO)	
	22	Email Marketing and Mobile Advertising	
	23	Analytics and Measuring Digital Advertising Success	

References

- Kazmi, S. H. H., & Batra, S. K. (Latest Edition). *Advertising and Sales Promotion*. Excel Books india.
- George E. Belch, Michael A. Belch & Keyoor Purani (2021). *Advertising and Promotion: An integrated Marketing Communications Perspective*. McGraw Hill.
- Chunawalla, S. A. & K C Sethia (Latest Edition). *Fundamentals of Advertising : theory and Practice*. Himalaya Publishing House.
- Sharma, S., Sangeetha & Raghuvir. (2021). *Advertising: Planning and Implementation*. PHI india.

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO Addressed
CO-1	Recall and explain the fundamental concepts and roles of advertising and sales promotion in the marketing mix.	R	1
CO-2	Apply market research techniques to segment, target, and position for a specific market, enhancing advertising effectiveness	U, Ap	1, 3, 4
CO-3	Analyse various advertising campaigns and media plans to determine their effectiveness and applicability to different market scenarios.	An, Ap	1, 4, 5
CO-4	Evaluate the ethical implications of advertising practices and their impact on consumer behaviour and society.	An, E	1, 5, 6
CO-5	Design and create a comprehensive advertising and sales promotion strategy incorporating digital and traditional media platforms	An, E	1, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Advertisement and Sales Promotion

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Recall and explain the fundamental concepts and roles of advertising and sales promotion in the marketing mix.	1	R	F	L	
CO-2	Apply market research techniques to segment, target, and position for a specific market, enhancing advertising effectiveness	1, 3, 4	U, R	F, C	L	
CO-3	Analyse various advertising	1, 4, 5	Ap	C	L	

	campaigns and media plans to determine their effectiveness and applicability to different market scenarios.					
CO-4	Evaluate the ethical implications of advertising practices and their impact on consumer behaviour and society.	1, 5, 6	An	P, M	L	
CO-5	Design and create a comprehensive advertising and sales promotion strategy incorporating digital and traditional media platforms	1, 4, 5	An, E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PSO 2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	2	2	-	-	3	-	2	2	-	-	-	-
CO 3	3	-	-	2	1	-	3	-	-	2	1	-	-	1
CO 4	3	-	-	-	2	1	3	-	-	2	1	-	-	-
CO 5	3	-	-	2	1	-	3	-	-	2	1	-	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

CO	internal Exam	Assignment	End Semester Examinations
CO 1	√	√	√
CO 2	√	√	√
CO 3	√	√	√
CO 4	√	√	√
CO 5	√	√	√



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSEMG205				
Course Title	TRANSPORTATION MANAGEMENT				
Type of Course	DSE				
Semester	IV				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	1 Hour	-	4
Pre-requisites	1. Familiarity with structure and functioning of supply chain. 2.				
Course Summary	Familiarises the students with the elements of transportation management system and practices				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Transportation-Basics		12
	1	Role of Transportation in Supply Chain	
	2	Transportation Performance-Matrices	
	3	Elements of transportation cost- Cost of Transportation Mode, Transit Time Cost, Obsolescence Cost, Protective Packing Cost, Transit Insurance Cost, and Miscellaneous Cost.	
	4	Factors influencing Transportation Decision- Economic Factors, Shipper Factors, Carrier Factors, Alternative Pricing Strategies.	
II	Transport Management System		12
	5	Transport Management System: Meaning, Stages- Transport Planning, Vehicle Routing and Scheduling, Delivery Execution and Shipment Tracking, Performance Measurement.	
	6	Overview Transport Documents- Air Way Bill, Bill of Lading, Commercial Invoice, Agency Certificate, Freight Bill, Insurance Certificate, Packing List, Customs Clearance, Dangerous Goods Forms.	
	7	Containerisation- Features, Advantages	
III	Modes of Transportation		12
	8	Airfreight: General Cargo and Special Cargo. Export Packaging. Air Cargo Handling and Delivery.	
	9	Ocean freight: Full Container Load, Less than Container Load - Handling the Ocean Freight Shipment.	
	10	Road Transportation: Types of Trucks- Truck Load, Less Than Truck Load.	
	11	Rail Transportation: Process of Rail Freight Transport. Rail Freight- Unit Trains, Carload Freight, Intermodal Freight.	

	12	Pipeline Transportation: Types of Pipeline- Gathering Lines, Transmission Lines, Distribution Lines	
	13	Comparison of Different Modes of Transportation	
IV	Transportation Network Design		12
	14	Stages in Network Design	
	15	Design Options- Direct Shipment Network to Single Destination, Direct Shipping with Milk Runs, Intermediate Distribution Centre with Storage, Intermediate Transit Point with Cross Docking, Shipping Via DC using Milk Runs, Tailored Transportation.	
	16	Comparison of different Transportation Networks	
V	Practices and Projects in Transportation		12
	17	Inter-model Transportation-Documentary Considerations- Advantages	
	18	Telematics - Routing – GPRS	
	19	INCOTERMS 2020- Seven Rules	
	20	Overview of Saagar Mala, Bharat Mala, Parvat Mala	
	21	Dedicated Freight Corridors, Cold Chains.	

References

- 1 Blanchard, D. (2010). *Supply Chain Management Best Practices*. United Kingdom: Wiley.
- 2 Achahchah, M. (2018). *Lean Transportation Management: Using Logistics as a Strategic Differentiator*. United States: Taylor & Francis.
- 3 Chopra Sunil, Karla Dharam Vir. (2022). *Supply Chain Management: Strategy, Planning and Operation* (10th Edition) Pearson.
- 4 Transportation Management: *Imperatives and Best Practices*. (2007). India: Icfai University Press.
- 5 Janat Shah (2021). *Supply Chain Management Text and Cases*. (2nd Edition). Pearson India Education Service Pvt. Ltd.
- 6 Goldsby, T. J., Iyengar, D., Rao, S., CSCMP. (Latest Edition). *The Definitive Guide to Transportation: Principles, Strategies, and Decisions for the Effective Flow of Goods and Services*. United Kingdom: Pearson Education.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Understand the dimensions of transportation decisions.	U	1
CO2	Explain the Transport Management system and Documents	U	1, 2, 3
CO3	Choose the appropriate mode of transportation in a given situation	An	2, 3, 4
CO4	Appraise the different transportation networks	E	3, 4, 5
CO5	Evaluate the real-world practices in Transportation	E	3, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Transportation Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO1	Understand the dimensions of transportation decisions.	1	U	F, C	L	
CO2	Explain the Transport Management system and Documents	1, 2, 3	U	F, C	L	
CO3	Choose the appropriate mode of transportation in a given situation	2, 3, 4	An	F, P	L	
CO4	Appraise the different transportation networks	3, 4, 5	E	F, C	L	
CO5	Evaluate the real-world practices in Transportation	3, 4, 5	E	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	2	-	-	-	3	2	2	-	-	-	-	-
CO 3	-	3	2	1	-	-	-	3	2	1	-	-	1	-
CO 4	-	-	3	2	2	-	-	3	2	2	-	-	1	-
CO 5	-	-	3	2	2	-	-	3	2	2	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar

- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4DSEMG206				
Course Title	TOURISM LAW AND ETHICS				
Type of Course	DSE				
Semester	IV				
Academic Level	200-299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Helps to have an understanding of Indian tourism laws, regulations, and ethical considerations, and to comprehend the legal requirements for both tourists and operators within the industry.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Ethics in Tourism		12
	1	Introduction to Ethics in Tourism	
	2	Ethical Dilemmas	
	3	Global Code of Ethics in Tourism	
	4	Business Compulsions and Ethical Parameters	
II	Tourism Laws in India		12
	5	Introduction to Tourism Laws in India	
	6	The Wildlife Protection Act 1980 – The Environment Protection Act 1986	
	7	Citizenship Act – Passport Act – Foreigners Act – Foreigners Registration Act	
	8	Import Export Control Act – Laws and Regulation Relating to Transport Sector – Laws and Regulation relating to Travel Agency	
III	Tourism Regulations		12
	9	Acts Associated with Environment – The Wild Birds and Animals Protection Act, 1912 – The Environment Protection Act 1986- Coastal Regulation Zone Act, 1991	
	10	Regulations for Aviation: The Aircraft Act, 1934 – The Aircraft Security Rules 2011	
	11	Directorate General of Civil Aviation Formalities for Business and Recreational Flying in India	
	12	Intellectual Property Rights and Licensing in Tourism Sector	
	13	Citizenship Act, Customs Act	
IV	Foreign and Domestic Regulations		12

	14	International Conventions - Definition of a Foreigner	
	15	Regulations for Foreigners and Indians	
	16	Foreigners Act, Foreigners Registration Act – Foreign Exchange Management Act – Overseas Citizen of India- Passport Act of India – Types of Passports	
	17	Regulations – Economic, Health, Law and Order, Accommodation and Catering Regulation.	
V	Heritage Conservation in Tourism		12
	18	Preservation of Monuments, Heritage, Arts, and Antiquity	
	19	Ancient and Historical Monuments and Archaeological Sites and Remains- The Ancient Monuments and Archaeological Sites and Remains Act, 1958	
	20	The Ancient Monuments Preservation Act, 1904 – Declaration of National Importance Act 1951 – The Antiquities and Art Treasures (AAT) Act of 1972	

References

- 1 Kumar, M., & Agarwal, S. (2020). *Tourism law in India*. LexisNexis Butterworths.
- 2 Singh, A., & Singh, T. (2019). *Tourism ethics and corporate social responsibility in India*. SAGE Publications India.
- 3 Ghosh, A. (2021). *Legal framework for tourism in India*. Wolters Kluwer India Private Limited.
- 4 Jaiswal, M. (2018). *Issues in tourism law*. Central Law Publications.
- 5 Harrison, F. (2022). *The Dark Side of Tourism*. Edward Elgar Publishing.
- 6 Mason, P. (2020). *Tourism, Economics and Development*. Routledge.
- 7 McCool, S. F., & Moilanen, A. (2016). *Protected areas and tourism*. CABI.
- 8 Wearing, S., & Neil, J. (2019). *Small island tourism: Island fragility and resilience*. Routledge.
- 9 Wightman, P., & Antar, V. (2021). *Destination marketing management*. Pearson Education Limited.
- 10 Yeoman, G., & Hollinshead, K. (2019). *Encyclopedia of adventure tourism*. CABI.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand ethics and principles in tourism, including ethical dilemmas and global codes	U	1, 6
CO-2	Analyze the role of security management for guest safety	An	2, 4
CO-3	Examine regulations in tourism	An	4, 6
CO-4	Critique legal requirements for tourists and operators	E	4, 6
CO-5	Compare laws and regulations in tourism	E	4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Tourism Law and Ethics

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand ethics and principles in tourism, including ethical dilemmas and global codes	1, 6	U	C, F	L	
CO-2	Analyze the role of security management for guest safety	2, 4	An	C, F	L	
CO-3	Examine regulations in tourism	4, 6	An	C, F	L	
CO-4	Critique legal requirements for tourists and operators	4, 6	E	C, F	L	
CO-5	Compare laws and regulations in tourism	4, 6	E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	2	3	-	-	-	2	-	-	-
CO 2	-	3	-	2	-	-	-	3	-	2	-	-	1	-
CO 3	-	-	-	3	-	3	-	-	-	3	3	-	-	1
CO 4	-	-	-	3	-	3	-	-	-	3	3	-	1	-
CO 5	-	-	-	3	-	3	-	-	-	3	3	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4SECMGT201				
Course Title	DIGITAL MARKETING				
Type of Course	SEC				
Semester	IV				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	3 hours	-	-	3
Pre-requisites	1. 2.				
Course Summary	Provides an idea regarding digital marketing platforms, strategies, social media platforms, basics of website designing, search engine optimisation fundamentals, PPC advertising and responsive design.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Digital Marketing		9
	1	Overview of Digital Marketing	
	2	Importance of Digital Marketing	
	3	Digital Marketing vs Traditional Marketing	
	4	Digital Marketing Tools and Platforms	
II	Content Marketing and Social Media		9
	5	Content Marketing Strategies	
	6	Creating Compelling Content (Text, Visuals, Videos)	
	7	Social Media Platforms Overview (Facebook, LinkedIn, etc.) and Marketing Strategies	
	8	Influencer Marketing and Community Building	
III	Website Design and Optimization		9
	9	Basics of Website Design	
	10	User Experience (UX) and User Interface (UI) Principles	
	11	Search Engine Optimization (SEO) Fundamentals and Techniques	
	12	Mobile Optimization and Responsive Design	
IV	Digital Advertising and Analytics		9

	13	Pay-Per-Click (PPC) Advertising (Google Ads, Bing Ads, Social Media Ads)	
	14	Display Advertising and Remarketing	
	15	Introduction to Google Analytics and Data Analysis	
	16	Key Performance Indicators (KPIs) and Metrics	
	17	AI in Digital Marketing	
V	E-Commerce and Digital Strategy		9
	18	E-Commerce Platforms and Strategies	
	19	Conversion Rate Optimization (CRO)	
	20	Relationship Marketing System in Digital Marketing	
	21	Digital Marketing Planning and Budgeting, Reforms in Digital Marketing	

References

1. Seema Gupta, (Latest Edition) *Digital marketing*. Mc Graw Hill Publications
2. Dave Chaffey Fiona Ellis Chadwick., (Latest Edition) *Digital Marketing, Strategy, Implementation and Practice*, Pearson Publication
3. Kamat & Kamat., (Latest Edition) *Digital Marketing*. Himalaya Publications
4. V Ahuja. (Latest Edition) *Digital Marketing*, Oxford University Press
5. Premkumar, (Latest Edition) *Web Design with HTML and CSS*, Chennai: Notion Press,

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the fundamentals and importance of Digital Marketing in contemporary business environments.	U	1
CO-2	Design e-commerce platforms	R, U	3,4,5
CO3	Formulate user-friendly websites	R, U	3,4,5
CO4	Apply social media platforms for digital marketing purposes.	Ap, An	3,4,5
CO5	Design Pay-Per-Click (PPC) advertising campaigns using Google Analytics.	C	3,4,5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Digital Marketing

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the fundamentals and importance of Digital Marketing in contemporary business environments.	1	U	F, C	L	
CO-2	Design e-commerce platforms	3, 4, 5	R, U	F, P	L	
CO-3	Formulate user-friendly websites	3, 4, 5	R, U	C, P	L	P
CO-4	Apply social media platforms for digital marketing purposes.	3, 4, 5	Ap, An	C, P, M	L	P
CO-5	Design Pay-Per-Click (PPC) advertising campaigns using Google Analytics.	3, 4, 5	C	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	3	1	1	-	-	-	3	1	1	-	1	-
CO 3	-	-	3	1	1	-	-	-	3	1	1	-	1	-
CO 4	-	-	3	1	1	-	-	-	3	1	1	-	1	-
CO 5	-	-	3	1	1	-	-	-	3	1	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4SECMGT202				
Course Title	CORPORATE COMMUNICATION				
Type of Course	SEC				
Semester	IV				
Academic Level	100-199				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1. 2.				
Course Summary	Improves communication and listening skill and helps to make effective business communication				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Communication	15
	1	Meaning and Definition	
	2	Process of Communication- Communication Model	
	3	Objectives of Communication- Principles of Communication	
	4	Importance of Communication and Feedback	
II		Channels and Types of Communication	15
	5	Channels of Communication	
	6	Types of Communication	
	7	Barriers to Communication	
	8	Verbal, Non-verbal, Formal and Informal Communication	
III		Business Communication	15
	9	Fundamentals of Business Writing	
	10	Format of Business	
	11	Types of Business Letter- Inquiry Letter - Complaint Letter- Persuasive Letter (Include Practical)	
	12	Proposal	
	13	Report Writing	
	14	Employment Message- Resume- Application Letter (Include Practical)	
IV		Spoken Skills	15
	15	Conducting Presentation	
	16	Oral Presentation	
	17	Debates, Speeches, Interview (Include Practical)	
	18	Group Discussion (Include Practical)	
V		Listening	15

	19	Listening- Importance and Types	
	20	Barriers to Listening and Measures to Overcome	
	21	Listening Situations, Developing Listening Skills	

References

1. Bovee, C. L., & Thill, J. V. (2017). *Business Communication Essentials* (8th ed.). New Delhi, India: Pearson India Education Services.
2. Rajendra Pal, & Korlahalli, J. S. (2018). *Essentials of Business Communication* (8th ed.). New Delhi, India: Sultan Chand & Sons.
3. Lesikar, R. V., & Flatley, M. E. (Latest Edition). *Basic Business Communication: Skills for Empowering the Internet Generation*. New Delhi, India: Tata McGraw-Hill Education.
4. Bovee, C. L., Thill, J. V., & Schatzman, T. (2019). *Business Communication Today* (14th ed.). Upper Saddle River, NJ: Pearson.
5. Locker, K. O., & Kaczmarek, S. K. (2017). *Business Communication: Building Critical Skills* (7th ed.). New York, NY: McGraw-Hill Education.
6. Kapoor, P. (2019). *Business Communication: Concepts, Cases, and Applications*. New Delhi, India: McGraw Hill Education.
7. Guffey, M. E., Loewy, D., & Almonte, R. (2019). *Essentials of Business Communication* (11th ed.). Boston, MA: Cengage Learning.
8. Murphy, H. H., & Hildebrandt, H. W. (2019). *Effective Business Communications* (8th ed.). New York, NY: McGraw-Hill Education.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand effective business communication	U	1,2
CO-2	Conduct effective and necessary business communications	R, U	1,3,4
CO-3	Draft letters and documents for both personal and professional use.	Ap	1,3,4,5
CO-4	Gain expertise in all areas of communication	Ap,C	5,6
CO-5	Improve listening skill	Ap	3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Corporate Communication

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand effective business communication	1,2	U	F, C	L	
CO-2	Conduct effective and necessary business communications	1,3,4	R, U	C	L	P
CO-3	Draft letters and documents for both personal and professional use.	1,3,4,5	Ap	C, P	L	P
CO-4	Gain expertise in all areas of communication	5,6	AP, C	F, M	L	
CO-5	Improve listening skill	3, 4	Ap	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	2	3	2	-	-	-	1	-	-
CO 2	3	-	2	1	-	-	3	-	-	2	-	-	2	-
CO 3	3	-	2	2	1	-	3	-	-	2	1	-	1	-
CO 4	-	-	-	3	2	-	-	-	1	1	3	-	-	-
CO 5	-	-	3	2	-	-	-	-	3	2	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4VACMGT201				
Course Title	CAREER PLANNING AND DEVELOPMENT				
Type of Course	VAC				
Semester	IV				
Academic Level	200 – 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	3 hours	-	-	3
Pre-requisites	1. 2.				
Course Summary	Equips students with the knowledge and skills to navigate the modern job market, including strategies for setting career goals and developing effective job search techniques.				

Detailed Syllabus:

Module	Unit	Content	Hours
I	Introduction to Career Planning and Development		9
	1	Career Planning and Development	
	2	Need for Career Planning	
	3	Employability Skills	
	4	Steps in Career Planning	
II	Self –Assessment		9
	5	Identifying Values, Skills, Interest and Personality Traits.	
	6	Swot Analysis.	
	7	Setting SMART Goals for Career Success.	
	8	Myer Briggs Model- Jung Model	
III	Career Options		9
	9	Career Exploration Techniques	
	10	Job Description	
	11	Job Specification	
	12	Skills Required for Different Careers	
	13	Identifying Potential Career Paths and Development Opportunities.	
	14	Developing a Professional Online Presence: LinkedIn Profile,	
IV	Job Search Strategies		9
	15	Job Searching Methods: Online Platforms, Networking Events, Referrals	
	16	Job Application Techniques- CV, Writing Covering Letters (Include Practicals)	
	17	Building Professional Networks	
	18	Networking Events	
	19	Conferences and Industry Associations	
V	Personal Branding		9

	20	Building a Personal Brand- Online Presence, Reputation and Credibility	
	21	Strategies for Career Resilience and Adaptability in a Changing Job Market	
	22	Reflection and Action Planning for Long Term Career Development.	

References

1. Singh, V. (2017). *Career Planning and Development: A Holistic Approach*. Excel Books.
2. Reddy, S. S. (2018). *Career Planning and Development: Strategies for Success*. McGraw-Hill Education.
3. Kapoor, D. (2019). *Career Development and Planning: A Practical Guide for Indian Professionals*. SAGE Publications India Pvt Ltd.
4. Shrivastava, S. (2016). *Career Planning and Development: Concepts and Applications*. PHI Learning Pvt. Ltd.
5. Pillai, S. (2018). *Career Management: Indian Perspectives*. Pearson Education India.
6. Sharma, R. K. (2017). *Career Planning and Development: A Comprehensive Guide for Indian Students*. Vikas Publishing House Pvt Ltd.
7. Brown, D. (2019). *Career Development and Counselling: Putting Theory and Research to Work* (3rd ed.). Wiley.
8. Robbins, S. P., & Coulter, M. (2019). *Career Management* (6th ed.). Pearson.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Identify the importance of Career Planning and Development	Ap	1
CO-2	Assess personal interests, strengths and values for career alignment	E	4,5
CO -3	Design short term and long-term career goals and create action plans.	C	4,5
CO-4	Create job search skills, resume writing, interview preparation and network strategies	C	4,6
CO -5	Examine different career paths, industries and job roles.	An	4,6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Career Planning and Development

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Identify the importance of Career Planning and Development	1	Ap	F, C	L	

CO-2	Assess personal interests, strengths and values for career alignment	4,5	E	F, C	L	
CO-3	Design short term and long-term career goals and create action plans.	4,5	C	F, C	L	
CO-4	Create job search skills, resume writing, interview preparation and network strategies	4,6	C	C, P	L	P
CO-5	Examine different career paths, industries and job roles.	4,6	An	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	1
CO 2	-	-	-	2	2	-	-	-	-	2	2	2	1	-
CO 3	-	-	-	2	2	-	-	-	-	2	2	2	-	1
CO 4	-	-	-	2	2	-	-	-	-	2	2	2	1	-
CO 5	-	-	-	2	-	2	-	-	-	2	2	2	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK4VACMGT202				
Course Title	GOODS AND SERVICE TAX – THEORY AND PRACTICES				
Type of Course	VAC				
Semester	IV				
Academic Level	200 - 299				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	3 hours	-	2 hours	5
Pre-requisites	1.				
Course Summary	Covers the legislative framework of GST, its operations and E- Filing				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	9
	1	Concept of Tax- Types- Introduction to Indirect Tax Structure	
	2	Meaning and Objectives of GST- Salient Features of GST- Major Indirect Taxes Merged in to GST	
	3	Comprehensive Structure of GST	
	4	Types of GST- CGST, IGST, SGST, UTGST- Rates of GST	
II		Operational Scheme	9
	5	Incidence of Tax	
	6	Supply- Place of Supply	
	7	Time of Supply- Value of Supply- Valuation	
	8	Reverse Charge Mechanism	
III		GST Procedural Aspects	9
	9	Input Tax Credit Mechanism	
	10	Registration under GST Including Non- Resident and Casual Person	
	11	Deemed Registration	
	12	Cancellation of Registration	
	13	Unregistered Person	
	14	GSTIN	
	15	Tax Invoice	
	16	Credit and Debit Notes	
	17	Accounts and Records	
IV		Administration	9
	18	GSTN Portal	
	19	GST Council	
	20	Authorities	
	21	Returns under GST- Preparation and Filing Process- (Include Practicals)	
	22	Refund under GST- E-Way Bill Mechanism	
V		GST Accounting Software	9

	23	Tally Prime/ Tally ERP 9- Accounting for GST Procedure- Financial Statement of Company Accounts	
	24	GST Returns- GSTR-1, GSTR-2, GSTR-3, GSTR 3B, GSTR-9, GSTR - 9CB	
	25	Input Tax Distributor- Audit under GST	

References

1. Mehrotra, H C & Agarwal, V P. *Goods and Services Tax and Customs Duty* (Latest Edition). Sahitya Bhawan Publications.
2. Mishra, S K. *Simplified Approach to GST: Goods and Services Tax*. Educreation Publishing.
3. Garg, R., Garg, S. (2021). *Handbook of GST Procedure, Commentary and Rates, 7e*. India: Bloomsbury Publishing.
4. Mehra, N. (2020). *GST Tally ERP9 English*. India: V&S Publishers.
5. Bansal, K. M. (Latest Edition) *GST and Custom Law*. Taxman.
6. Balachandran, V. (Latest Edition) *GST and Custom Law*. Sulthan Chand & Sons.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO 1	Explain the concept and principles of GST	U, E	1
CO 2	Analyze the structure of GST including the various tax rates and exemptions	An	1
CO 3	Perceive the procedures for Registration of GST	E	1, 4, 5
CO 4	Perceive the basic procedures of return filing and payment of tax	E	1, 4, 5
CO 5	Explain the concept of Supply, Time and Value of Supply.	U, E	1

R-Remember, U-Understand, Ap-ApPLY, An-Analyse, E-Evaluate, C-Create

Name of the Course: Goods and Service Tax – Theory and Practices

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO 1	Explain the concept and principles of GST	1	U, E	F, C	L	
CO 2	Analyze the structure of GST including the various tax rates and exemptions	1	An	F, C	L	
CO 3	Perceive the procedures for	1, 4,	E	C, P	L	P

	Registration of GST	5				
CO 4	Perceive the basic procedures of return filing and payment of tax	1, 4, 5	E	C, P	L	P
CO 5	Explain the concept of Supply, Time and Value of Supply.	1	U. E	F,C	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	3	-	-	2	2	-	3	-	-	2	2	-	1	-
CO 4	3	-	-	2	2	-	3	-	-	2	2	-	1	-
CO 5	3	-	-	-	-	-	3	-	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓

SEMESTER V



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT301				
Course Title	OPERATIONS MANAGEMENT				
Type of Course	DSC				
Semester	V				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Familiarises different managerial areas of operation function and equip the students with application of operational management techniques.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		10
	1	Production vs. Operations	
	2	Role of Operations Function. Operations in Service Sector	
	3	Productivity. Operations Strategy	
	4	Decision Areas in Operations.	
II	Designing Operations		10
	5	Product Design: Generating New Products,	
	6	Process Design. Process Types, Process Flow Charts. .	
	7	Layout Design: Considerations, Types of Layouts, Office Layout, Retail Layout.	
III	8	Job Design: Work Study, Work Measurement Techniques.	
	Location and Scheduling		14
	9	Location Selection for Manufacturing and Services, Methods-Factor Rating, Locational Break-Even Analysis	
	10	Long Term Scheduling; Capacity Planning- Considerations,	
	11	Aggregate Production Planning Methods.	
IV	12	Short Term Scheduling, Production Planning and Control	
	Quality and Supply Chain Management		14
	13	Quality: Dimensions, Cost of Quality,	
	14	Total Quality Management. Kaizen- Quality management Systems- ISO 9000, ISO 14000, BIS	
	15	Six Sigma, Just in Time, Lean Systems, Agile Manufacturing	

	16	Supply Chain Management-Drivers of Supply Chain Performance	
V	Materials Management and Maintenance		12
	17	Materials Management: Inventory Control techniques	
	18	Purchase and Stores Decision- Quantity and Period of Purchase.	
	19	Deterministic and Stochastic Models with Numerical Problems.	
	20	Material Requirement Planning: MRP I and MRP II	
	21	Maintenance: Reliability, Types of Maintenance, Total Productive Maintenance	
	22	Computer Integrated Manufacturing	

References

- 1 Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management*. New Delhi: Pearson Education.
- 2 Mahadevan, B. (Latest Edition). *Operations Management*. New Delhi: Pearson Education.
- 3 Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management*. Chennai: Mc Graw Hill.
- 4 Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (Latest Edition). *Operations Management: Processes and Supply Chains* (11th ed.). New Delhi: Pearson Education.
- 5 Bedi, K. (Latest Edition). *Production and Operations Management*. New Delhi: Oxford University Press.
- 6 Gaither, N. and Frazier G. (Latest Edition). *Operations Management*. New Delhi: Cengage Learning.
- 7 Stevenson, W.J., (2018). *Operations Management* (12th ed.). Chennai: McGraw Hill.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the role of operations in manufacturing and service organizations and the Role of operations strategy in Competitive Strategy.	U	1,2
CO-2	Apply Suitable methods and tools for Product design, Process Design and Layout design	Ap	1, 2, 4,5
CO-3	Examine the options in Location selection and Scheduling	An	1, 2, 4,5
CO-4	Appraise the Dimensions of Quality and Performance of Supply Chains	E	1, 2, 4,5
CO-5	Compare the models of Inventory Management and Evaluate Maintenance Practices.	E	1, 2, 4,5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Operations Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the role of operations in manufacturing and service organizations and the Role of operations strategy in Competitive Strategy.	1,2	U	C, F	L	
CO-2	Apply Suitable methods and tools for Product design, Process Design and Layout design	1, 2, 4,5	Ap	F, P	L	P
CO-3	Examine the options in Location selection and Scheduling	1, 2, 4,5	An	F, P	L	
CO-4	Appraise the Dimensions of Quality and Performance of Supply Chains	1, 2, 4,5	E	C, F	L	
CO-5	Compare the models of Inventory Management and Evaluate Maintenance Practices.	1, 2, 4,5	E	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO1	PSO 2	PSO 3	PSO 4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	2	-	3	2	1	2	2	-	-	-
CO 3	3	2	-	2	2	-	3	2	1	2	2	1	2	-
CO 4	3	2	-	2	2	-	3	2	1	2	2	1	2	-
CO 5	3	2	-	2	2	-	3	2	1	2	2	1	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT302				
Course Title	BASICS OF FINANCIAL ACCOUNTING				
Type of Course	DSC				
Semester	V				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	nil	4
Pre-requisites					
Course Summary	Provides a basic conceptual framework of accounting and enable them for preparing financial statements.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction to Accounting	12
	1	Features of Accounting-Branched of Accounting- Accounting Concepts, Principles and Conventions	
	2	Indian Accounting Standards-International Financial Reporting Standards	
	3	Accounting Process-Types of Accounts-Accounting Rules for Debit and Credit	
II		Recording Transactions	12
	4	Journal Entries	
	5	Ledger-Preparation of Ledger Accounts	
	6	Subsidiary books-Preparation of Subsidiary Books	
III		Cash Book	12
	7	Features of Cash Book	
	8	Types of Cash Book - Preparation of simple cash book	
	9	Petty Cash Book	
IV		Trial Balance	12
	10	Trial Balance-Objectives	
	11	Preparation of Trial Balance	
V		Financial Statements	12
	12	Financial Statements-Features	
	13	Trading Account	
	14	Profit and Loss Account	

	15	Balance sheet with adjustments limited to five (outstanding expense, prepaid expense, outstanding income, income received in advance, depreciation) (Prepare Financial Statements with imaginary figures)	
--	----	--	--

References

1. Tulsian, P C. (Latest Edition) *Financial Accounting*, New Delhi: Tata McGraw Hill.
2. Shukla M.C., Grewal T.S and Gupta S.C. (Latest Edition) *Advanced Accounts*, New Delhi: S. Chand & Co. Ltd.
3. Jain and Narang.K.L. (Latest Edition) *Basic Financial Accounting*, New Delhi: Kalyani Publishers.
4. Gupta R.L. and Gupta V.K. (2021) *Principles and Practice of Accountancy*. New Delhi: Sultan Chand & Sons.
5. Dhamija Sanjay (2018) *Financial Accounting for Managers*. England: Pearson.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the accounting concepts, principles and conventions	U	1
CO-2	Describe the rules for debit and credit for types of accounts	U	1
CO-3	Demonstrate the preparation of journal, ledger, Trial Balance and Subsidiary Books	Ap	1, 3
CO-4	Differentiate cash book and petty cash book	An	1, 3, 4
CO-5	Demonstrate the preparation of financial statements	Ap	1, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Basics of Financial Accounting

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
1	Explain the accounting concepts, principles and conventions	1	U	F	L	-
2	Describe the rules for debit and credit for types of accounts	1, 3	U	C, P	L	-

3	Demonstrate the preparation of journal, ledger, Trial Balance and Subsidiary Books	1, 3	Ap	F, C, P	L	P
4	Differentiate cash book and petty cash book	1, 3, 4	An	C, P	L	P
5	Demonstrate the preparation of financial statements	1,3,4	Ap	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	3	-	2	-	-	-	3	-	-	2	-	-	-	-
CO 4	3	-	2	1	-	-	3	-	-	2	1	-	1	-
CO 5	3	-	2	1	-	-	3	-	-	2	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of Cos to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT303				
Course Title	MANAGEMENT SCIENCE				
Type of Course	DSC				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Provides an insight in to the basic concepts of Management Science and application of different optimisation techniques for managerial decision making.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction to Management Science	10
	1	Management Science: Basic Concepts and its Role in Decision Making	
	2	Methodology of Management Science	
	3	Models and Modelling in Management Science	
II		Linear Programming	13
	4	Meaning- Objectives	
	5	Uses and Applications	
	6	Formulation of Mathematical Models to LPP	
	7	Objective Function- Constraints- Solution to LPP (Graphical Solution Only)	
	8	Advantages and Disadvantages	
III		Assignment Problems	12
	9	Assignment Problems	
	10	Hungarian Method -Maximization	
	11	Unbalanced and Restricted Assignment Problems	
IV		Transportation Problems	13
	12	Transportation Problems- Introduction and Methods	
	13	Initial Basic Feasible Solution Using North West Corner Rule- VAM- Lowest Cost Entry Method	
	14	Optimal Solution – Modified Distribution Method	

V	Network Analysis		12
	15	Network Analysis- Construction of Network Diagram	
	16	Network Techniques – PERT- CPM	
	17	Total Float – Free Float – Independent Float – Slack Finding of Critical Path (Only Simple Problems)	

References

1. Vohra, N.D (Latest Edition). *Quantitative Techniques in Management*. New Delhi: Tata Mc Graw Hill.
2. Kanti Swarup, Man Mohan and Gupta P.K (Latest Edition). *Operations Research*. New Delhi: Sultan Chand and Sons.
3. Kapoor, V.K (Latest Edition). *Operations Research*. New Delhi: Sultan Chand and Sons.
4. Sharma, J.K (Latest Edition). *Operations Research Theory and Applications*. Macmillan India Limited.
5. Gupta, S. P and Gupta, P.K (Latest Edition). *Business Statistics and Operations Research*. New Delhi: Sultan Chand and Sons.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concept of Management Science	U	1
CO-2	Understand the mechanism to select an optimum solution with profit maximization	R, U	1, 2
CO-3	Apply transportation techniques for reducing the cost of operational tasks	Ap	1, 2, 4
CO-4	Compute critical path to solve real time project scheduling	Ap	1, 2, 4
CO-5	Apply assignment methods for optimum resource allocation	Ap	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Management Science

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the concept of Management Science	1	U	F, C	L	

CO-2	Understand the mechanism to select an optimum solution with profit maximization	1, 2	R, U	F, C	L	
CO-3	Apply transportation techniques for reducing the cost of operational tasks	1, 2, 4	Ap	C, P	L	P
CO-4	Compute critical path to solve real time project scheduling	1, 2, 4	Ap	C, P	L	P
CO-5	Apply assignment methods for optimum resource allocation	1, 2, 4	Ap	C, P	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	3	-	-	-	-	3	3	-	-	-	-	-	-
CO 3	3	3	-	2	-	-	3	3	2	2	-	-	1	-
CO 4	3	3	-	2	-	-	3	3	2	2	-	-	1	-
CO 5	3	3	-	2	-	-	3	3	2	2	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar

- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT304				
Course Title	CUSTOMER RELATIONSHIP MANAGEMENT				
Type of Course	DSC				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Familiarises the concept of CRM and provide strategies to improve sales and marketing efforts, foster customer loyalty and drive business growth.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	12
	1	CRM concepts-Definition	
	2	Difference between relationship marketing and CRM	
	3	CRM process-objectives-benefits- Four C's of CRM process	
	4	Success factors of CRM	
II		Customer Retention	12
	5	Customer Retention- Behaviour Prediction- Customer Profitability and Value Modelling	
	6	Channel Optimization- Event- Based Marketing- CRM and Customer Service	
	7	The Call Centre- Objectives-Features- Functions- Call Scripting- Web Based Self Service	
	8	Customer Satisfaction Measurement (Concepts Only)	
III		Sales Force Automation	12
	9	Sales Process – Activity Management- Contact Management	
	10	E-CRM In Business-Features-Advantages-Technologies Of E-CRM Voice Portals-Web Phones- Bots- Virtual Customer Representative	
	11	Customer Relationship Portals	
	12	Six E's Of E-CRM-E-CRM Architecture	
	13	Enterprise Resource planning	
	14	Supply Chain Management	
	15	Partner Relationship Management (Concepts Only)	
IV		Analytical CRM	12
	16	Managing and Sharing Data	

	17	Customer Information Databases	
	18	Ethics and Legalities of Data Use	
	19	Data Warehousing and Data Mining	
	20	Data Analysis	
V	CRM Implementation		12
	21	Concepts and Steps	
	22	Choosing CRM Tools- Managing Customer Relationships	
	23	Conflict- Complacency- Resetting CRM Practices in Banking Industry, Hospitality and Health Care Industry	

References

1. Sheth, J. N., & Parvatiyar, A. (2020). *Customer Relationship Management: Emerging Concepts, Tools and Applications (3rd ed.)*. New Delhi, India: Tata McGraw-Hill Education.
2. Buttle, F. (2019). *Customer Relationship Management: Concepts and Technologies (3rd ed.)*. London, UK: Routledge.
3. Kumar, V., & Reinartz, W. (2018). *Customer Relationship Management: Concept, Strategy, and Tools (3rd ed.)*. Cham, Switzerland: Springer.
4. Das, G. (2019). *Customer Relationship Management: Concepts and Cases*. New Delhi, India: PHI Learning.
5. Payne, A., & Frow, P. (2019). *Marketing: The Essential Guide to CRM (2nd ed.)*. Hoboken, NJ: Wiley.
6. Rigby, D. K., Reichheld, F. F., & Schefter, P. (2016). *Avoid the Four Perils of CRM*. Harvard Business Review Press.
7. Parvatiyar, A., & Sheth, J. N. (2001). *Customer Relationship Management: Emerging Practice, Process, and Discipline*. New York, NY: Routledge.
8. Goldenberg, B. J. (2019). *CRM Automation: An Essential Guide for Small and Medium-Sized Businesses*. CreateSpace Independent Publishing Platform.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the Basics of Relationship Marketing and CRM.	U	1
CO-2	Study application of information technology in CRM and customer service	R	1,2
CO-3	Understand analytical CRM.	U	4
CO-4	Understand the concept CRM implementation. CRM	U	1,4,6

	practices of various services sectors in India		
CO-5	Analyse customer data for targeted marketing	An	2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Customer Relationship Management

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the Basics of Relationship Marketing and CRM.	1	U	F	L	
CO-2	Study application of information technology in CRM and customer service	1,2	R	P	L	P
CO-3	Understand analytical CRM.	4	U	F,C	L	
CO-4	Understand the concept CRM implementation. CRM practices of various services sectors in India	1,4,6	U	M	L	P
CO-5	Analyse customer data for targeted marketing	2, 4, 5	An	P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	2	-	-	-	3	2	-	-	-	-	-	-
CO 3	-	-	3	-	-	-	-	-	-	-	3	-	2	-
CO 4	3	-	-	2	-	2	3	1	-	-	1	-	2	-
CO 5	-	3	-	2	-	-	-	-	3	-	-	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT305				
Course Title	BUSINESS ANALYTICS				
Type of Course	DSC				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Focuses on using data analysis, statistical methods and analytical tools to extract actionable insights, make informed business decisions and drive organisational performance.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Business Analytics		12
	1	Business Analytics	
	2	Fields of Business Analytics- Marketing Analytics, Human Resource Analytics, Operation Analytics and Finance Analytics	
II	Overview of Data Analysis		14
	3	Data- Meaning, Difference Between Data and Information - Types of Data –Structured, Unstructured,	
	4	Data Gathering Methods, Sources of Data	
	5	Online Data Storage: Relevance of Online Data	
	6	Data Mining- Cloud Computing- Service Providers of Cloud Computing (Eg: IBM, Amazon, Google)	
	7	Overview of Data Processing Process	
III	Levels of Business Analytics		10
	8	Descriptive And Diagnostic Analytics-Visualisation of Data: Graphs and Diagrams-Summarising Data -Measures of Central Tendency, Measures of Dispersion, Correlation Analysis	
	9	Predictive Analytics- Regression Analysis-Time Series Forecasting- Decision Trees	
	10	Prescriptive Analytics-optimisation techniques-simulation modelling-decision analysis-risk analysis	
IV	Business Intelligence and Big Data Analysis		12

	11	Business Intelligence: Components	
	12	Big Data- Meaning -Evolution -Sources of Big Data-Application of Big Data in A Business Context- Tools for Analysis	
	13	Difference Between Business Intelligence and Big Data Analysis	
V	Trends and Challenges of Business Analytics		12
	14	Basics of Artificial Intelligence and Machine Learning	
	15	Application of AI In Business Management	
	16	Web Analytics (Web Content Mining, Web Usage Mining, Web Structure Mining)	
	17	Social Networking Analysis and Content Analytics (Sentimental Analysis and Opinion Analysis)	
	18	Ethical and Legal Challenges of Business Analytics	

References

1. Verma, P. & Mehta, N. (2022). *Business Analytics: Concepts, Methodologies, Tools, and Applications*. Springer.
2. Chen, J. (2021). *Business Analytics: The Science of Data-Driven Decision Making*. Oxford University Press.
3. Sharda, R. Delen, D., & Turban, E. (2020). *Business Intelligence, Analytics, and Data Science: A Managerial Perspective*. Pearson.
4. Mohan, R. (2020). *Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data*. John Wiley & Sons.
5. Prasad, R N and Acharya S. (2020) *Fundamentals of Business Analytics*, Wiley

Course Outcomes

No.	Upon completion of the course, the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the role of business analytics in decision-making	U	1, 2
CO-2	Demonstrate skills in data mining, and interpretation	AP	1, 2, 4
CO-3	Demonstrate use of analytical tools and techniques to real-world business problems	AP	1, 2, 4
CO-4	Perform the skills of communicating data-driven insights effectively	AP	1, 2, 4
CO-5	Explain the importance of ethical use of data for business decision-making	U	1, 2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Analytics

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Describe the role of business analytics in decision-making	1, 2	U	F, C	L	
CO-2	Demonstrate skills in data mining, and interpretation	1, 2, 4	AP	F, P	L	
CO-3	Demonstrate use of analytical tools and techniques to real-world business problems	1, 2, 4	AP	F, P	L	P
CO-4	Perform the skills of communicating data-driven insights effectively	1, 2, 4	AP	F, P	L	
CO-5	Explain the importance of ethical use of data for business decision-making	1, 2, 4, 6	U	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PS O4	PS O5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	1	-	-	3	2	-	1	1	-	1	-
CO 3	3	2	-	1	-	-	3	2	-	1	1	-	1	-
CO 4	3	2	-	1	-	-	3	2	-	1	1	-	1	-
CO 5	3	2	-	1	-	2	3	2	-	1	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam

- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSCMGT306				
Course Title	MANAGEMENT INFORMATION SYSTEM				
Type of Course	DSC				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Enables students for acquiring basic concept of MIS and to integrate their learning process in the areas of managerial decision making.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	10
	1	Information System: Meaning- System Concept- Components	
	2	Management Information System: Concept – Objectives- Functions	
	3	Contemporary Approach to Information Systems	
	4	Strategic Role of MIS- Challenges- Limitations- Career options	
II		Sub Systems of MIS	14
	5	Transaction Processing System (TPS)	
	6	Knowledge Management System (KMS)- Office Automation System, Knowledge Work System, Enterprise Collaboration System- AI Applications.	
	7	Decision Support System (DSS)- Model-Driven, Data-Driven, Knowledge Driven, Document Driven & Communication Driven DSS, GDSS	
	8	Executive Information System (EIS/ESS)	
III		Function-Wise Classification of MIS	12
	9	Components & Strategic Applications of <ul style="list-style-type: none"> Marketing Information System (MkIS) Human Resource Information System (HRIS) Operations Information System (OIS) Financial Management Information System (FMIS) 	
IV		System Building	12
	13	System Analysis: Objectives- Tools and Techniques - Roles and Responsibilities of System Analyst	

	14	System Building Approaches: System Development Life Cycle (SDLC)- Prototyping Approach- Application Software Package- End-User Development- Outsourcing	
	15	System Implementation- Methods and Challenges	
V	Ethics and Quality in MIS		12
	16	Ethical Issues in MIS	
	17	Information Quality: Features, Dimensions	
	18	Capability Maturity Model (CMM)	
	19	OSI Security Architecture	
	20	Technology and Tools for Protecting Information Resources	

References

1. Goyal, D P (Latest Edition). *Management Information Systems: Managerial Perspective*, Macmillan Publishers India Limited.
2. Gordon B Davis and Margrethe H Olson. (Latest Edition). *Management Information Systems: Conceptual Foundations, Structure and Development*, McGraw-Hill Ryerson Limited.
3. Kenneth C. Laudon and Jane P. Laudon. (Latest Edition). *Essentials of MIS*, 11th Edition New Delhi: Pearson.
4. Sadagopan. S (Latest Edition). *Management Information Systems*, Prentice Hall India Learning Private Limited.
5. Gupta. (A K Latest Edition). *Management Information System*, S Chand & Company Ltd.
6. Murthy. C S V (Latest Edition). *Management Information System*, Himalaya Publishing House.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the basic concepts and technologies of a computer system which support the management information system.	U	1, 2
CO-2	Demonstrate the applications of different types of information systems in business.	Ap	1, 2, 4
CO-3	Demonstrate the role of MIS in different functional areas in an organisation.	Ap	1, 2, 4
CO-4	Explain the techniques for system analysis and the appropriate method for system building.	U	1, 2, 4
CO-5	Describe the ethical issues of information systems and ensuring quality in MIS.	U	1, 2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Management Information System
Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the basic concepts and technologies of a computer system which support the management information system.	1, 2	U	C, F	L	
CO-2	Demonstrate the applications of different types of information systems in business.	1, 2, 4	Ap	F, P	L	P
CO-3	Demonstrate the role of MIS in different functional areas in an organisation.	1, 2, 4	Ap	F, P	L	
CO-4	Explain the techniques for system analysis and the appropriate method for system building.	1, 2, 4	U	C, F	L	
CO-5	Describe the ethical issues of information systems and ensuring quality in MIS.	1, 2, 4, 6	U	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PSO 2	PSO 3	PSO 4	PSO 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	2	-	2	2	-
CO 3	3	2	-	2	-	-	3	2	-	2	-	2	2	-
CO 4	3	2	-	2	-	-	3	2	1	2	-	2	2	-
CO 5	3	2	-	2	-	-	3	2	-	2	2	2	2	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG301				
Course Title	DATA VISUALIZATION AND INTERPRETATION				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1. Basic Computer Skills, Basic knowledge of Statistics to understand meaningful insights from the data 2. Critical Thinking Skills to evaluate patterns				
Course Summary	Equips students with the skills and knowledge needed to effectively visualize data, interpret visualizations to support decision making processes.				

Detailed Syllabus:

Module	Unit	Contents	Hrs
I	Introduction		10
	1	Importance Of Data Visualization – Understand The Role Of Data Visualization In Decision-Making- Examples Of Effective Decision Making In Business Contexts	
	2	Principles Of Visualization Design – Basic Principles Of Visualization Design – Clarity, Simplicity, Relevance, Introduction To Visual Encoding Techniques – Colour, Size, Shape	
	3	Selecting Visualization Types – Overview Of Common Chart Types And Their Use Cases; Selecting Appropriate Visualization Types Based On Data Characteristics	
II	Data Preparation for Visualization		12
	4	Techniques For Cleaning And Preprocessing Raw Data For Visualization	
	5	Dealing With Missing Values, Outliers And Inconsistencies	
	6	Understand Data Structures – Tabular Data, Time Series Data	
	7	Simplified Exploratory Data Analysis (EDA) Concepts	
III	Basic Visualization Techniques		14
	8	Overview Of Basic Chart Types – Bar Charts, Line Charts, Scatter Plots	
	9	Creating Basic Visualizations Using Spreadsheet Software (Excel, Google Sheet)	
	10	Enhanced Basic Visualizations – Customizing Basic Visualizations With Labels, Titles And Annotations	
IV	Advanced Visualization Technologies		12

	11	Design Principles For Effective Visualization – Avoiding Clutter, Choosing Appropriate Colour; Designing Visually Appealing And Informative Visualizations	
	12	Specialized Chart Types	
	13	Excel, Google Sheets, Tableau Public	
V	Communicating Insights with Data Visualization		12
	14	Principles Of Storytelling, Creating Interactive Dashboards And Reports For Exploration And Analysis	
	15	Practical Applications – Real-World Applications Of Data Visualization In Business Contexts	
	16	Case Studies Illustrating Successful Data Visualization Projects And Their Impact	
	17	Ms Excel, Tableau Public, Google Data Studio	

References

Jeffrey D. Camm, James J Cochran, Michael J. Fry and Jeffrey W. Ohlmann (2022) *Data Visualization: Exploring and Explaining with Data with MindTap*. Cengage Learning India Pvt. Ltd.

Andy Kirk (2012) *Data Visualization*. Packt Pub Ltd

Cole Nussbaumer Knafllic, (Latest Edition). *Storytelling with Data: Let's Practice*. Wiley,

Claus O. Wilke, O'Reilly, (Latest Edition). *Fundamentals of Data Visualization*

Kristen Sosulski, (Latest Edition). *Data Visualization Made Simple: Insights into Becoming Visual*

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand Introduction To Data Visualization	U	1, 4
CO-2	Analyze the structure and characteristics of datasets to determine the most suitable visualization approaches	U, An	1, 4
CO-3	Apply basic visualization techniques to create visualizations using software tool Excel and Google Sheets	U,An, Ap	1, 2, 4
CO-4	Apply advanced visualization techniques using Excel, Google Sheets and Tableau Public	An, Ap	1, 2, 4
CO-5	Create comprehensive reports or presentations	An, Ap, C	1, 2, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Data Visualisation and Interpretation

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PS O	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand Introduction To Data Visualization	1, 4	U, An	C, F	L	
CO-2	Analyze the structure and characteristics of datasets to determine the most suitable visualization approaches	1, 4	U,An, Ap	C, F	L	
CO-3	Apply basic visualization techniques to create visualizations using software tool Excel and Google Sheets	1, 2, 4	An, Ap	C, P	L	P
CO-4	Apply advanced visualization techniques using Excel, Google Sheets and Tableau Public	1, 2, 4	An, Ap, C	C, P	L	P
CO-5	Create comprehensive reports or presentations	1, 2, 3, 4	U, An	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	2	-	-	3	-	-	-	2	-	2	-
CO 2	3	-	-	2	-	-	3	-	-	-	2	-	2	-
CO 3	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 4	3	2	-	2	-	-	3	2	-	-	2	1	2	-
CO 5	3	2	-	2	-	-	3	2	-	-	2	1	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMGT302				
Course Title	MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1. 2.				
Course Summary	Students will gain knowledge about major data mining procedures like Decision tree, cluster Analysis, Neural networks, support vector, machine, Bayesian networks and machine learning fundamentals				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Decision Trees		12
	1	Classification & Regression, working of a Decision Tree, Attribute Selection Measures, Information Gain, Gain Ratio, Gini Index,	
	2	Building Decision Trees, CART, C5.0, and CHAID Trees,	
	3	Prediction by Decision Tree, Advantages and Disadvantages of Decision Trees, Model Overfitting,	
	4	Building Decision Trees in R	
II	Clustering Techniques		13
	5	Cluster Analysis versus Factor Analysis, Overview of Basic Clustering Methods, Agglomerative Hierarchical Clustering, Within-Group Linkage,	
	6	Nearest Neighbor or Single Linkage, Furthest Neighbor or Complete Linkage, Centroid Clustering,	
	7	Ward's Method, K-Means Algorithm, Dendrogram, Profiling of Cluster, Cluster Evaluation	
III	Support Vector Machine		13
	9	Decision Boundaries for Support Vector Machine, Maximum Margin Hyperplanes, Structural Risk Minimization,	
	10	Linear SVM-Separable Case, Linear SVM-Non-Separable Case,	
	11	Kernel Function, Kernel Trick, Kernel Hilbert Space, Model Evaluation.	
IV	Data Mining Techniques		12
	12	Market Basket Analysis and Association Analysis, Market Basket Data, Stores, Customers, Orders, Items, Order Characteristics, Product	

		Popularity	
	13	Tracking Marketing Interventions, Association Rules, Support, Confidence, Lift, Chi-Square Value, Sequential Pattern Analysis	
V	Artificial Neural Network		10
	15	Current Trends in AI, Intelligent Agents, Environments, Problem Solving Agents,	
	16	Searching Techniques, Knowledge and Reasoning in AI, Forms of Learning, Structure of a Neural Network, Analogy with Biological Neural Network,	
	17	Activation Functions, Gradient Descent, Model Accuracy	

References

1. Kevin Knight, Elaine Rich, B.Nair, (Latest Edition), *Artificial Intelligence*, McGraw.
2. Han, Jiawei and Kamber, Micheline, (Latest Edition), *Data Mining: Concepts and Techniques*, Morgan Kaufman Publishers.
3. Anand Rajaraman, (Latest Edition), *Mining of Massive Datasets*, Cambridge University Press.
4. Mitchell, (Latest Edition), *Machine Learning*, McGraw Hill.
1. Stuart Russell, Peter Norvig, (Latest Edition) *Artificial Intelligence – A Modern Approach*, Pearson

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the fundamentals of Big Data and its Applications in various Domains	U	1, 2
CO-2	Conceptualize and Incorporate the Technologies behind Big Data	U, Ap	1, 2, 4
CO-3	Understand HDFS File Structure, Map Reduce Framework, the architectures related and to use them to solve complex problems	An, Ap	1, 2, 4
CO-4	Integrate R with Hadoop and solve analytical problems	An, E	1, 2, 4
CO-5	Understand and Use Hive/Hbase shell pertaining to relational data handling	U, An	1, 2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Machine Learning and Artificial Intelligence

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
--------	----	-----	-----------------	--------------------	---------------------------	---------------

CO-1	Understand the fundamentals of Big Data and its Applications in various Domains	1, 2	U	C, F	L	
CO-2	Conceptualize and Incorporate the Technologies behind Big Data	1, 2, 4	U, Ap	C, F	L	
CO-3	Understand HDFS File Structure, Map Reduce Framework, the architectures related and to use them to solve complex problems	1, 2, 4	An, Ap	C, P	L	
CO-4	Integrate R with Hadoop and solve analytical problems	1, 2, 4	An, E	F, P	L	P
CO-5	Understand and Use Hive/Hbase shell pertaining to relational data handling	1, 2, 4, 6	U, An	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	P O6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 3	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 4	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 5	3	2	-	2	-	1	3	2	-	1	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments

- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG303				
Course Title	INCOME TAX LAW AND PRACTICE - I				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	5
Pre-requisites	1. 2.				
Course Summary	Provides understanding on the basic concepts of income tax, computation of income from salaries, income from house property and income from business or profession				

Detailed Syllabus:

Module	Unit	Contents	Hrs
I		Introduction	15
	1	Basic concepts and Definitions- Assessment Year, Previous Year, Person, Assessee, Deemed Assessee, Income, Gross Total Income, Total Income, Agricultural Income, Casual Income	
	2	Tax rates applicable to Individuals	
	3	Maximum Marginal Rate, Relief, Rebate	
II		Residential Status	
	4	Determination of Residential Status and	
	5	Incidence of Tax	
	6	Exempted Income	
III		Income from Salaries	15
	7	Meaning and Definition	
	8	Allowances	
	9	Perquisites – Valuation of Perquisites	
	10	Provident Fund	
	11	Profits in Lieu of salary	
	12	Deductions from Salary	
	13	Computation of Income from Salaries	
IV		Income from House Property	15
	14	Basis of charge –Exemptions	
	15	Annual value – Computation of Annual value	
	16	Deductions from Annual value	
	17	Computation of Income from House property	
V		Profits and Gains of Business or Profession	15
	18	Chargeability	

	19	Deductions Expressly allowed	
	20	Expenses Expressly disallowed	
	21	Expenses not Deductible in Certain Circumstances	
	22	Deductions Allowable Only on Actual Payment	

References

1. Singhania, V. K., & Singhania, K. C. (2020). *Students Guide to Income Tax: Including GST, VAT, Excise Duty, Customs Duty, CST, Service Tax, Octroi, Wealth Tax, Professions Tax, FRBM Act, & Amendments Made by Finance Act*. New Delhi, India:
2. Mukherjee, M., & Hanif, M. (2019). *Taxmann's Master Guide to Income Tax Act*. New Delhi, India: Taxmann.
3. Raiborn, C., & Kinney, W. (2019). *Cost Accounting: Foundations and Evolutions*. Stamford, CT: Cengage Learning.
4. Natarajan, A., & Devasahayam, K. (2020). *Direct Taxes Law and Practice* (A.Y. 2021-22) (54th ed.). Chennai, India: CCH.
5. Ricketts, C. (2019). *International Tax Planning: A Practical Guide for Multinational Businesses*. Hoboken, NJ: Wiley.
6. Gupta, G. C. (2019). *Tax Planning and Management*. New Delhi, India: McGraw Hill Education.
7. Spilker, B. C., Ayers, B. C., Robinson, J. R., & Outslay, E. (2019). *Taxation of Individuals and Business Entities*. New York, NY: McGraw-Hill Education.
8. Chandra, N. (2019). *Taxation: Theory and Practice*. New Delhi, India: McGraw Hill Education.
9. Hoffman, W. H., Raabe, W. A., Maloney, D. M., & Young, J. C. (2019). *South-Western Federal Taxation: Corporations, Partnerships, Estates & Trusts*. Boston, MA: Cengage Learning.
10. Srivastava, R. (2020). *Direct Taxes Law & Practice: (Professional Edition)* (42nd ed.). New Delhi, India: Bharat Law House.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the basic concepts of income tax	U, R	1
CO-2	Determine the residential status of individuals	Ap, E	1, 2, 3, 4
CO-3	Compute Income from Salaries	Ap, E	1, 2, 4, 5
CO-4	Compute Income from House Property	Ap, E	1, 2, 4, 5

CO-5	Understand the concept of income from business or profession	U, R	1, 2, 4, 6
------	--	------	------------

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Income Tax Law and Practice I

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the basic concepts of income tax	1	U, R	F, C	L	
CO-2	Determine the residential status of individuals	1, 2, 3, 4	Ap, E	F, P	L	P
CO-3	Compute Income from Salaries	1, 2, 4, 5	Ap, E	F, P	L	P
CO-4	Compute Income from House Property	1, 2, 4, 5	Ap, E	F, P	L	P
CO-5	Understand the concept of income from business or profession	1, 2, 4, 6	U, R	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	1	-
CO 2	3	2	2	1	-	-	3	2	1	1	-	-	1	-
CO 3	3	2	-	2	2	-	3	2	-	2	1	-	1	-
CO 4	3	2	-	2	2	-	3	2	-	2	1	-	1	-
CO 5	3	2	-	2	-	2	3	2	-	2	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMGT304				
Course Title	FINANCIAL SERVICES				
Type of Course	DSE				
Semester	V				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	5 hours	-		5
Pre-requisites	1. 2.				
Course Summary	Provides an overall understanding of financial services, its types and credit rating				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	12
	1	Financial Services-Meaning-Role	
	2	Classification of Financial Services-Fund based- Non Fund Based-Fee based	
	3	Role of Financial services in Indian Financial System	
II		Fund Based Financial Services	12
	5	Venture Capital- Features-Types-Process-Major players in the Indian Financial market	
	6	Leasing-Types-Advantages-Limitations- Institutions	
	7	Factoring-Features-Types-Objectives. Infrastructure Financing- Types	
	8	Housing Finance- Types. NBH- Functions of NBH	
III		Non Fund Based Financial Services	12
	9	Hire Purchases-Features- Institutions-operators. Instalment-Features	
	10	Insurance-Type of insurance-Modern trends in Insurance sector	
	11	Mutual Funds- Meaning-Definition Advantages and Disadvantages of Investment in Mutual fund- Types	
	13	Growth and Present position of Mutual Fund Business in India- SIP	
IV		Fee Based Financial Services	12
	18	Merchant Banking- Functions-Classifications-Role in Primary and Secondary Market - Regulation of Merchant Banking in India- major players	
	20	Underwriting-Meaning-Types- Role in Primary Market	
	21	Portfolio Management services- Meaning-Stages -Portfolio Selection-Maintenance- Revision-Evaluation	
V		Credit Rating	12
	23	Credit Rating –Meaning-Objectives-Significance- Advantages	
	24	Credit Rating agencies in India- Foreign agencies (a brief study only)	
	25	Individual Credit Worthiness - CIBIL	

References

1. Gupta N.K and Monika Chopra. (Latest Edition) *Financial Markets, Institutions and Services*, Ane Books India, New Delhi.
2. YogeshMaheswari . (Latest Edition) *Investment Management*, PHI, New Delhi.
3. Kevin S. (Latest Edition) *Security Analysis and Portfolio Management*, PHI, New Delhi.
4. AvadhaniV.A . (Latest Edition) *Security Analysis and Portfolio Management*, Himalaya Publishing House, New Delhi.
5. Donald M. Fischer and Ronald J. Jordon. Security (Latest Edition) *Analysis and Portfolio Management*, PHI, New Delhi.
6. BholeL.M . (Latest Edition) *Financial Markets and Institutions*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
7. Bharathi. V. Pathak. (Latest Edition) *Indian Financial System*, Pearson Education, New Delhi.
8. VasanthDesai . (Latest Edition) *Indian Financial System*, Himalaya Publishing House, New Delhi.
9. Khan M.Y. (Latest Edition) *Financial Services*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
10. Dr S Guruswamy. (Latest Edition) *Merchant banking and financial services*, Tata McGraw-Hill Publishing Co.Ltd., New Delhi

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Identify the basic s concepts of Financial Services	U	1
CO-2	Describe the role of financial services	U	1, 2, 3
CO-3	Compare and differentiate the classification of financial services.	An	1,2, 4
CO-4	Identify the functions of merchant banking.	U	1, 2, 4
CO-5	Demonstrate the procedure of portfolio management	An	1, 4, 5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Financial Services

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Identify the basic s concepts of Financial Services	1	U	F, C	L	
CO-2	Describe the role of financial services	1, 2, 3	U	F, C	L	

CO-3	Compare and differentiate the classification of financial services.	1,2, 4	An	F, P	L	
CO-4	Identify the functions of merchant banking.	1, 2, 4	U	F, C	L	
CO-5	Demonstrate the procedure of portfolio management	1, 4, 5, 6	An	C, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	1	-
CO 2	3	2	2	-	-	-	3	2	2	-	-	-	1	-
CO 3	3	2	-	2	-	-	3	2	-	2	-	-	1	-
CO 4	3	2	-	2	-	-	3	2	-	2	-	-	1	-
CO 5	3	-	-	2	1	1	3	-	2	1	1	1	1	-
CO6	3	-	-	3	-	-	-	-	-	-	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG305				
Course Title	PERFORMANCE MANAGEMENT				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4				
Pre-requisites					
Course Summary	Covers the inputs required to understand the practice of performance management in organisations. It also encompasses process and impact of performance management in organisations				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Performance Management in Organisations		12
	1	Performance Management Fundamentals, Performance Management Cycle - Implications of Performance Management on individual employee, work teams and organisation	
	2	Performance management process- Performance planning. Defining performance standards and choosing measurement approaches.	
	3	Measuring performance: Job Description and Job Analysis for Performance Management: Designing Performance Appraisal for specific purposes	
	4	Traditional & modern Methods of PA	
II	Measuring results and behaviours		12
	5	Rubrics and matrices- Appraisal Forms and Formats- Appraisal Communication	
	6	Designing performance criteria – performance monitoring	
	7	Appraisal Interview and performance feedback	
III	Appraising for Recognition & Reward		
	8	Performance management skills for appraiser, performance linked career planning and promotion policy.	
	9	individual and Organisational performance plans	
	10	Linking performance with rewards; Different approaches	
	11	Legal and ethical aspects of PM	
	12	Performance appraisal and remedial measures-Training, Coaching & mentoring	
IV	Performance management for strategic results		12
	13	Strategic tools of performance management- process of Judgment vs process of analysis - stock taking discussions	

	14	Contemporary Performance appraisal practices – PABLO, Online methods, competency Mapping- Balance Score Card- - HR Score Card	
V	Operationalising change through performance management		12
	15	Potential appraisal & critical appraisal. Issues and Problems in P M CMMI – PCMM Levels of accreditation	
	16	Performance management systems in manufacturing & Service context- Performance Monitoring process: Robotics for performance monitoring- DBMS for PM system integration	

References

1. Bacal, Robert.(Latest Edition) *Performance Management*. Mc Graw Hill company Ltd.
2. Rao, T.V. (Latest Edition). *Appraising and Developing Managerial Performance*, TV Rao Learning Systems Pvt Limited, Excel Books, 2009
3. David Wade and Ronad Recardo, (Latest Edition). *Corporate Performance Management*, Butter Heinemann, New Delhi,Routledge, 2012.
4. Kohli, AS and Deb, T(Latest Edition).. *Performance Management*. Oxford University Press. 2009.
5. Amstrong, Michael. (Latest Edition). *Performance Management: key strategies and practical guidelines*. Kogan Page. Third edition 2021.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Identify and designate the parties for performance management in organisations	U	1, 2
CO-2	Explain the different methods of performance appraisal	U	1, 2, 3
CO-3	Analyse the various strategic aims and applications of PM	An	1, 3, 4, 5
CO-4	Design an appraisal system by understanding the contemporary techniques of performance appraisal and management.	C	1, 3, 4, 5
CO-5	Describe the role of technology in the practice of performance management	U	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Performance Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)

CO-1	Identify and designate the parties for performance management in organisations	1, 2	U	C, F	L	
CO-2	Explain the different methods of performance appraisal	1, 2, 3	U	C, F	L	
CO-3	Analyse the various strategic aims and applications of PM	1, 3, 4, 5	An	F, P	L	
CO-4	Design an appraisal system by understanding the contemporary techniques of performance appraisal and management.	1, 3, 4, 5	C	M	L	P
CO-5	Describe the role of technology in the practice of performance management	1, 2	U	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	1	-	-	-	3	2	1	-	-	-	-	1
CO 3	3	-	2	1	1	-	3	-	2	1	1	-	1	1
CO 4	3	-	2	1	1	-	3	-	2	1	1	-	1	-
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Assignment/ Case Discussion / Seminar
- Mid- term Exam
- Live projects
- End Semester Comprehensive Examination

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓

CO 4	✓	✓	✓
CO 4	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG306				
Course Title	PERSONNEL COUNSELLING				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hrs			
Pre-requisites					
Course Summary	Provides an understanding of the concept of counselling , its process, and main therapies used.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Foundations of Counselling		12
	1	Basics of employee counselling	
	2	Emergence & growth of Counselling Services	
II	Deviant work place behaviours		12
	3	Conceptual understanding and tackling problems arising out of work situations	
	4	Deviant work place behaviours – behaviour modification	
	5	Overview of abnormal psychology	
III	Employee Counselling process		12
	6	The Counselling Environment- Intake- Referral procedures	
	7	Guidelines for effective counselling-Action strategies	
	8	Functions and skills of counsellor, Principles of counselling	
	9	Assertiveness and Interpersonal Skills for Counsellors	
	10	Counsellor-Counselee Relationship	
IV	Major Therapies		12
	11	Introduction to the Important Schools of Counselling- Psychoanalytic Foundations, Person-Centred Approach to Counselling	
	12	Gestalt Therapy- Cognitive Behaviour Therapy, Transactional Analysis	
V	Counselling and Mental Health		12
	13	Mentoring and coaching for employee wellbeing	
	14	Visualisation, Mindfulness, Positive psychology	

References

1. Kavita Singh, (Latest Edition). *Counselling Skills for Managers*, Prentice Hall of India.

2. Richard Welson and Jones. (Latest Edition). *Introduction to Counseling skills – Texts and Activities*, Sage Publications,
3. Casemore, Roger. (Latest Edition). *Person Centered Counselling in a Nutshell*. Sage,
4. McLennan, Nigel (Latest Edition). *Counselling for Managers*, Gower.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the processes and techniques of counselling.	U	1, 2
CO-2	Explain the different therapies of counselling	U	1, 3, 4
CO-3	Realise the various problem areas where counselling interventions are necessary.	An	1, 2, 4
CO-4	Design developing alternative approach to dealing with problem situations in organisations.	C	1, 2, 4
CO-5	Explain the role of counselling in maintaining the mental health of employees in an organisation	U	1, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Personnel Counselling

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Describe the processes and techniques of counselling.	1, 2	U	C, F	L	
CO-2	Explain the different therapies of counselling	1, 3, 4	U	C, F	L	
CO-3	Realise the various problem areas where counselling interventions are necessary.	1, 2, 4	An	C, F	L	P
CO-4	Design developing alternative approach to dealing with problem situations in organisations.	1, 2, 4	C	F, M	L	
CO-5	Explain the role of counselling in maintaining the mental health of employees in an organisation	1, 3, 4	U	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	-	2	2	-	-	3	-	2	2	-	-	1	-
CO 3	3	2	-	2	-	-	3	2	-	2	-	-	1	-
CO 4	3	2	-	2	-	-	3	2	-	2	1	-	1	-
CO 5	3	-	2	2	-	-	3	-	2	2	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



Detailed Syllabus:

University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMGT307				
Course Title	SERVICES AND RETAIL MARKETING				
Type of Course	DSE				
Semester	V .				
Academic Level	300- 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	Basic Idea on fundamentals of Marketing				
Course Summary	Offers a basic knowledge of services marketing and a broad examination of retail marketing, covering its types and functions, with a focus on site location analysis and Merchandising Management.				

Module	Unit	Course Contents	Hrs
I		Services Marketing	
	1	Services - Characteristics, Features and Classification.	12
	2	Services Marketing- Definition - Concept - Features - Trends and Developments in Services Marketing Sector - Innovations in service marketing.	
	3	Services Marketing Triangle	
	4	New Services Development;	
		Management of Services Marketing Mix	
II	5	People- The importance of personal contact in services.	12
	6	Physical Evidence - Guideline for physical evidence strategy - style and content of communication - Physical Appearance, Grooming and Behaviour of Service Personnel - Importance of Physical Evidence	
	7	Process- Customer Participation in Service Process - Customers as Service Co-creators	
	8	Service Failures - Remedies	
		Retail Marketing	
III	9	Retailing-Definition, Characteristics and Importance	12
	10	Growth of organized retailing in India	
	11	Retail Marketing; Importance, Characteristics and Types	
	12	Store and Non-store Retailing	
		Retail Site Location	
IV	13	Target Market and Store Location	12
	14	Site Characteristics – Site Location and Analysis	
	15	Trading Area Analysis	
	16	Density of Target Market, Environmental Issues	
		Merchandise Management	
	17	Presenting the Merchandise	
	18	Merchandise Amendment Planning	

V	19	Store Display and Ambience	12
	20	Retail Signage – Types and Characteristics	
	21	Components of Retail Store Operations	

References

1. Ramneek kapoor, Justin paul, Biplab Halder, (Latest Edition), *Service Marketing - concepts and practices* - Tata McGraw Hill Education Pvt Ltd.
2. Zeithmal, Bitner, Gremler, Pandit, (2019), *Services Marketing - Integrating Customer Focus Across the Firm*, McGraw Hill Education (India) Pvt. Ltd.
3. Shankar, Ravi, (Latest Edition), *Services Marketing; The Indian Experience*, South Asia Publications, New Delhi.
4. Jochen Wirtz, Christopher Lovelock, (2022), *Services Marketing - People, Technology and Strategy*, Ninth edition, World Scientific Publishing Co. inc.
5. Pradhan, S. (Latest Edition). *Retailing management text and cases*. Tata McGraw Hill.
6. Sheikh, A., & Fatima, K. (Latest Edition). *Retail management*. Himalaya Publishing House.
7. Berman, B., & Evans, J. R. (Latest Edition). *Retail management: A strategic approach* (10th ed.). PHI Learning.
8. Ogden, J. R., & Togden, D. (Latest Edition). *International retail management*. Biztantra.
9. Joshi, G. (Latest Edition). *Information technology for retail*. Oxford University Press

Course Outcomes

No.	Up on completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the Basic Concept of Services and Services Marketing	R	1
CO-2	Examine the Management of Services Marketing Mix	U, An	1
CO -3	Remember and Describe the Fundamentals of Retail Marketing	R, U	1, 3
CO- 4	Understand the importance of retail site location, target market analysis, site characteristics, and environmental considerations for optimal store placement.	U	1, 3, 4
CO -5	Apply Principles of Merchandise Management, Store Display, and Retail Signage to Enhance Store Ambience and Customer Engagement Effectively.	Ap, E	1, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Services and Retail Marketing

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the basic concept of services and services marketing	1	R	F	L	
CO-2	Examine the Management of Services Marketing Mix	1	U, An	C, P	L	
CO -3	Remember and describe the fundamentals of retail marketing	1, 3	R,U	F, C	L	
CO- 4	Understand the importance of retail site location, target market analysis, site characteristics, and environmental considerations for optimal store placement.	1, 3, 4	U	F	L	
CO -5	Apply principles of merchandise management, store display, and retail signage to enhance store ambience and customer engagement effectively.	1, 3, 4	Ap, E	P M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	-	2	-	-	-	3	-	2	-	-	-	2	-
CO 4	3	-	2	2	-	-	3	-	2	-	2	-	2	-
CO 5	3	-	2	2	-	-	3	-	2	-	2	-	2	-

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

CO	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	√	√		√
CO 2	√	√		√
CO 3	√	√		√
CO 4	√	√		√
CO 5	√	√	√	√



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG308				
Course Title	SALES MANAGEMENT				
Type of Course	DSE				
Semester	V				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Enables the students to know about facets of Personal Selling and Sales Management. At the end of this course, the students will be able to comprehend the selling decisions and methods.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Selling and Marketing Concept		12
	1	New Business Vs Serving Business – Consumer Goods Selling – Industrial Selling – International Selling – Retail Selling .	
	2	Classification and Characteristics of Sales People	
	3	Personal Selling: Objectives- Policies- Strategies Under Competitive Settings.	
	4	Evaluation of Personal Selling Vis a Vis Other Components of Promotional Mix.	
II	Selling Process - Steps		12
	5	Prospecting; Steps	
	6	Pre-approach; Objectives- Sources- The Approach ; Objectives- Methods.	
	7	The presentation; Strategies - Developing - Situational Selling- Showmanship.	
	8	Handling objections; Attitude-Strategy- Methods -Types of Objections -Specific Situations.	
	9	Closing; Tactics Methods – Follow-up.	
	Sales Organisation		
III	10	Types and Features; Line Sales Organization- Line and Staff - Functional -Committee.	12
	11	Determining the Sales Force Profile – Product Market Analysis – Determining the Sales Force Size.	
	12	Territory Management: Accounts and Sales Potential - Sales person Workload - Designing Territories- Routing- Time Management.	

		Sales Force Management, Motivation And Compensation	
IV	13	Recruitment and Selection: Job analysis- Manpower Planning - Job Specification and Job Description- Sales Force Training Methods.	12
	14	Motivation; Nature - Importance - Process and Factors in Motivation.	
	15	Compensation; Objectives - Remuneration Methods -Incentives	
	16	Evaluation; Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management Audit.	
	17	Sales Analysis; Sales, Cost and Activity Related – Determinants of Sales Person Performance.	
		Selling on Internet	
V	18	Selling Agents for Internet Trading - Net Selling	12
	19	Advertising and Payment System in Internet Trading	
	20	Internet Selling in safe mode; Digital Signature - Biometric Method - Legal or Regulatory Environment.	
	21	Growth of Internet Trading in India.	
	22	Case Studies in Sales Management Trends.	

References

1. Manning and Reece,(Latest Edition), Selling Today, Pearson Education.
2. Still, Cundiff & Govoni,(Latest Edition), Sales Management – Decision, strategies and Cases,, Prentice Hall of India, New Delhi.
3. Fredrick A. Russell et al,(Latest Edition), Selling - Principles and Practices ,McGraw Hill Intl., New Delhi.
4. P.K Sahu & K.C Raut,(Latest Edition), Salesmanship and Sales Management, Vikas Publishing House pvt.Ltd.
5. Bill Donaldson (Latest Edition), Sales Management, Macmillian.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PO addressed
CO-1	Understand the Basic Concepts of Personal Selling.	R, U	1
CO-2	Explain the Ideas Related to Personal Selling Steps.	R, U	1, 2
CO -3	Recall the Role of Sales Organization.	U	1, 3
CO- 4	Understand the Sales force Management, Motivation, Compensation and Performance Appraisal.	Ap, An	1, 3, 4
CO -5	Evaluate and Discuss the Growth of Internet Selling in India with examples.	E,C	1, 4

R-Remember, U-Understand, Ap- Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Sales Management.

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the Basic Concepts of Personal Selling.	1	R, U	F,	L	
CO-2	Explain the Ideas Related to Personal Selling Steps.	1, 2	R, U	F,C	L	
CO -3	Recall the Role of Sales Organization.	1, 3	U	C	L	
CO- 4	Understand the Sales force Management, Motivation, Compensation and Performance Appraisal.	1, 3, 4	Ap, An	C,P	L	
CO -5	Evaluate and Discuss the Growth of Internet Selling in India with examples.	1, 4	E, C	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PSO 2	PS O3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 3	3	-	2	-	-	-	3	-	2	-	-	-	1	-
CO 4	3	-	2	1	-	3		-	2	1	-	-	-	1
CO 5	3	-	-	2	-	-	3	-	-	2	-	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG309				
Course Title	FACILITY MANAGEMENT				
Type of Course	DSE				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	4
Pre-requisites	1. Understanding on basic concepts in Supply Chain Management				
Course Summary	Covers the concepts, techniques and practices in managing plant and warehouse.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		9
	1	Role of Plant and Warehouse in SCM	
	2	Types of Warehouses	
	3	Components of Facility Decision-Location, Capacity, Layout	
	4	Facility Related Matrix that Influence Supply Chain Performance	
II	Facility Location		10
	5	Process of Location Selection-Plant, Warehouse	
	6	Factors Affecting Location Selection-Plant, Warehouse	
	7	Location Selection Method- Factor Rating, Locational Cost Volume Analysis, Centre Of Gravity, Load-Distance Model-Transportation (with numerical problems)	
	8	Use of Geographical Information Systems	
III	Capacity Planning		9
	9	Capacity- Design capacity, Effective capacity, Utilization, Efficiency	
	11	Challenges in Capacity Planning-Production, Warehousing	
	12	Capacity Planning Strategies-Lead, Lag And Match	
	13	Measuring Performance of Capacity Planning	
IV	Facility Layout		9
	14	Plant layout-Process layout, Product layout, Work Cells	
	15	Managing bottlenecks in plant and warehouse	
	16	Warehouse design- U-shaped, I-Shaped, L-Shaped	
	17	Cross docking, Random Stocking, Customising	
V	Warehousing		9
	18	Areas of a Warehouse	
	19	Stages in Warehousing	

	20	Material Handling-Principles, Equipments	
	21	Warehouse Automation-Types, Benefits	
	22	Sustainable Warehousing- Objectives, Practices	

References

- 1 Alexander, K. (2023). *Facilities Management: Theory and Practice*. United Kingdom: CRC Press.
- 2 Van Sprang, H., Drion, B. (2020). *Introduction to Facility Management*. United Kingdom: Taylor & Francis.
- 3 Ramesh Upadhyay and Jithendra Narayan Kumar. (2017). *Facility Management*. Notion Press
- 4 John Lok (Latest Edition). *Introduction to Facility Management Function*. Notion Press
- 5 Tompkins. (Latest Edition). *Facilities Planning*. Wiley.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Understand the role, components and performance indicators of facility management.	U	1
CO2	Select suitable location for plant and warehouse	E	2, 4, 5
CO3	Analyse the capacity planning strategies and measure performance of capacity	An	2, 4, 5
CO4	Create suitable facility layout and manage bottlenecks	C	2, 4, 5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Facility Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO1	Understand the role, components and performance indicators of facility management.	1	U	C, F	L	
CO2	Select suitable location for plant and warehouse	2, 4, 5	E	F, P	L	
CO3	Analyse the capacity planning strategies and measure performance of capacity	2, 4, 5	An	F, P	L	
CO4	Create suitable facility layout and manage bottlenecks	2, 4, 5, 6	C	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PSO 2	PSO 3	PSO 4	PS O5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	3	2	-	-	-	3	3	2	-	-	-	-
CO 3	-	3	-	2	2	-	-	3	-	2	2	-	1	-
CO 4	-	3	-	2	2	1	-	3	1	2	2	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMGT310				
Course Title	SHIPPING AND PORT MANAGEMENT				
Type of Course	DSE				
Semester	V				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	4
Pre-requisites	1.				
Course Summary	Presents the various aspects of port development, management, operation and emerging practices.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Port Management		12
	1	Port -Features- Types- -Infrastructure	
	2	Layout of Ports- Organisational structure	
	3	Operational functions -Services and facilities for ships, Cargo transfer	
	4	Stakeholder in Ports – Public Health Organisation, Immigration, Ship Agents, Stevedores, Customer House Agents.	
II	Port Development		12
	5	Triggers to Port Development	
	6	Models of Port Development-Comparison	
	8	Role of Shipping Technology in Port Development	
	9	Real World Case Analysis	
III	Port Operation		12
	10	Port Operations- Berths and Terminals - Berth Facilities and Equipment.	
	11	Ship Operation – Pre-shipment planning, the stowage plan, and on-board stowage - cargo positioning and stowage on the terminal.	
	12	Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security:	
	13	Evaluating performance and productivity	
IV	Port Administration		12
	14	Port Administration-Functions	
	15	Challenges in Port Administration- Environmental impacts, Infrastructure Constraints, Port Congestion, Regulatory Compliance, Security.	
	16	Types of port ownership and administration	
	17	Organizations concerning ports in India	
V	Port Management- Practical Insights		12

	18	Management Insights from Major Ports at International and National Levels	
	19	Major Port Authorities Act, 2021- Key provisions	
	20	Framework for port reforms in India.	

References

- 1 Alderton, P., & Saieva, G. (Latest Edition) *Port management and operations*. Taylor & Francis.
- 2 Burns, M. G. (2018). *Port Management and Operations*. United States: Taylor & Francis.
- 3 Branch, A. E. (2007). *Elements of shipping*. Routledge.
- 4 Bichou, K. (2014). *Port Operations, Planning and Logistics*. United Kingdom: Taylor & Francis.
- 5 Notteboom, T., Pallis, A., Rodrigue, J. (2022). *Port Economics, Management and Policy*. United Kingdom: Taylor & Francis.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Understand the features and functions of ports	U	1
CO2	Evaluate the models of port development	E	2, 3
CO3	Analyse port operation	An	2, 3
CO4	Assess Port Administration	E	2, 3
CO5	Compile best practices in port administration	E	2, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Shipping and Port Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO1	Understand the features and functions of ports	1	U	F, C	L	
CO2	Evaluate the models of port development	2, 3	E	F, P	L	
CO3	Analyse port operation	2, 3	An	C, P	L	
CO4	Assess Port Administration	2, 3	E	P	L	

CO5	Compile best practices in port administration	2, 3, 4	E	P, M	L	
------------	---	---------	---	------	---	--

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	2	-	-	-	-	3	2	-	-	-	-	-
CO 3	-	3	2	-	-	-	-	3	2	-	-	-	2	-
CO 4	-	3	2	-	-	-	-	3	2	-	-	-	2	-
CO 5	-	3	2	2	-	-	-	3	2	2	-	-	-2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG311				
Course Title	TOURISM PRODUCTS IN INDIA				
Type of Course	DSE				
Semester	V				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	5
Pre-requisites	1. 2.				
Course Summary	Gives an in-depth knowledge about Tourism products in India				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Tourism Product		12
	1	Concept of Tourism Products - Elements- Characteristics	
	2	Types of Tourism Products – Tangible & Intangible Products	
	3	Recent trends in Tourism Products	
II	Classification of Tourism Products		12
	4	Natural Tourism Product - Climate of India, Flora and Fauna	
	5	Biosphere Reserves - Wildlife Sanctuaries - National Parks - Botanical Gardens and Zoological Parks	
	6	Deserts - Islands and Beaches - Rivers of India	
	7	Major Hill Stations in India - Major Lakes and Lagoons of India - Backwater Tourism	
III	Historical and Socio-Cultural Tourism		12
	8	Fairs and Festivals	
	9	Classical Dances in India: Folk Dances of India - Dance Festivals in India	
	10	Indian Classical Music - Music Festivals	
	11	Indian Paintings - Handicrafts and Souvenirs of India - Indian Cuisine, Indian Architectural Styles - Monuments	
	12	Ancient Temples of India – Forts – Palaces - Museums and Art Galleries	
	13	UNESCO World Heritage Sites of India – Buddhist Heritage Sites of India - Pilgrimage Centres	
IV	Adventure Tourism		12
	14	Concept – Types of Adventure Tourism	
	15	Land based Adventure Tourism – Water based Adventure Tourism	

V	Major Tourism Circuits in India and Promotional Schemes of Tourism		12
	16	Golden Triangle - Desert Circuit - Himachal Circuit - Nilgiri Circuit - Backwater Circuit - Wildlife Circuit - Buddhist Circuit - Eco Circuit - Heritage Circuit - Tribal Circuit - Chota Char Dham Circuit	
	17	Swadesh Darshan Scheme - PRASHAD Scheme - Dekho Apna Desh Scheme	

References

- 1 Jacob, R., Mahadevan, P., Joseph, S. (Latest Edition). *Tourism Products of India: A National Perspective*. India: Abhijeet Publications.
- 2 'Basham, A. L. (Latest Edition). *The Wonder that was India*. India: Pan Macmillan Limited.
- 3 'Punja, S. (Latest Edition). *Museums of India*. Hong Kong: Local Colour.
- 4 Basham, A.L. (Latest Edition). *A Cultural History of India*. (1997). India: OUP India.
- 5 Jagannathan, S. (Latest Edition). *India: Plan Your Own Holiday, a Voyage of Discovery Tour Planner and Travel Guide*. India: Nirvana Publications.
- 6 Kaul, H. K. (Latest Edition) *Travelers India*. Oxford
- 7 Dixit, M., Sheela, C. (Latest Edition 8). *Tourism Products*. India: New Royal Book Company.
- 8 Jacob, R. (Latest Edition). *Indian Tourism Products*. India: Abhijeet Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Define the concept of Tourism Product.	R	1
CO2	Explain the important Natural Tourism Products of India.	U	1
CO3	Describe the Cultural Tourism Products of India.	U	1, 2
CO4	Explain the Emerging Tourism Products and its Availability.	U	1, 2
CO5	Understand the major Tourism Circuits of India and The promotional measures initiated by Ministry of Tourism, Govt. of India	U	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Tourism Products in India

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PS O	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO1	Define the concept of Tourism Product.	1	R	F, C	L	

CO2	Explain the important Natural Tourism Products of India.	1	U	F, C	L	
CO3	Describe the Cultural Tourism Products of India.	1, 2	U	F, C	L	
CO4	Explain the Emerging Tourism Products and its Availability.	1, 2	U	F, C	L	
CO5	Understand the major Tourism Circuits of India and The promotional measures initiated by Ministry of Tourism, Govt. of India	1, 2	U	C, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO2	PSO 3	PSO 4	PSO5	PSO6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO2	3	-	-	-	-	-	3	-	-	-	-	1	-	-
CO3	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO4	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO5	3	2	-	-	-	-	3	2	-	-	-	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5DSEMG312				
Course Title	WORLD TOURISM GEOGRAPHY				
Type of Course	DSE				
Semester	V				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Familiarises students with popular global tourism destinations, analyze the interplay of geography with tourism, and equip them with the skills to formulate strategies for destination planning and product development while considering socio-cultural, economic, and climatic factors.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		World Geography	12
	1	Introduction to World Geography	
	2	Physical Geography of Different Continents	
	3	World Economic Geography	
	4	Major Tourism Activities and Attractions at Destinations	
II		Aviation Geography and Travel Formalities	12
	5	IATA Areas, Sub-Areas, and Sub-Regions	
	6	International Date Line and Time Zones	
	7	Travel Formalities: Passport, VISA, Health Certificate, Currency Certificate, Insurance, Customs, Credit Card, Traveller's Cheque, Money Transfer	
	8	Travel Fairs and Event Business Players – Benefits of Travel Fairs – Overview of Major Travel Fairs – Case Studies of Successful Tourism Destinations	
III		Destination Development and Management	12
	9	Definition, Types and Characteristics of Destinations	
	10	Destination Products and Development Goals	
	11	Tourism and Linkage between Destination and Development	
	12	Development of Tourism Activities in Different Climatic Regions	
IV		Tourism Planning and Sustainable Development	12
	18	Planning for Sustainable Tourism Development – Economic, Social, Cultural, and Environmental Impact Assessment	
	19	Policies and Procedures for Tourism Planning and Conservation	
	20	Assessment of Tourism Potential	
	21	Coordination and Control of Tourism Development	

V	Responsible Tourism		12
	23	Concept – Definition – Agencies in Responsible Tourism – Public, Private, and Voluntary Sector	
	24	Host Community, Media, and Tourists' Roles	
	25	Responsible Tourism in Coastal, Rural, Urban, Mountainous, and Island Regions	
	26	National Planning Policies, Demonstration Effect, Carrying Capacity, Community Participation, and Stakeholder Management	

References

- 1 Butler, R. W. (2018). *The tourism experience: Phenomenology, meaning and ethnography*. Routledge.
- 2 Larsen, J., & Lundberg, E. (2019). *Tourism: A critical introduction*. Routledge.
- 3 Sharpley, R., & Telfer, D. (2020). *Tourism and development: Local, national and global perspectives*. Routledge.
- 4 Timothy, D. J. (2023). *Geopolitics of tourism*. Routledge.
- 5 Fennell, D. A. (2019). *The Routledge handbook of tourism research*. Routledge
- 6 Singh, A. (2019). *Tourism development in India: Issues and perspectives*. Routledge India.
- 7 Kumar, A., & Rai, S. K. (2018). *Tourism geography of India*. PHI Learning Private Limited.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand world geography	U	1
CO-2	Understand destination management and development	U	1
CO-3	Compare tourist attractions in various destinations	An	1, 2
CO-4	Assess aviation geography and travel formalities	E	2, 3, 4
CO-5	Examine tourism planning and sustainable development	An	2, 4, 6
CO-6	Evaluate responsible tourism and stakeholder management	E	2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: World Tourism Geography

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand world geography	1	U	C, F	L	
CO-2	Understand destination management and development	1	U	C, F	L	

CO-3	Compare tourist attractions in various destinations	1, 2	An	C, F	L	
CO-4	Assess aviation geography and travel formalities	2, 3, 4	E	C, F	L	
CO-5	Examine tourism planning and sustainable development	2, 4, 6	An	P	L	
CO-6	Evaluate responsible tourism and stakeholder management	2, 4, 6	E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 3	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 4	-	3	2	2	-	-	-	3	2	2	-	-	1	-
CO 5	-	3	-	2	-	2	-	3	-	2	2	-	1	-
CO 6	-	3	-	2	-	2	-	3	-	2	2	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5SECMGT301				
Course Title	COMPUTERISED ACCOUNTING				
Type of Course	SEC				
Semester	V				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1.				
Course Summary	Creates understanding on the basic concepts and application of Computerised Accounting.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Basics of Computerised Accounting		12
	1	Components of CAS	
	2	Grouping of Accounts, Codification of Accounts	
	3	Methodology to Develop Coding Structure and Coding	
	4	Advantages of Using CAS Software.	
II	Computerized Accounting Packages		12
	5	Tally, ERP – 9, Peach Tree, NetSuite	
	6	QuickBooks, FreshBooks, Xero	
	7	Wave, Busy Accounting Software	
	8	Tally Prime, ERP Software	
III	TALLY ERP 9		12
	9	Company Creation, Creation of Ledger	
	10	Voucher Entry, Stock Valuation	
	11	Trail Balance, Profit and Loss Account, Balance Sheet	
	12	Computation and Practical	
IV	Other Applications of TALLY		12
	13	Billing System	
	14	Data Migration, TDS.	
	15	Payroll Management	
V	Inventory Management		12
	16	Creation of Stock Register	
	17	Inventory Classification and Management	
	18	Stock Reporting	

References

1. Tomy.K. K (Latest Edition) *Computerised Accounting, Tally ERP 9*. Prakash Publication.
2. Amarnath Das & Madhu Agnihotri. (Latest Edition) *Computerised Accounting and e-filing of Tax Return*, Tee Dee Publications.
3. Manoj Bansal & Ajay Sharma, (Latest Edition) *Computerised Accounting System*. Agra: Sahitya Bhavan Publication.
4. Gaurav Agrawal, (Latest Edition) *Tally Prime with GST*, Amazon.in
5. Neeraj Goyal & Rohit Sachdeva., (Latest Edition) *Computerised Accounting*. New Delhi: Kalyani Publishers.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the accounting software used in different types of institutions	U	1, 4
CO-2	Explain the process of ledger creation and summarisation of accounts using tally ERP 9	R, U	1, 4, 5
CO-3	Design e-inventory system	Ap	1, 4, 5
CO-4	Create skills in maintaining digitized accounting system	C	4,5
CO-5	Describe the features and uses of accounting software	U	2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Computerized Accounting: Credits: 3:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the accounting softwares used in different types of institutions	1, 4	U	F, C	L	
CO-2	Develop talents for ledger creation and summarisation of accounts using tally ERP 9	1, 4, 5	R, U	F, P	L	P
CO-3	Design e-inventory system	1, 4, 5	Ap	F, P	L	

CO-4	Create skills in maintaining digitized accounting system	4,5	C	P, M	L	P
CO-5	Describe the features and uses of accounting software	2, 4, 6	U	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PSO 2	PSO 3	PS O4	PSO 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	2	-	-	3	-	2	2	-	-	-	-
CO 2	3	-	-	2	2	-	3	-	2	2	-	-	-	-
CO 3	3	-	-	2	2	-	3	-	2	2	-	-	-	-
CO 4	-	-	-	3	2	-	-	-	-	2	2	-	-	-
CO 5	-	3	-	3	-	2	-	3	1	-	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK5SECMGT302				
Course Title	STOCK TRADING PRACTICES				
Type of Course	SEC				
Semester	V				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites	1. 2.				
Course Summary	Creates an interest among students towards investment in stock market and to familiarize them with capital market operations				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Capital Markets in India		12
	1	Capital Market- Meaning – Structure	
	2	Capital Market Instruments (Brief discussion only)	
	3	Primary Market- Concept, Importance; Functions of New Issue Market (IPO, FPO&OFS)	
	4	Pricing of Issues- fix price method and Book Building Method.	
II	Trading in Stock Exchanges		12
	5	Secondary Market - Listing of Securities – Process	
	6	Trading Mechanism – Different Types of Orders	
	7	Demat Trading Concept and Significance; Clearing and Settlement Procedure - Role of Depositories and Custodian of Securities	
	8	Practicum- Demo Stock Trading including online	
III	Stock Exchanges		12
	9	Definition - Role and Functions	
	10	Stock exchanges in India- NSE, BSE, Commodity Exchanges - MCX	
	11	Major International Stock Exchanges	
IV	Stock Market Indices		12
	12	Meaning, Purpose	
	13	Major indices in India- BSE Sensex, S&P CNX Nifty	
	14	Stock Market Indices in Foreign Countries	
	15	Recent Trends in the Capital Market	
V	Regulator of Capital Market		12

	17	The Securities and Exchange Board of India (SEBI) - Constitution, Powers	
	18	Functions and role of SEBI in regulating the Primary and Secondary Markets	
	19	Investor Protection	

References

1. Machiraju H.R. (2009), *The Working of stock exchange in India*, New Delhi: New Age Publications.
2. John M. Dalton (Editor) *How the stock market works*, New York Institute of Finance.
3. Jithendra Gala (2020), *Guide to Indian Stock Market*, Buzzing stock Publishing.
4. Sudha P (2022) *Securities Law & Market Operation*, New Delhi:Sultan Chand & Sons.
5. Sharma F C (2021) *Financial Market Operations*, Agra:SBPD Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain stock market operations in terms on structure and instruments	U	1
CO-2	Identify the process of online trading and settlement procedure	Ap	4
CO-3	Recognise the regulations in capital market trading and understand the functions of SEBI	Ap	6
CO-4	Integrate the theory and practical sense in stock marketing in the real scenario	E, C	4,5,6
CO-5	Evaluate the role of investors protection	E	2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Stock Trading Practices

Credits: :0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain stock market operations in terms on structure and instruments	1	U	F, C	L	
CO-2	Identify the process of online trading and settlement procedure	4	Ap	P	L	
CO-3	Recognise the regulations in capital market trading and understand the functions of SEBI	6	Ap	F, P	L	

CO-4	Integrate the theory and practical sense in stock marketing in the real scenario	4,5,6	E, C	P, M	L	P
CO-5	Evaluate the role of investors protection	2	E	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	-	-	2	-	-	-	-	-	1	1	1	-	-
CO 3	-	-	-	-	-	2	-	-	-	-	2	-	-	-
CO 4	-	-	-	1	3	2	-	-	-	1	1	1	-	-
CO 5	-	2	-	-	-	-	-	2	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓
CO 3	✓	✓		✓
CO 4	✓	✓	✓	✓
CO 5	✓	✓		✓

SEMESTER VI



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT301				
Course Title	RESEARCH METHODOLOGY				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1. 2.				
Course Summary	Introduces the concept and methods of scientific research. Also creates required skill in carrying out research.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Research		12
	1	Research- Meaning, Nature, Scope, Significance, Objectives and Utilities - Induction and Deduction.	
	2	Types of Research- Fundamental, Applied, Exploratory, Descriptive, Predictive, Analytical, Experimental, Diagnostic, Qualitative and Quantitative Research- Ex-post Facto Research – Action Research- Causal Research.	
	3	Steps in Research Process.	
II	Research Process		14
	4	Identifying a Research Problem – Review of Literature – Identifying Research Gap – Research Questions.	
	5	Variables and types -Setting of Objectives and Hypotheses–Need, Significance and Types of Hypotheses.	
	6	Research Design - Steps in developing a Research Design –Qualities of Good Research Design.	
III	Data Collection		12
	7	Sources Of Data – Primary and Secondary Data –Tools for Data Collection- Tests, Observations, Interviews, Surveys, Questionnaire, Schedules.	
	8	Measurement and Scaling- Scaling Techniques and Construction of Scales.	
	9	Sampling- Probability and Non-Probability Sampling Techniques.	
	10	Determinants of Sample Size–Sampling Errors and Sources.	
	11	Pre-Testing and Pilot Study.	
IV	Data Analysis		10
	12	Data Analysis - Statistical Tools and Techniques for Data Analysis	
	13	Descriptive and Inferential Statistics (Concepts only)	

	14	Parametric and Non-Parametric Tests (Concepts and types only)	
	15	Data Interpretation	
V	Research Report		12
	16	Communicating the Research Findings - Research Report - Types of Reports – Contents of Report	
	17	Styles of Reporting – Steps in Drafting Reports – Qualities of a Good Report	
	18	References - Bibliography – APA Format in Writing References and Bibliography (Include Practical) – Reference Management Software	

References

1. Naresh Malhotra, John Hall, Mike Shaw & Peter (Latest Edition), *Market Research*, Second Edition. Prentice Hall.
2. Kothari, C.R. (Latest Edition), *Research Methodology – Methods and Techniques*, Second Edition. New Delhi: New Age International.
3. Krishnaswamy OR & Ranganatham, M. (Latest Edition), *Research Methodology in Social Science*. New Delhi: Himalaya.
4. Panneerselvam, R. (Latest Edition), *Research Methodology*, New Delhi: Prentice Hall.
5. Uma Sekharan. (Latest Edition). *Research Methods for Business*. Wiley Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand types of research and to identify the process of Research	U	1
CO-2	Develop a good Research Design	U, AP	1, 4
CO-3	Identify Sampling techniques	U	1, 2
CO-4	Analyse Statistical Tools and Techniques for Data	An, E	1, 2
CO-5	Create research report	C	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Research Methodology

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand types of research and to identify the process of Research	1	U	F, C	L	
CO-2	Develop a good Research Design	1, 4	U, AP	P	L	P

CO-3	Identify Sampling techniques	1, 2	U	C, P	L	P
CO-4	Analyse Statistical Tools and Techniques for Data	1, 2	An, E	C, P	L	P
CO-5	Create research report	1, 2, 4	C	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3	-	-	-	-	-	3	1	1	-	-	-	-	1
CO 2	3	-	-	2	-	-	3	1	1	2	-	1	-	1
CO 3	3	2	-	1	-	-	3	1	1	2	-	1	-	1
CO 4	3	2	-	1	-	-	3	1	1	2	1	1	-	1
CO 5	3	2	-	1	-	-	3	1	1	2	1	1	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓

CO 3	✓	✓		✓
CO 4	✓	✓		✓
CO 5	✓	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT302				
Course Title	ACCOUNTING FOR MANAGERS				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Covers various methods and techniques for cost ascertainment and cost control for managerial decision making.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Cost and Management Accounting		12
	1	Definition- Meaning – Nature- Scope and Objectives of Cost Accounting and Management Accounting	
	2	Difference Between Financial Accounting, Cost Accounting and Management Accounting	
	3	Elements of Cost- Preparation of Cost Sheet	
II	Marginal Costing		12
	4	Cost Behaviour - Fixed and Variable	
	5	Marginal Costing - Assumptions - Advantages	
	6	Break -Even Analysis - Break Even Chart - P V Ratio - Margin of Safety - Managerial Applications	
III	Analysis of Financial Statements		12
	7	Analysis and Interpretation of Financial Statements – Comparative Statements - Common Size Statements – Trend Analysis	
	8	Ratio Analysis - Liquidity Ratios - Profitability Ratios - Solvency Ratios - Activity Ratios	
	9	Interpretation of Financial Statements using Ratio Analysis using Annual Reports of Companies	
IV	Fund Flow Statements		12
	10	Meaning of funds (IAS 7) – Flow of Funds- Fund Flow Statements: Meaning - Uses - Preparation	
	11	Compare and Contrast Fund Flow Statements of at least two companies from the same industry.	
V	Cash Flow Statements		12
	12	Cash Flow Statements: Meaning - Uses – Preparation (AS 3)	

	13	Compare and Contrast Cash Flow Statements of at least two companies from the same industry.	
--	----	---	--

References

1. Maheswari,S.N., Suneel K Maheswari & Sharad K Maheswari(2021). *Principles of Management Accounting*. New Delhi:Sultan Chand and Sons.
2. Shashi K. Gupta and Sharma R.K. (2017). *Management Accounting*. New Delhi: Kalyani Publishers
3. Gupta.S. P and Sharma. R.K, (2018). *Management Accounting*. Agra: Sahithya Bhavan Publications
4. ManMohan, Goyal S.N (2017). *Principles of Management Accounting*. Agra: Sahithya Bhavan Publications
- 5.Jain SP and Narang KL (2018). *Advanced Cost Accounting*, New Delhi: Kalyani Publishers
6. NK Prasad-Advanced Cost Accounting (2017). Kolkata: Book Syndicate Pvt. Ltd.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concept of management accounting, cost accounting, Design a cost sheet.	U, C	1
CO-2	Apply the methods of costing in decision making	U, AP	1, 2
CO-3	Implement the concept of analysing the financial statements.	U, AP, C	1, 2
CO-4	Evaluate fund flow and cash flow statements	U, AP, E	1, 2, 5
CO-5	Evaluate cash flow statements	U. AP.AN.	1, 2, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Note: 1 or 2 COs/module

Name of the Course: Accounting for Managers

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the concept of management accounting, cost accounting, Design a cost sheet.	1	U, C	F, C	L	
CO-2	Apply the methods of costing in decision	1, 2	U, AP	P	L	

	making					
CO-3	Implement the concept of analysing the financial statements.	1, 2	U, AP, C		L	
CO-4	Evaluate fund flow statements	1, 2, 5	U, AP, E		L	P
CO-5	Evaluate cash flow statements	1, 2, 5	U. AP.AN.		L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO 4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 4	3	2	-	-	2	-	3	2	1	-	1	-	1	-
CO 5	3	2	-	-	2	-	3	2	1	-	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT303				
Course Title	STATISTICS FOR BUSINESS DECISIONS				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4 hours
Pre-requisites	1. 2.				
Course Summary	Provides students with the necessary statistical tools to interpret data effectively and make sound business decisions. In a range of business scenarios, it provides the students with practical application.				

Detailed Syllabus:

Module	Unit	CONTENT	Hrs
I	Measures of Central Tendency		12
	1	Statistics – Meaning – Definition – Features - Advantages- Distrusts	
	2	Measures of Central Tendency- Characteristics of an Ideal Measure	
	3	Mean, Median, Mode	
II	Measures of Dispersion		12
	4	Measures of Dispersion – Absolute and Relative Measures of Dispersion – Range- Quartile Deviation- Mean Deviation- Standard Deviation- Co-efficient of Variation.	
III	Correlation		12
	5	Correlation Analysis: Meaning and Significance	
	6	Correlation and Causation, Types of Correlation, Methods of Studying Correlation – Scatter Diagram - Karl Pearson's Co-efficient of Correlation - Spearman's Rank Correlation Co-efficient	
IV	Regression Analysis		12
	7	Regression Analysis – Regression vs Correlation	
	8	Linear Regression- Regression Lines, Standard Error of Estimates	
V	Time Series Analysis		12
	9	Time Series - Meaning and Significance – Utility, Components of Time Series	
	10	Measurement of Trend - Method of Least Squares.	

References

1. Gupta, S.P (2008). *Statistical Methods*, New Delhi: Sultan Chand & Sons.
2. Richard Levin & David Rubin,(1998). *Statistics for Management*. New Jersey: Prentice Hall.
3. Anderson, Sweeney & Williams, (2013). *Statistics for Business and Economics*, Ohio, USA: South – Western Publishing Company.
4. Vittal, P.R. (2004). *Business Mathematics and Statistics*, Chennai: Margham Publications.
5. Gupta, S.P. (2007) *Elements of Business Statistics*, New Delhi :Sultan Chand&Sons.
- 6 Sharma, J.K.(2007). *Business Statistics*, New Delhi :Pearson Education.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the basic concepts of statistics.	U	1
CO-2	Apply dispersion	R, U, Ap	2
CO-3	Compare variables using correlation	R.U. AP	2
CO-4	Evaluate variables using regression	U, AP	2
CO-5	Measure uncertainties	E	2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Statistics for Business Decisions

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the basic concepts of statistics.	1	U	F, C	L	
CO-2	Apply dispersion	2	R, U, Ap	P	L	P
CO-3	Compare variables using correlation	2	R.U. AP	P	L	P
CO-4	Evaluate variables using regression	2	U, AP	P, M	L	
CO-5	Measure uncertainties	2	E	P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	-	-	-	-	-	3	-	-	-	-	1	-
CO 3	-	3	-	-	-	-	-	3	-	-	-	-	1	1
CO 4	-	3	-	-	-	-	-	3	-	1	-	-	1	-
CO 5	-	3	-	-	-	-	-	3	-	-	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT304				
Course Title	BUSINESS TAX PLANNING				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Provides knowledge and skills for tax planning and tax management of companies.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Tax Planning	12
	1	Tax Planning- Tax Management- Tax Evasion- Tax Avoidance	
	2	Corporate Tax in India	
	3	Types of Companies- Residential Status of Companies- Tax Incidence	
	4	Tax Liability and Minimum Alternative Tax- Tax on Distributed Profits of Companies	
II		Tax Planning of New Companies	12
	5	Tax Planning with reference to Setting Up of New Business	
	6	Locational Aspects	
	7	Nature of Business	
	8	Tax Planning with reference to Financial Management Decision- Corporate Structure, Dividend , Deemed Dividend and Bonus Shares	
III		Tax Planning with Reference to Specific Management Decisions	12
	9	Make or Buy- Own or Lease- Repair or Replace	
	10	Employee Remuneration	
	11	Business Restructuring – Amalgamation, Demerger, Slump Sale	
	12	Transfer between Holding and Subsidiary Companies	
IV		Other Tax Plans	12
	18	TDS	
	19	TCS	
	20	Advanced Tax	
	21	Transfer Pricing	
	22	Taxation of E-Commerce Transactions	

V	International Taxation		12
	23	Double Taxation Relief	
	24	DTAA- GAAR	
	25	Advance Ruling- International Settlement Commission	

References

1. Singhania, V. K., & Singhania, K. C. (2020). *Students Guide to Income Tax: Including GST, VAT, Excise Duty, Customs Duty, CST, Service Tax, Octroi, Wealth Tax, Professions Tax, FRBM Act, & Amendments Made by Finance Act*. New Delhi, India: Taxmann.
2. Mukherjee, M., & Hanif, M. (2019). *Taxmann's Master Guide to Income Tax Act*. New Delhi, India: Taxmann.
3. Raiborn, C., & Kinney, W. (2019). *Cost Accounting: Foundations and Evolutions*. Stamford, CT: Cengage Learning.
4. Natarajan, A., & Devasahayam, K. (2020). *Direct Taxes Law and Practice (A.Y. 2021-22) (54th ed.)*. Chennai, India: CCH.
5. Ricketts, C. (2019). *International Tax Planning: A Practical Guide for Multinational Businesses*. Hoboken, NJ: Wiley.
6. Gupta, G. C. (2019). *Tax Planning and Management*. New Delhi, India: McGraw Hill Education.
7. Spilker, B. C., Ayers, B. C., Robinson, J. R., & Outslay, E. (2019). *Taxation of Individuals and Business Entities*. New York, NY: McGraw-Hill Education.
8. Chandra, N. (2019). *Taxation: Theory and Practice*. New Delhi, India: McGraw Hill Education.
9. Hoffman, W. H., Raabe, W. A., Maloney, D. M., & Young, J. C. (2019). *South-Western Federal Taxation: Corporations, Partnerships, Estates & Trusts*. Boston, MA: Cengage Learning.
10. Srivastava, R. (2020). *Direct Taxes Law & Practice: (Professional Edition) (42nd ed.)*. New Delhi, India: Bharat Law House.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand Corporate Taxation	U	1,2
CO-2	Understand tax planning for the corporate sector	R, U	4,6
CO-3	Analyse existing taxation and suggest plans for the corporate sector	Ap, An	2,4,6
CO-4	Understand International taxation for supporting tax	U,C	4

	planning		
CO-5	Understand the taxation of E-Commerce transactions	U,R	2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Tax Planning

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand Corporate Taxation	1,2	U	F, C	L	P
CO-2	Understand tax planning for the corporate sector	4,6	R, U	P	L	P
CO-3	Analyse existing taxation and suggest plans for the corporate sector	2,4,6	Ap, An	P	L	
CO-4	Understand International taxation for supporting tax planning	4	U,C	M	L	
CO-5	Understand the taxation of E-Commerce transactions	2, 4, 5	U,R	P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PSO 2	PSO 3	PSO4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	-	-	-	3	-	2	-	-	-	-	3	-	2	-
CO 3	-	3	-	2	-	2	-	3	-	-	2	-	1	-
CO 4	-	-	-	3	-	-	-	-	-	-	3	-	2	-
CO 5	-	3	-	2	2	-	-	3	-	2	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT305				
Course Title	INTERNATIONAL BUSINESS				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4 hours
Pre-requisites					
Course Summary	Provides the conceptual framework of International Business and its different dimensions.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to International Business		12
	1	Globalization-Concept, Driving and Restraining Forces of Globalization-Indian Companies Become Global Prospects	
	2	International Business – Meaning – Definition-Nature –Importance – Benefits-Difference Between International and National Business	
	3	Internalization – Meaning – Stages of Internalization Process Methods of Entry into International Markets - Licensing- Franchising-Joint Ventures – Acquisitions - Strategic Alliances-Consortium	
	4	Barriers of International Business Trade and Non-Trade	
II	International Business Environment		12
	5	International Business Environment: Introduction, Economic, Demographic and Socio-Cultural Environment	
	6	Multinational Corporation- Nature and Characteristics – Significance and Problems of MNCS- Multinational Companies in India	
	7	Transfer of Technology: Levels of TT, Channels of Technology, Methods of Technology, Issues of Technology	
III	International Financial Management		12
	8	International Investment: Foreign Investment – Types of Foreign Investment- Advantages and Disadvantages of Foreign Investment – Factors affecting Foreign Investment -FDI & FII in India	
	9	Documentation in International Trade: Letter of Credit, Bill of Lading, Commercial Invoice, Insurance Certificate.	

	10	Foreign Exchange Management: Dealing of Foreign Exchange, Determinants of Foreign Exchange – FEMA – Need and Relevance	
IV	Export and Import Documentation		12
	11	EXIM Policy – Meaning –Objectives, Functions	
	12	Determinants of Export and Import, Export and Import Documentation Major Export and Imports, Major Problems in Indian Export Sector	
	13	Trade Policy and Regulation in India	
V	International Economic Institutions		12
	14	International Monetary Fund, World Bank, Asian Development Bank, UNCTAD, UNIDO, WTO.	
	15	Trade Blocks – Basics. BRICS, EU, APEC and ASEAN	
	16	Social Responsibility and Ethics of International Business	
	17	Future Challenges of International Business - Case Analysis	

References

1. Francis Cherunilam, (Latest Edition) *International Business- Text and Cases* (Fifth Edition), New Delhi: PHI Learning.
2. Bhalla, VK (Latest Edition) *International Business*. Mumbai: S Chand and Company Pvt Ltd.
3. Charles W L Hill, (Latest Edition) *Global Business Today*. University of Washington.
4. John Daniels, Lee Radebaugh, Daniel Sullivan, (Latest Edition) *International Business: Environments & Operation*. New Delhi: Prentice Hall.
5. Charles W L Hill, (Latest Edition) *International Business: Competing in the Global Market Place*, New York: McGraw Hill.
6. Donald Ball, Michael Geringer, Michael Minor & Jeanne Mc Nett. (Latest Edition) *International Business: The Challenge of Global Competition*. New York: McGraw Hill,
7. Subba Rao, P (Latest Edition) *International Business: Text and Cases*. Mumbai: Himalaya Publishing House Pvt Ltd.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explains the concepts in the International business with respect to foreign trade / internationalizing process/evaluate various modes of entry	U	1, 2
CO-2	Explains the concepts of International Business Environment and Multinational Companies	R, U	1, 2
CO-3	Explains about the international investment, Documentation and Foreign Exchange Management	U,Ap	1, 2, 4

CO-4	Explains the export import procedure and trade policy regulations in India	R,U	1, 2, 5
Co-5	Explains the functions of International Economic Institutions.	U	1, 2, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: International Business

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PS O	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the concepts in the International business with respect to foreign trade / internationalizing process/evaluate various modes of entry	1, 2	U	F, C	L	
CO-2	Understand the concepts of International Business Environment and Multinational Companies	1, 2	R, U	F, C	L	
CO-3	Explain International Investment, Documentation and Foreign Exchange Management	1, 2, 4	U, Ap	F, C	L	P
CO-4	Explain the Export Import Procedure and Trade Policy Regulations in India	1, 2, 5	R,U	F, P	L	
CO-5	Familiarize with the supporting Organisation on International Business	1, 2, 5	U	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PSO 3	PSO 4	PSO 5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	1	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	1	-
CO 3	3	2	-	2	-	-	3	2	-	1	1	-	1	-
CO 4	3	2	-	-	2	-	3	2	-	1	1	-	1	-
CO 5	3	2	-	-	2	-	3	2	-	1	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSCMGT306				
Course Title	BUSINESS TAX PROCEDURE AND MANAGEMENT				
Type of Course	DSC				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	2 hours	5
Pre-requisites	1. 2.				
Course Summary	Explains Income Tax Authorities, collection methods, Assessment procedure and Penalties.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	15
	1	Tax - Advanced Payment of Tax	
	2	Tax Deduction/ Collection at Source	
	3	Documentation- Returns	
	4	Collection and Recovery of Tax	
II		Assessment	15
	5	Assessment- Reassessment	
	6	Rectification of Mistakes	
	7	Appeals and Revisions- Preparation and Filing of Appeals with Appellate Authorities	
	8	Drafting of Appeal	
III		Penalties and Prosecutions	15
	9	Penalties and Prosecutions	
	10	Provisions Relating to Undisclosed Income / Investment	
	11	Settlement Commission	
	12	Search, Seizure and Survey	
IV		Other Provisions	15
	13	Transactions with Persons Located in Notified Jurisdictional Area	
	14	General Anti-Avoidance Rule	
	15	Tax Clearance Certificate	
	16	Securities Transaction Tax	
V		Administration	15
	17	Information Technology and Tax Administration	
	18	Income Tax Authorities	

	19	TAN (Tax Deduction and Collection Account Number) – TIN (Tax Information Network)	
--	----	---	--

References

1. Singhanian, V. K., & Singhanian, K. C. (Latest Edition). *Students Guide to Income Tax: Including GST, VAT, Excise Duty, Customs Duty, CST, Service Tax, Octroi, Wealth Tax, Professions Tax, FRBM Act, & Amendments Made by Finance Act*. New Delhi, India: Taxmann.
2. Mukherjee, M., & Hanif, M. (Latest Edition) *Taxmann's Master Guide to Income Tax Act*. New Delhi, India: Taxmann.
3. Raiborn, C., & Kinney, W (Latest Edition)). *Cost Accounting: Foundations and Evolutions*. Stamford, CT: Cengage Learning.
4. Natarajan, A., & Devasahayam, K. (Latest Edition) *Direct Taxes Law and Practice (A.Y. 2021-22) (54th ed.)*. Chennai, India: CCH.
5. Ricketts, C. (Latest Edition) *International Tax Planning: A Practical Guide for Multinational Businesses*. Hoboken, NJ: Wiley.
6. Gupta, G. C. (Latest Edition) *Tax Planning and Management*. New Delhi, India: McGraw Hill Education.
7. Spilker, B. C., Ayers, B. C., Robinson, J. R., & Outslay, E. (Latest Edition) *Taxation of Individuals and Business Entities*. New York, NY: McGraw-Hill Education.
8. Chandra, N. (Latest Edition) *Taxation: Theory and Practice*. New Delhi, India: McGraw Hill Education.
9. Hoffman, W. H., Raabe, W. A., Maloney, D. M., & Young, J. C. (Latest Edition) *South-Western Federal Taxation: Corporations, Partnerships, Estates & Trusts*. Boston, MA: Cengage Learning.
10. Srivastava, R. (Latest Edition) *Direct Taxes Law & Practice: (Professional Edition) (42nd ed.)*. New Delhi, India: Bharat Law House

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand Income Taxation in India	U	1
CO-2	Understand various tax-related provisions	R, U	1,2
CO-3	Enable students to calculate Income Tax in real business situations	AP, C	5,6

CO-4	Review and suggest for improvements if any to taxation system in India	E, C	6
CO-5	Understand and Apply Income Tax Authorities in India	U, Ap	2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Tax Procedure and Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand Income Taxation in India	1	U	F, C	L	
CO-2	Understand various tax-related provisions	1,2	R, U	F,C	L	
CO-3	Enable students to calculate Income Tax in real business situations	5,6	AP, C	P	L	P
CO-4	Review and suggest for improvements if any to taxation system in India	6	E, C	M	L	
CO-5	Understand and Apply Income Tax Authorities in India	2, 4	U, Ap	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PS O6	PO1	PO2	PO3	PO4	PO5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	2	-	-	-	-
CO 3	-	-	-	-	3	2	-	1	-	-	3	-	2	-
CO 4	-	-	-	-	-	3	-	-	2	-	3	-	1	-
CO-5	-	3	-	2	-	-	-	3	-	-	2	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG301				
Course Title	NATURAL LANGUAGE PROCESSING				
Type of Course	DSE				
Semester	VI				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Aims to provide a comprehensive view of building real-world natural language processing (NLP) applications.				

Detailed Syllabus:

	Unit	Content	Hrs
I		Introduction	12
	1	History of NLP- Generic NLP System	
	2	Levels of NLP	
	3	Knowledge in Language Processing- Ambiguity in Natural Languages	
	4	Stages in NLP- Challenges of NLP – Applications of NLP	
II		Word Level Analysis	12
	5	Morphology Analysis- Survey of English Morphology- Inflectional Morphology and Derivational Morphology	
	6	Lemmatization – Regular Expression – Finite Automata	
	7	Finite State Transducers (FST) -Morphological parsing with FST – Lexicon Free FST Porter Stemmer	
	8	N-Grams, N-Gram Language Model	
III		Syntax Analysis	12
	9	Parts of Speech Tagging (POS)	
	10	Tag Set for English (Penn Treebank)	
	11	Rule Based POS Tagging	
	12	Stochastic POS Tagging	
	13	Issues- Multiple Tags and Words	
	14	Unknown Words	
	15	Introduction to CFG	
	16	Sequence Labelling: Hidden Markov Model (HMM)	
	17	Maximum Entropy	
IV		Semantic Analysis	12
	18	Lexical Semantics	
	19	Attachment for Fragment of English	

	20	Sentences- Noun Phrases- Verb Phrases – Prepositional Phrases	
	21	Relations among lexemes and their senses	
	22	Homonymy- Polysemy- Hyponymy	
V	Sentiment Analysis And Option Mining		12
	23	Sentiment Analysis Introduction	
	24	Affective Lexicons- Learning Affective Lexicons	
	25	Computing with Affective Lexicons- Aspect Based Sentiment Analysis	

References

Jurafsky & James H. Martin, (Latest Edition) *Speech and Language Processing: An Introduction to Natural Language Processing, Computational Linguistics and Speech Recognition*, Prentice Hall.

Thanaki, J. (2017). *Python Natural Language Processing*. India: Packt Publishing.

Mishra, B. K., & Kumar, R. (2020). *Natural Language Processing in Artificial Intelligence*. United States: Apple Academic Press.

Ghosh, S., Gunning, D. (2019). *Natural Language Processing Fundamentals: Build Intelligent Applications*. United Kingdom: Packt Publishing.

Patel, A. A., Arasanipalai, A. U. (2021). *Applied Natural Language Processing in the Enterprise*. (n.p.): O'Reilly Media.

Kumar, E. (2013). *Natural Language Processing*. India: I.K. International Publishing House Pvt. Limited.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Apply the principles and Process of Human Languages such as English and other Indian Languages using computers	Ap	1, 2
CO-2	Realize semantics and pragmatics of English language for text processing	R, U	1, 2, 4
CO-3	Create CORPUS linguistics based on digestive approach (Text Corpus method)	C	1, 2, 3
CO-4	Demonstrate the state-of-the-art algorithms and techniques for text-based processing of natural language with respect to morphology.	Ap	1, 2, 4
CO-5	Perform POS tagging for a given natural language and Select a suitable language modelling technique based on the structure of the language	E, Ap	1, 2, 4

R-Remember, U-Understand, Ap-Applied, An-Analyze, E-Evaluate, C-Create

Name of the Course: Natural Language Processing

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Apply the principles and Process of Human Languages such as English and other Indian Languages using computers	1, 2	Ap	F, C, P	L	P
CO-2	Realize semantics and pragmatics of English language for text processing	1, 2, 4	R, U	C, F	L	
CO-3	Create CORPUS linguistics based on digestive approach (Text Corpus method)	1, 2, 3	C	F, P	L	
CO-4	Demonstrate the state-of-the-art algorithms and techniques for text-based processing of natural language with respect to morphology.	1, 2, 4	Ap	C, F	L	P
CO-5	Perform POS tagging for a given natural language and Select a suitable language modelling technique based on the structure of the language	1, 2, 4	E, Ap	C, F	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	2	1	-	2	-
CO 3	3	2	1	-	-	-	3	2	1	-	-	-	2	-
CO 4	3	2	-	2	3	2	-	2	3	2	-	2	2	-
CO 5	3	2	-	2	3	2	-	2	3	2	-	2	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG302				
Course Title	BIG DATA ANALYTICS				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1. Basics of Big Data 2. Programming Skills				
Course Summary	This course will help students gain knowledge and understanding about Big Data Technology, Hadoop Ecosystem and various tools related to it.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction	12
	1	Big Data- -Evolution, Structuring, Elements	
	2	Application of Big Data in the Business Context, Careers in Big Data.	
	3	Business Applications of Big Data: The Significance of Social Network Data, Financial Fraud and Big Data,	
	4	Fraud Detection in Insurance, Use of Big Data in the Retail Industry	
II			13
	5	Distributed and Parallel Computing for Big Data, Understanding Hadoop, Cloud Computing,	
	6	Grid Computing and In-Memory Technology for Big Data.	
	7	VMWare Installation of Hadoop, Linux and its Shell Commands,	
	8	Different Hadoop Distributions and their advantages, Hortonworks, Cloudera, MapR	
III		HDFS and Hadoop	13
	9	The Hadoop Ecosystem, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Command Line Interface to HDFS,	
	10	Hadoop File Systems, Java Interface to Hadoop, Anatomy of a file read, Anatomy of a file write,	
	11	Replica placement and Coherency Model. Parallel Copying with distcp, keeping an HDFS Cluster Balanced.	
IV		Map Reduce – Applications and Configurations	12
	12	Origins of Map Reduce, How Map Reduce Works, Optimization Techniques for Map Reduce Jobs,	

	13	Applications of Map Reduce, Java Map Reduce classes (new API), Dataflow, combiner functions, running a distributed Map Reduce Job.	
	14	Configuration API, setting up the development environment, Managing Configuration	
V	The Hadoop Framework		10
	15	Understanding R-Hadoop, Integration Procedure, Packages needed for R under Hadoop Ecosystem,	
	16	Text Mining for Deriving Useful Information using R within Hadoop,	
	17	Introduction to Hive & Hbase, Hive and Hbase Architecture, Understanding Queries, Mining Big Data with Hive & Hbase	

References

1. Arshdeep Bahga, (Latest Edition), *Big Data Science & Analytics: A Hands-On Approach*, VPT.
2. Tom White, (Latest Edition), *Hadoop: The Definitive Guide*, O'Reilly.
3. Adam Shook and Donald Miner, (Latest Edition), *Map Reduce Design Patterns: Building Effective Algorithms and Analytics for Hadoop and Other Systems*, O'Reilly.
4. Dean Wampler, Edward Capriolo & Jason Rutherglen, (Latest Edition), *Programming Hive*, O'Reilly.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the fundamentals of Big Data and its Applications in various Domains	U	1, 2
CO-2	Conceptualize and Incorporate the Technologies behind Big Data	U, Ap	1, 2
CO-3	Understand HDFS File Structure, Map Reduce Framework, the architectures related and to use them to solve complex problems	An, Ap	1, 2, 4
CO-4	Integrate R with Hadoop and solve analytical problems	An, E	1, 2, 4
CO-5	Understand and Use Hive/Hbase shell pertaining to relational data handling	U, An	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Big Data Analytics

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the fundamentals of Big Data and its Applications in various Domains	1, 2	U	C, F	L	
CO-2	Conceptualize and Incorporate the Technologies behind Big Data	1, 2	U, Ap	C, F	L	
CO-3	Understand HDFS File Structure, Map Reduce Framework, the architectures related and to use them to solve complex problems	1, 2, 4	An, Ap	F, P	L	
CO-4	Integrate R with Hadoop and solve analytical problems	1, 2, 4	An, E	F, P	L	P
CO-5	Understand and Use Hive/Hbase shell pertaining to relational data handling	1, 2, 4	U, An	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PSO 5	PS O6	PO 1	PO 2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	2	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	2	-
CO 3	3	2	-	2	-	-	3	2	-	-	2	1	2	2
CO 4	3	2	-	2	1	-	3	2	-	1	2	-	2	2
CO 5	3	2	1	-	-	1	3	2	1	-	-	-	-	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG303				
Course Title	INCOME TAX LAW AND PRACTICE II				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. .				
Course Summary	Gives a clear idea on the computation of tax for capital gains, income from other sources and provide an understanding of assessment of tax for individuals.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Capital Gains		12
	1	Capital Gains – Basis of Charge -	
	2	Capital assets – Kinds of Capital assets	
	3	Capital gain exempt from tax	
	4	Exemptions- Computation of S TCG and LTCG	
II	Income from Other Sources		12
	5	Incomes chargeable under the head	
	6	Kinds of Securities	
	7	Bond Washing Transactions	
	8	Deductions allowable	
III	Deductions from Gross Total Income		12
	9	Deductions applicable to Individual Assessee	
	10	80C, 80CCC, 80CCD, 80D, 80DD, 80DDB, 80E	
	11	80 G, 80 GG, 80GGA, 80 QQB, 80 RRB, 80 TTA and 80 U	
IV	Set Off of Income		
		Set off and Carry forward of Income	
		Clubbing of Income	
		Deemed Incomes	
V	Assessment of Individuals		12
	18	Computation of Total Income	
	19	Income Tax Rates, Surcharge and Cess	
	20	Computation of Tax liability	

References

1. Singhania, V. K., & Singhania, K. C. (2020). Students Guide to Income Tax: Including GST, VAT, Excise Duty, Customs Duty, CST, Service Tax, Octroi, Wealth Tax, Professions Tax, FRBM Act, & Amendments Made by Finance Act. New Delhi, India: Taxmann.
2. Mukherjee, M., & Hanif, M. (2019). Taxmann's Master Guide to Income Tax Act. New Delhi, India: Taxmann.
3. Raiborn, C., & Kinney, W. (2019). Cost Accounting: Foundations and Evolutions. Stamford, CT: Cengage Learning.
4. Natarajan, A., & Devasahayam, K. (2020). Direct Taxes Law and Practice (A.Y. 2021-22) (54th ed.). Chennai, India: CCH.
5. Ricketts, C. (2019). International Tax Planning: A Practical Guide for Multinational Businesses. Hoboken, NJ: Wiley.
6. Gupta, G. C. (2019). Tax Planning and Management. New Delhi, India: McGraw Hill Education.
7. Spilker, B. C., Ayers, B. C., Robinson, J. R., & Outslay, E. (2019). Taxation of Individuals and Business Entities. New York, NY: McGraw-Hill Education.
8. Chandra, N. (2019). Taxation: Theory and Practice. New Delhi, India: McGraw Hill Education.
9. Hoffman, W. H., Raabe, W. A., Maloney, D. M., & Young, J. C. (2019). South-Western Federal Taxation: Corporations, Partnerships, Estates & Trusts. Boston, MA: Cengage Learning.
10. Srivastava, R. (2020). Direct Taxes Law & Practice: (Professional Edition) (42nd ed.). New Delhi, India: Bharat Law House.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concept of Capital Gain and its classification	U	1, 2
CO-2	Describe and list the income under other sources	R, U	1, 2, 3
CO-3	Apply the deductions from Gross Total Income	Ap	1, 2, 4
CO-4	Understand the concept of Set off and carry forward of income	U	1, 2, 4
CO-5	Compute the tax liability of individuals	Ap, E	1, 2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Income Tax Law and Practice II**Credits: 4:0:0 (Lecture:Tutorial:Practical)**

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the concept of Capital Gain and its classification	1, 2	U	F, C	L	
CO-2	Describe and list the income under other sources	1, 2, 3	R, U	C, F	L	
CO-3	Apply the deductions from Gross Total Income	1, 2, 4	Ap	F, P	L	P
CO-4	Understand the concept of Set off and carry forward of income	1, 2, 4	U	C, F	L	
CO-5	Compute the tax liability of individuals	1, 2, 4, 5	Ap, E	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs :**

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	2	-	-	-	3	2	2	-	-	1	-	-
CO 3	3	2	-	2	-	-	3	2	-	1	1	1	-	-
CO 4	3	2	-	2	-	-	3	2	-	1	1	1	-	-
CO 5	3	2	-	1	1	-	3	2	-	1	1	1	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG304				
Course Title	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Familiarizes the student with basic concept of investment and to acquaint the students with the process of portfolio selection, creation and management				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Investment Management		12
	1	Investment- Meaning, Investment Objectives – Investment Process- Investment and Speculation – Investment Management - Importance of Investment management.	
	2	Investment avenues- Fixed and variable income Instruments	
	3	Concepts of risk, Types of Risk- systematic risk and unsystematic risk, Methods of Handling Risk, Risk Assessment	
	4	Concept and measurement of Return	
II	Security Analysis		12
	5	Security Analysis – Concept, Types	
	6	Fundamental analysis, need and its types - Economic analysis - Tools of Economic analysis – Industry Analysis –Tools of Industry analysis - Company analysis - Tools of Company analysis	
	7	Technical analysis – Introduction, The Dow theory –Assumptions, Types of Charts – Construction of charts – Moving average analysis(Theory Only).	
III	Portfolio Management - An Introduction		12
	8	Meaning, Evolution, Phases, Role of Portfolio Managers, Advantages of Portfolio Management.	
	9	Diversification – Types of Diversification- Steps in Portfolio Construction	
IV	Portfolio Analysis and Selection		12
	10	Portfolio Analysis – Meaning and its Components, Calculation of Expected Return and Risk, Calculation of Covariance, Risk – Return Trade off.	

	11	Portfolio Selection – Meaning, Feasible Set of Portfolios, Markowitz Model, Limitations of Markowitz Model, Efficient Set of Portfolios, Selection of Optimal Portfolio, Capital Asset Pricing Model (CAPM) – Assumptions of CAPM, Measuring Security Return and Portfolio Return	
V	Portfolio Revision And Evaluation		12
	12	Portfolio Revision – Meaning, Need, Constraints and Strategies.	
	13	Portfolio Evaluation – Meaning, Need, Measuring Returns using Sharpe, Treynor and Jensen Ratios - Decomposition of Performance	

References

- Kevin S (2022), *Security Analysis and Portfolio Management*, PHI Learning
- Avadhani V A (2015), *Securities Analysis and Portfolio Management*, Himalaya Publishing House.
- Bhalla, V.K (2010). *Investment Management: Security Analysis and Portfolio Management*, 8th Ed., New Delhi, S Chand.
- Punithavathy Pandiyan, (Latest Edition) *Security Analysis and Portfolio Management*(2nd Ed), Vikas Publishing House
- Ranganatham M., and Madhumathi R(Latest Edition), *Investment Analysis and Portfolio Management*, Pearson Education.
- Reilly (Latest Edition) ,*Investment Analysis and Portfolio Management*, Thomson.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Explain the relevance of Fundamental Analysis and Technical Analysis in Investment Decision making	U	1, 2
CO-2	Develop the ability to measure risk and return associated with securities traded	Ap	1, 2, 4
CO-3	Develop the ability to use diversification strategy to reduce risk in Investment decisions	Ap	1, 2, 3
CO - 4	Develop skills to evaluate and measure Portfolio performance using various indices	Ap, E	1, 4, 5, 6
CO - 5	Explain the relevance of Technical Analysis in Investment Decision making	U	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Investment Analysis and Portfolio Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Explain the relevance of Fundamental Analysis and Technical Analysis in Investment Decision making	1, 2	U	F, C	L	P
CO-2	Develop the ability to measure risk and return associated with securities traded	1, 2, 4	Ap	C, F	L	
CO-3	Develop the ability to use diversification strategy to reduce risk in Investment decisions	1, 2, 3	Ap	F, C, P	L	
CO -4	Develop skills to evaluate and measure Portfolio performance using various indices	1, 4, 5, 6	Ap, E	F, C	L	
CO -5	Explain the relevance of Technical Analysis in Investment Decision making	1, 2	U	F, C	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PSO 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	2	1	-	1	-
CO 3	3	2	1	-	-	-	3	2	-	2	2	-	1	-
CO 4	3	-	-	2	1	1	3	-	-	1	1	1	1	-
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- **Mapping of COs to Assessment Rubrics :**

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG305				
Course Title	REWARD MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4	-	-	4
Pre-requisites					
Course Summary	Covers the concept of compensation and the practice of designing and implementing compensation in an organisation.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Reward Management in Organisations		12
	1	Reward Management Fundamentals, Concept of Wage. Types of Wages - Implications of Compensation on Individual Employee, Work Teams and Organisation	
	2	Compensation Responsibilities-Compensation System Design Issues: Compensation Philosophies, Compensation Approaches	
	3	Economica Behavioural Theories Related to Compensation; Decision about Compensation	
	4	Pay Fairness, Inter And Intra-Industry Compensation Differentials-Legal Constraints on Pay Systems	
II	Designing Pay Structure		12
	5	Internal and External Equities in Compensation System-Determining the Worth of Jobs- Understanding Pay Structure; Designing and Administrating Compensation Package	
	6	Understanding Different Components of Compensation Package Fringe Benefits, Incentives and Cafeteria Benefits. Pay for Performance Plans.	
	7	Retirement Plans-Legislative Dimensions (Gratuity)	
III	Determining Compensation		
	8	Government Regulation on Compensation- Fixing Pay- Significant Compensation Issues. Determining Compensation- The Wage Mix, Development of a Base Pay System:	
	9	The Compensation Structure- Wage and Salary Surveys- The Wage Curve-Pay Grades and Rate Ranges- Preparing Salary Scale.	
	10	Paid Time Off & Other Compensation Options ; Medicare & and Other Benefits—Assignable Benefits- Retirement Benefits	

	11	Formulation of Compensation Policy. Administrative and Financial Considerations	
	12	Role of Compensation in Organisation: Strategic Perspectives of Compensation; Compensation as a Retention Strategy	
IV	Compensation Management For Strategic Results		12
	13	Fixed & Variable Pay; Strategic Reasons for Incentive Plans, Administering Incentive Plans, Individual Incentive Plans- Piecework,	
	14	Standard Hour Plan, Bonuses, Merit Pay, Group Incentive Plans- Team Compensation	
V	Operationalising Compensation Management		12
	15	Gain Sharing Incentive Plans, Enterprise Incentive Plans- Profit Sharing Plans, Stock Options, ESOPS	
	16	Executive Compensation: Elements of Executive Compensation and its Management-International Compensation Management.	

References

1. Singh, B. D. (latest edition). *Compensation & Reward Management*, 3rd edition, Excel Books.
2. Martocchio, J J. (latest edition). *Strategic Compensation, A human resource management approach*, Pearson Education.
3. Henderson, R I., (latest edition). *Compensation Management in a Knowledge based, World*, Pearson.
4. Milkovich, GT and Newman J.M. (latest edition). *Compensation*, Tata McGraw Hill.
5. Bhattacharyya, Dipak Kumar (latest edition). *Compensation Management*. Oxford University Press.
6. Diganta Chakrabarti (2022). *Reward Management: Concepts and Practices for Modern Organizations*, Cengage.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the elements of compensation	U	1
CO-2	Explain ways to operationalising compensation management	U	1, 2
CO-3	Analyse the various strategic aims and applications of compensation	An	1, 2, 4, 5
CO-4	Design a compensation policy and structure for effective compensation.	C	1, 2, 4, 5
CO-5	Explain the strategic role of compensation in an organisation	U	1, 2

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of Course: Reward Management
Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Describe the elements of compensation	1	U	C, F	L	
CO-2	Explain ways to operationalizing compensation management	1, 2	U	C, F	L	
CO-3	Analyse the various strategic aims and applications of compensation	1, 2, 4, 5	An	F, P	L	
CO-4	Design a compensation policy and structure for effective compensation.	1, 2, 4, 5	C	P, M	L	P
CO-5	Explain the strategic role of compensation in an organisation	1, 2	U	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	1-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	2	-	1	1	-	-	3	2	-	1	1	-	1
CO 4	3	2	-	1	1	-	-	3	2	-	1	1	-	1
CO 5	3	2	-	-	-	-	3	2	-	-	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Assignment/ Case Discussion / Seminar
- Mid- term Exam
- Live projects
- End Semester Comprehensive Examination

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG306				
Course Title	LEARNING AND DEVELOPMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4	-	-	4
Pre-requisites					
Course Summary	Provides comprehensive insights into learning and development practices in organisations. Students will explore the methods, and strategies for designing, implementing, and evaluating learning and development programs to enhance individual and organizational performance.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction to Learning and Development	
	1	Training and Development- Introduction, Concepts of Learning, Training, Education and Development;	
	2	Learning – Categories of Learning, Theories of Learning	
	3	Psychological Processes in Learning	
	4	Human Resources Development: The Concept	
II		Training Need Analysis (TNA)	
	5	Importance of Assessing Training Needs	
	6	Methods for Assessing Training Needs	
	7	Designing a Training Needs Assessment Survey	
	8	Planning and Organising Training Programmes, Training Calendars	
	9	Principles of Training and Development	
III		Designing and Implementing Training Programmes	
	10	Importance of Training and Development Activities in Organizations	
	11	Designing a Training Programme-Components	
	12	Methods of Training and Development- On The Job And Off The Job Methods	
	13	Sensitivity Training And Outbound Training	
IV		Executive Development	
	14	Need and Importance of Executive Development	

	15	Case Method, Incident Method, Role Play, In Basket Games, Business Games, Simulation, Conference, Lecture, Grid Training, Assessment Centres,	
V	Training Evaluation		
	18	Training Evaluation – Concept, Need, and Principles of Evaluation	
	19	Training Evaluation Models: Kirk Patrick, CIRO and ROI Models	
	20	Technology Integration in Training	

References

1. Noe, R. A. (2020). *Employee training and development (8th ed.)*. McGraw-Hill Education.
2. Goldstein, I. L., & Ford, J. K. (2021). *Training in organizations: Needs assessment, development, and evaluation (6th ed.)*. Cengage Learning.
3. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2020). *The science of training and development in organizations: What matters in practice*. Routledge.
4. Wexley, K. N., & Latham, G. P. (2020). *Developing and training human resources in organizations (6th ed.)*. Pearson.
5. Tovey, M. D., & Lawley, M. (Eds.). (2021). *Learning and development: People and organizations*. Routledge.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the importance of learning and development in organisations.	U	1
CO-2	Demonstrate the process of conducting training need analysis(TNA)	Ap	1, 3, 4
CO-3	Design a training programme based on training needs identified	C	1, 2, 4, 5
CO-4	Explain the different models of training evaluation	U	1, 3, 4
CO-5	Describe the integration of technology in learning and development function	U	1, 2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Learning and Development

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)

CO-1	Describe the importance of learning and development in organizations.	1	U	F, C	L	
CO-2	Demonstrate the process of conducting training need analysis(TNA)	1, 3, 4	Ap	P	L	P
CO-3	Design a training programme based on training needs identified	1, 2, 4, 5	C	p	L	P
CO-4	Explain the different models of training evaluation	1, 3, 4	U	C, P	L	
CO-5	Describe the integration of technology in learning and development function	1, 2, 4, 5	U	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	2	2	-	-	3	-	2	2	1	-	1	-
CO 3	3	2	-	1	1	-	3	2	-	1	1	-	1	1
CO 4	3	-	2	2	-	-	3	-	2	2	1	-	1	1
CO 5	3	2	-	1	1	-	3	2	-	1	1	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



UNIVERSITY OF KERALA

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMGT307				
Course Title	BRAND MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Introduces the concepts and principles of brand management. It covers the strategies to build, measure, and manage brand equity. Students will learn about brand positioning, brand marketing, consumer behaviour, digital branding strategies, and the role of brands in delivering competitive advantage. The course combines theoretical knowledge with practical examples and case studies to prepare students for the challenges of managing brands.				

Detailed Syllabus

Module	Unit	Content	Hrs
I		Introduction	12
	1	Brand- Branding -Concepts	
	2	The Role of Brands in Business	
	3	Characteristics of Successful Brands	
	4	Brand Identity and Brand Image	
	5	Brand Positioning and Differentiation	
		Brand Strategy and Equity	12
II	6	The Strategic Brand Management Process	
	7	Brand Equity	
	8	Customer-Based Brand Equity (CBBE) Model (Case studies)	
	9	Brand Valuation and Measurement Techniques	
	10	Managing Brand Portfolios and Brand Hierarchies	
		Brand Communication and Marketing	
III	11	Content Marketing and Storytelling (Case Studies)	12
	12	Digital Marketing and Social Media Strategies for Brands	
	13	Brand Partnerships and Co-Branding (Case Study)	
		Managing Brands Over Time	
IV	14	The Life cycle of a Brand	12
	15	Brand Reinforcement and Revitalisation Strategies	
	16	Brand Crisis Management	
	17	Sustainability and Ethical Considerations in Branding	
		Advanced Topics in Brand Management	

V	18	Personal and Employer Branding	12
	19	Customer Relationship Management (CRM) for Brand Loyalty- Case Study	
	20	Future Trends in Brand Management	

References

Keller, K. L. (Latest Edition). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. Pearson Education.

Aaker, D. A. (Latest Edition). *Building Strong Brands*. Free Press.

Kapferer, J. N. (Latest Edition). *The New Strategic Brand Management: Advanced Insights and Strategic Thinking*. Kogan Page.

Ritson, M. (2020). *The 12 Powers of a Marketing Leader: How to Succeed by Building Customer and Company Value*. McGraw-Hill Education.

Wheeler, A. (2018). *Designing Brand Identity: An Essential Guide for the Whole Branding Team*. Wiley.

Godin, S. (Latest Edition). *Tribes: We Need You to Lead Us*. Portfolio.

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO Addressed
CO-1	Recall key brand management concepts, including brand equity, brand positioning, and the strategic brand management process.	R, U	1
CO-2	Understand the importance of consumer psychology and its impact on brand perceptions and decision-making processes.	U	1, 2, 3
CO-3	Analyse the different strategies in digital platforms for brand building	An	1, 2, 3
CO-4	Analyse brand crises and develop strategic responses to protect and enhance brand equity.	Ap, An, C	1, 3, 4
CO-5	Design comprehensive brand strategy for a new or existing product, incorporating principles of sustainability and ethical considerations.	An, E	1, 4,5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Brand Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO 1	Recall key brand management concepts, including brand equity, brand positioning, and the strategic brand management process.	1	R, U	F	L	

CO2	Understand the importance of consumer psychology and its impact on brand perceptions and decision-making processes.	1, 2, 3	U	F, C	L	
CO3	Analyse the different strategies in digital platforms for brand building	1, 2, 3	Ap	C, P	L	
CO4	Analyse brand crises and develop strategic responses to protect and enhance brand equity.	1, 3, 4	Ap, An, C	P	L	
CO5	Design comprehensive brand strategy for a new or existing product, incorporating principles of sustainability and ethical considerations.	1, 4, 5, 6	An, E	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	2	-	-	-	3	2	2	-	-	-	1	-
CO 3		2	2	-	-	-	3	2	2	-	-	-	1	-
CO 4	3	-	2	2	-	-	3	-	2	2	-	-	1	-
CO 5	3	-	-	2	1	1	3	-	1	2	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

CO	Internal Exam	Assignment	End Semester Examinations
CO 1	√	√	√
CO 2	√	√	√
CO 3	√	√	√
CO 4	√	√	√
CO 5	√	√	√



UNIVERSITY OF KERALA

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG308				
Course Title	SOCIAL MEDIA MARKETING				
Type of Course	DSE				
Semester	VI				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	This course offers a comprehensive exploration of social media marketing, covering its evolution, platform-specific strategies, content creation, and engagement techniques. Students will learn to design and optimise advertising campaigns, employ analytics for actionable insights, and manage online reputation. The curriculum highlights the integration of SEO, ethical considerations, and crisis management, preparing learners to anticipate and adapt to future trends. Through applying, analysing, and evaluating real-world scenarios, participants will develop a nuanced understanding of effective social media marketing practices.				

Detailed Syllabus

Module	Unit	Content	Hrs
I	Introduction		12
	1	Overview of Social Media - Evolution, Significance, Types, and current trends, Traditional Vs Social Media	
	2	Social Media Platforms - Characteristics, demographics, and strategic use of platforms like Facebook, Instagram, Twitter, LinkedIn, YouTube, and Emerging Platforms.	
	3	Relationship building Through social media.	
	4	Social Media Content : Policy and Ethics	
II	Content Creation and Curation		12
	5	Social Media Market Segmentation, Market Targeting, Touch point Analysis, Scheduling, Creating Content.	
	6	Content Marketing in Social Media - Principles Of Content Creation, Storytelling, and Engagement Strategies.	
	7	Visual and Video Marketing: Leveraging Images, Infographics, and Video Content for Social Media.	
	8	Encouraging User Engagement and Building Online Communities.	
III	Social Media Advertising and Campaigns		14
	9	Advertising on Social Media - Overview of Advertising Options Across Different Platforms. Agencies.	

	10	Creating Advertisement Campaigns - Designing, Targeting, and Retargeting Advertisements; Budgeting and Bidding Strategies.	
	11	Analysing and Optimizing Advertisement Performance - Tools and Techniques for Analysing Advertisement Performance and Optimisation.	
	12	Influencer Marketing - Strategies for Collaborating With Influencers to Amplify Brand Presence.	
IV	Social Media Analytics and Insights		10
	13	Analytics Tools - Introduction to Tools For Monitoring Social Media Performance.	
	14	Data Interpretation – Gain Insight into Social Media Data About Audience Behaviour.	
	15	Social Media and Brand Reputation	
V	Strategies and Best Practices in Social Media Marketing		12
	16	Social Media Search Engine Optimisation (SEO)	
	17	Crisis Management on Social Media (Case Studies)	
	18	Social Media Policies and Ethics. (Case Studies)	
	19	Future Trends in Social Media Marketing.	

References

- Barker, Bormann, and Neher,(Latest Edition) *Social Media Marketing: A Strategic Approach*, Cengage Learning Publishers.
- Guy Kawasaki and Peg Fitzpatrick,(Latest Edition) *The Art of Social Media: Power Tips for Power Users*, Penguin books.
- Debra Zahay (2022), Mary Lou Roberts, *Social Media Marketing: A Strategic Approach*, Cengage Learning.
- Olivier Blanchard (2021), *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*, Que
- Brittany Hennessy (2018), *Influence: Building Your Personal Brand in the Age of Social Media*, Citadel.
- Jan Zimmerman and Deborah Ng, *Social Media Marketing All-in-One For Dummies*, John Wiley & Sons.

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO Addressed
CO-1	Identify the evolution, significance, and current trends of social media marketing.	R	1
CO-2	Understand the principles of content creation, storytelling, and the impact of visual and video marketing on engagement strategies.	R, U	1, 2
CO-3	Design and implement targeted advertisement campaigns on social media platforms.	Ap	1, 3, 4
CO-4	Employ analytics tools to monitor social media performance and interpret data to gain insights.	An, E	1, 4. 5
CO-5	Assess and evaluate the integration of social media with search engine optimization.	Ap, E	1, 4. 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Social Media Marketing**Credits: 4:0:0 (Lecture: Tutorial: Practical)**

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO 1	Identify the evolution, significance, and current trends of social media marketing.	1	R	F	L	
CO2	Understand the principles of content creation, storytelling, and the impact of visual and video marketing on engagement strategies.	1, 2	R, U	F, C	L	
CO3	Design and implement targeted advertisement campaigns on social media platforms.	1, 3, 4	Ap	C, P	L	
CO4	Employ analytics tools to monitor social media performance and interpret data to gain insights.	1, 4, 5	An, E	P	L	
CO5	Assess and evaluate the integration of social media with search engine optimization.	1, 4, 5	An, E	P, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs :**

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	1
CO 3	3	-	2	2	-	-	3	-	2	2	-	-	1	1
CO 4	3	-	-	2	1	-	3	-	-	2	1	-	1	1
CO 5	3	-	-	2	1	-	3	-	-	2	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

CO	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	√	√		√
CO 2	√	√		√
CO 3	√	√		√
CO 4	√	√	√	√
CO 5	√	√	√	√



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG309				
Course Title	FORECASTING & INVENTORY MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 Hours	-	-	4
Pre-requisites	1. Understanding on basic concepts of supply chain management. 2.				
Course Summary	Familiarises the students with the process of demand forecasting, Aggregate Production Planning and Sales and Operations Planning, along with the concepts and methods in inventory management and supply chain management.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Demand Forecasting		12
	1	Forecasting-Meaning, Importance, Types	
	2	Demand Forecasting- Strategic importance	
	3	Overview of Qualitative methods- Jury of Expert Opinion, Delphi Method, Sales Force Composite, Consumer Market Survey	
	4	Overview of Quantitative Methods-Naïve approach, Moving Average, Exponential Smoothing, Trend Projection, Linear Regression	
II	Aggregate Planning, Sales and Operations Planning		12
	5	Role of Aggregate Planning in Supply Chain	
	6	Aggregate Planning Strategies-Chase, Flexibility and Level Strategies	
	6	S&OP- Objectives, Steps	
	7	Collaborative Planning, Forecasting and Replenishment	
	8	Role of Machine Learning and Artificial Intelligence in S&OP	
III	Inventory Management Basics and Cycle Inventory		12
	9	Inventory-Functions	
	10	Types-Raw Materials, Work-in progress, Finished Goods, Maintenance/Repair/Operating (MRO) Inventory	
	11	Inventory Costs- Ordering Cost, Carrying Cost, Set up Cost, Cost of Shortages	
	14	Simple Economic Order Quantity (EOQ) Model-Numerical Problems	
	15	EOQ with Quantity Discounts- Numerical Problems	
	16	Managing Multiechelon Cycle Inventory	
IV	Managing Uncertainty in Supply Chain-Safety Inventory		12
	18	Role of Safety Inventory in Supply Chain	

	19	Factors Affecting level of Safety Inventory- Uncertainty of Demand and Supply, Desired Level of Product Availability	
	20	EOQ with Probability of Stockout	
	21	Continuous Review(Q) System, Periodic Review (P) System	
V	Sourcing in SCM		12
	23	Sourcing- Strategic Importance- Onshoring, Offshoring, Nearshoring	
	24	Vendor Management Process- Vendor selection, Vendor Evaluation, Vendor Development.	
	25	Sourcing Practices-Total Cost of Ownership. Buy Back Contracts, Vendor Managed Inventory.	
	26	Comparison of Outsourcing options-3PL, 4PL,5PL	

References

- 1 Chopra, S., & Meindl, P. (Latest Edition). *Supply Chain Management* (3rd ed). Pearson Education Asia.
- 2 Kapoor, V.K., Sultan.(Latest Edition) *Operations Research – Concepts, Problems & Solutions*. Chand & Sons
- 3 Khurana, V. K. (Latest Edition). *Management of Technology and Innovation*. Ane books India, Chennai
- 4 Simchi-Levi, & David. *Designing and Managing Supply Chain*. Tata McGraw Hill
- 5 Hugos Michael.(2021) *Essentials of Supply Chain Management*(4th Edition).Wiley.
- 6 Thomopoulos, N. T. (2014). *Demand Forecasting for Inventory Control*. Germany: Springer International Publishing.
- 7 Lewis, C. (2012). *Demand Forecasting and Inventory Control*. United Kingdom: Taylor & Francis.
- 8 Litteral, L. A., Altay, N. (2011). *Service Parts Management: Demand Forecasting and Inventory Control*. Germany: Springer London.
- 9 Smith, B. T. (1984). *Focus Forecasting: Computer Techniques for Inventory Control*. United States: O. Wight Publications.
- 10 Sharma, S. (2022). *Inventory Planning with Forecasting Expenditure*. (n.p.): CRC Press.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Understanding the importance and methods of demand forecasting,	U	1
CO2	Compare the options in Aggregate Planning and Sales and Operations Planning	U	1, 2
CO3	Select the suitable model for quantity decision for cycle inventory	E	2, 3, 5
CO4	Select the suitable model for quantity decision when there is probability of stockout.	E	2, 3, 5
CO5	Create frame work for vendor management	C	2, 3, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Forecasting and Inventory Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO1	Understanding the importance and methods of demand forecasting,	1	U	F, C	L	
CO2	Compare the options in Aggregate Planning and Sales and Operations Planning	1, 2	U	F, C	L	
CO3	Select the suitable model for quantity decision for cycle inventory	2, 3, 5	E	F, P	L	
CO4	Select the suitable model for quantity decision when there is probability of stockout.	2, 3, 5	E	F, P	L	P
CO5	Create frame work for vendor management	2, 3, 5	C	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	3	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-		2	-	-	-	-	2	-
CO 3	-	3	2	-	2	-	-	3	2	-	2	-	2	-
CO 4	-	3	2	-	2	-	-	3	2	-	2	-	2	-
CO 5	-	3	2	-	2	-	-	3	2	-	2	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG310				
Course Title	SUSTAINABLE SUPPLY CHAIN MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Facilitates learning key concepts in supply chain sustainability, including supply chain carbon footprint, sustainable transportation, green vehicle routing, fleet assignment, truck consolidation, circular supply chains, sustainable sourcing, supply chain transparency, and green inventory management.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction to Sustainability		12
	1	Sustainability-Meaning, Importance	
	2	The Tragedy of the Commons-Key Issues, Examples	
	3	Sustainable Supply Chain-Meaning, Key Elements, Challenges	
	4	Sustainable Supply Chain-Best Practices, Examples	
II	Green Technology and Products		12
	5	Green Technologies-Solar, Wind, Hydropower, Geothermal Energy, Biomass, Biofuel	
	6	7 'R'S of Green Technology	
	7	Green Product Design- Examples, Advantages. Green Packaging	
	8	Sustainable Labels and Certifications-Fairtrade, Leadership in Energy and Environmental Design(LEED), ISO14001.	
III	Sustainable Logistics		12
	9	Facilities - Green building, Cleaner Production Ecofriendly Warehousing and Material Handling	
	10	Facility location and transportation,	
	11	Sustainable Transportation: Modes, Advantages, Examples	
	12	Sustainable Procurement-Drivers and Barriers	
	13	Role of IT in Eco Logistics	
IV	Sustainable SC Systems		12
	14	Closed Loop Supply Chain. Transparent supply chain	
	15	Life Cycle Assessment, Reverse Logistics	

	16	Product Recovery Options and Collection Schemes	
	17	Waste Disposal and Waste Reduction: Recycling through lease and service agreements	
	18	Role of incentives and regulations.	
	19	Sustainability and SC Drivers	
V	Sustainable SC Practices		12
	20	International Energy Agency- Role	
	21	Maritime Stewardship Council-Functions	
	22	Restriction on the Use of Certain Hazardous Substances(RoHS)	
	23	World Energy Outlook, 2023	
	24	Registration, Evaluation, Authorisation and Restriction of Chemicals(REACH)	
	25	Sustainable SC Initiatives in India Coastal and Inland Waterways- Projects in India,	

References

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. (Latest Edition). *Supply Chain Logistics Management*. (4th ed.), McGraw Hill/Irwin.
2. Arnold, J.R., Chapman, S.N. (Latest Edition). *The Introduction to Materials Management*. (7th ed.), Prentice-Hall.
3. Coyle, J.J., Jr. Langley, C.J., Novack, R.A., & Gibson, B.J. (Latest Edition). *Managing Supply Chains: A Logistics Approach*. (9th ed.), McGraw-Hill.
4. Muller, M. (Latest Edition). *Essentials of Inventory Management*. (2nd ed.), American Management Association.
5. Kreye, M. E. (n.d.). *Sustainable Operations and Supply Chain Management*. United Kingdom:
6. Taylor & Francis (2018), *Emerging Applications in Supply Chains for Sustainable Business Development*. (2018). United States: IGI Global.

Course Outcomes

No.	Upon completion of the course, the graduate will be able to	Cognitive Level	PSO addressed
CO1	Understand the meaning, importance, and challenges of sustainable supply chains.	U	1
CO2	Develop green practices in technology and product design.	Ap	1, 5, 6
CO3	Examine the options in Eco logistics.	An	1, 5, 6
CO4	Evaluate sustainable supply chain systems using appropriate parameters,	E	1, 5, 6

CO5	Compile World Class practices in sustainable supply chain management	C	1, 5, 6
-----	--	---	---------

R-Remember, U-Understand, Ap-Applied, An-Analyse, E-Evaluate, C-Create

Name of the Course: Sustainable Supply Chain Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO1	Understand the meaning, importance, and challenges of sustainable supply chains.	1	U	F, C	L	
CO2	Develop green practices in technology and product design.	1, 5, 6	Ap	F, P	L	
CO3	Examine the options in Eco logistics.	1, 5, 6	An	F, C	L	
CO4	Evaluate sustainable supply chain systems using appropriate parameters,	1, 5, 6	E	F, C	L	
CO5	Compile World Class practices in sustainable supply chain management	1, 5, 6	C	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	-	-	-	2	2	3	-	-	2	2	-	-	-
CO 3	3	-	-	-	2	2	3	-	-	2	2	-	2	-
CO 4	3	-	-	-	2	2	3	-	-	2	2	-	2	-
CO 5	3	-	-	-	2	2	3	-	-	2	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG311				
Course Title	HOSPITALITY MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Gives emphasis on the various hospitality related functionalities and its implementation.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		12
	1	Meaning of Hospitality Management	
	2	Evolution and Growth of Hospitality Industry	
		Managerial Issues in Hospitality Industry	
	3	7 P's of Hospitality Marketing	
	4	Future Prospects of Hospitality Industry	
	5	Role of AI in Hospitality Industry	
II	Accommodation Marketing		12
	6	Meaning	
	7	Classification and Grading of Accommodation	
	8	Types of Supplementary Accommodation	
III	Hotel Industry		12
	12	Meaning – Functions – Types of Hotels	
	13	Structure of a Large Independent Hotel and Small Hotel	
	14	Sustainable Practices in Hotels	
	15	Leading Multi-National Chains Operating in India	
	16	Front Office: Organizational Structure and Functions, Duties and Responsibilities of Front Office Manager	
	17	Role of Reception and Usage of CRS – Practical Application	
IV	Housekeeping		12
	18	Organization Structure	
	19	Important Housekeeping Activities	
	20	Coordination with Other Departments	
	21	Housekeeping Control Desk	

	22	Job Description of Executive Housekeeper.	
V	Food and Beverage Operations		12
	23	Concept of Food and Beverage	
	24	Food and Beverage Outlets	
	25	Types of Meal Plan and Types of Restaurants - Menu, Room service	
	26	Food production: Kitchen, Organization Structure of a Large Kitchen	
	27	Other Major Departments: Engineering, Security, Finance and Accounting, Sales and Marketing, Human Resources	

References

- 1 Sudhir Andrews, (2022). *Hotel Front Office Training Manual*. Tata McGraw Hill. New Delhi
- 2 Malhotra, R.K(Latest Edition). *Fundamentals of Hotel Management and Operations*. Anmol Pub
- 3 Gray and Ligouri, (Latest Edition) *Hotel and Motel Management and Operations*. PHI. New Delhi
- 4 Jag Mohan Neg.(Latest Edition) *Hotels for Tourism Development*.NewDelhi : Metropolitan Pub.
- 6 John R Walker, (Latest Edition) *Introduction to Hospitality Management*. Pearson Education India
- 7 S Medlik & Ingram H, *The business of Hotels*. Butterworth Heinemann. New Delhi
- 8 Manohar, G. (2009). *Hospitality Management*. India: Laxmi Publications Pvt Limited.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Describe the evolution of hospitality industry and inculcate a culture of hospitality.	U	1
CO2	Explain the different departments of Hotel and its various functions.	U	1, 4
CO3	Understand the important housekeeping activities	U	1, 2, 4
CO4	Explain the Food and beverage Operations	U	1, 2, 4
CO5	Compare the hotels based on their facilities	An	1, 2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Hospitality Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO1	Describe the evolution of hospitality industry and	1	U			

	inculcate a culture of hospitality.					
CO2	Explain the different departments of Hotel and its various functions.	1, 4	U			
CO3	Understand the important housekeeping activities	1, 2, 4	U			
CO4	Explain the Food and beverage Operations	1, 2, 4	U			
CO5	Compare the hotels based on their facilities	1, 2, 4, 5	An			

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PSO 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO2	3	-	-	2	-	-	3	-	-	2	-	-	1	-
CO3	3	2	-	2	-	-	3	2	-	2	-	-	-	1
CO4	3	2	-	2	-	-	3	2	-	2	-	-	1	-
CO5	3	2	-	2	1	-	3	2	1	2	-	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6DSEMG312				
Course Title	TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT				
Type of Course	DSE				
Semester	VI				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1.				
Course Summary	Provides theoretical and practical knowledge in the field of travel and tourism.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Travel Agency Operations		12
	1	Introduction to Travel Agencies	
	2	Structure of Travel Agencies	
	3	Linkages with Travel Providers	
	4	Trends and Prospects in Travel Agency Industry	
	5	Travel Documentation and Procedures	
	6	Role of Travel Agency in MICE Tourism	
	7	Functions of Travel Agencies	
II	Tour Operations		12
	8	Introduction to Tour Operators	
	9	Role and Recognition of Tour Operators	
	10	Tour Planning and Execution Processes	
III	Group Travel and Incentives		12
	11	Group Travel Procedures	
	12	Incentives and Support Available to Travel Agencies	
	13	Sources of Income	
	14	Websites and Online Portals for Travel Agencies	
IV	Itinerary Planning and Packaging		12
	15	Importance and Types of Itineraries	
		Components and Elements of Tour Itinerary	
	16	Tour Packaging: Concept and Significance	
	17	Key Elements and Steps involved in Formulation of Standard Tour Package	

	18	Case Studies on Major Travel Companies	
V	Legal and Practical Aspects		12
	19	Licensing of Travel agencies and Tour Operators	
	20	Laws regulating Travel and Tour Services in India	
	21	Customs and Immigration Regulations	
	22	Special Interest Tours and Pricing Strategies	

References

- 1 Page, S. J. (Latest Edition). *Tourism management: An introduction* (6th ed.). Routledge.
- 2 Goeldner, C. R., & Ritchie, J. R. B. (Latest Edition). *Tourism: Principles, practices, philosophies* (11th ed.). John Wiley & Sons.
- 3 Walker, J. R., & Walker, J. T. (Latest Edition). *Tourism: Concepts and practices*. Pearson.
- 4 Witt, S. F., Lew, A. A., & Hall, C. M. (Latest Edition). *Managing tourism: Growth and change*. Routledge.
- 5 Page, S. J., & Connell, J. (Latest Edition). *Tourism management: Managing for change*. Routledge.
- 6 Gupta, C. B., & Gupta, M. (Latest Edition). *Travel and tourism management*. Atlantic Publishers and Distributors.
- 7 Goeldner, C. R., & Ritchie, J. R. B. (Latest Edition). *Tourism, principles, practices and philosophies*. John Wiley & Sons.
- 8 The Experience Economy: Competing for Customer Time, Value, and Loyalty by B. Joseph Pine II and James H. Gilmore (Latest Edition). Harvard Business School Press.
- 9 Sustainable Tourism: A Global Perspective by David A. Weaver (Latest Edition). CABI.
- 10 Destination Branding: Creating the Unique Selling Proposition of Place by Robert Goeldner and Jeffery Schwartz (Latest Edition). John Wiley & Sons.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO1	Explain the formation and recognition of Travel Agency	U	1, 4, 5
CO2	Understand the operations in a Travel Agency and Tour Operator	U	1, 4, 5
CO3	Assess the products and services of a Travel Agent.	E	1, 3, 4, 5
CO4	Design tour itineraries.	C	1, 3, 4, 5
CO5	Demonstrate tour packaging	Ap	1, 3, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Travel Agency and Tour Operations Management
Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) Tutorial (T)	Practical (P)
CO1	Explain the formation and recognition of Travel Agency	1, 4, 5	U	C, F	L	
CO2	Understand the operations in a Travel Agency and Tour Operator	1, 4, 5	U	F, P	L	
CO3	Assess the products and services of a Travel Agent.	1, 3, 4, 5	E	C, F	L	
CO4	Design tour itineraries.	1, 3, 4, 5	C	C, F	L	P
CO5	Demonstrate tour packaging	1, 3, 4, 5	Ap	F, M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO1	3	-	-	2	1	-	3	-	-	2	1	-	-	-
CO2	3	-	-	2	1	-	3	-	-	2	1	-	-	-
CO3	3	-	1	2	1	-	3	-	1	2	1	-	-	1
CO4	3	-	1	2	1	-	3	-	1	2	1	-	-	1
CO5	3	-	1	2	1	-	3	-	1	2	1	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK6SECMGT301				
Course Title	INCOME TAX - ASSESSMENT AND FILING				
Type of Course	SEC				
Semester	VI				
Academic Level	300 - 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	3	2 hours	-	2 hours	4
Pre-requisites					
Course Summary	Provides knowledge for doing Income Tax Assessment and E- Filing				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Concepts of Tax		12
	1	Tax- Introduction, Income Tax Act, 1961- Important Definitions- Assessee, Assessment Year, Previous Year, Residential Status, Gross Total Income, Total Income,	
	2	Exempted Incomes, Relief, TDS, Assessment, PAN, TAN, Filing of Taxes	
	3	Quarter Tax, Advance Payment of Tax, Agriculture Income, Clubbing of Incomes, Set off and Carry Forward of Loss.	
	4	Double Taxation, Tax Holidays, Tax Evasion and Consequences	
II	Income from Salary		12
	5	Salaries, Allowances, Perquisites, Bonus, Gratuity, Pension, Retirement Benefits	
	6	Gross Salary, Net Salary, Deductions from Salary income, Standard Deductions	
	7	Rebate, Interest on Loan, HRA, Treatment Expense, Education Expenses	
	8	All Other Deductions from Salary Income- Computation (Practical and Case Studies)	
III	Other Heads of Income		12
	9	Computation of Income from House Property.	
	10	Profits and Gain of Business and Profession.	
	11	Capital Gains and Income from Other Sources.	
	12	Grossing Up, Calculations and Deductions applicable to Individual Assessee (Section 80)	

IV	Tax on Total Income		12
	13	Calculation of Tax on Total Income, Cess, TDS,	
	14	Old and New Regime of Tax	
	15	Computation and E-Filing -Practical	
V	Tax Planning for Individuals		12
	16	Spreading of Arrear Salary (10 E)	
	17	Savings and Investment which Reduces Taxes	
	18	Long Term and Short-Term investments for Tax Benefits	

References

1. Finance Act
2. Ullas Kumar Saha, (Latest Edition) *Principles of Taxation Laws*, Central Law Publications.
3. Vinod K Singhania & Monica Singhania, (Latest Edition) *Taxmann's Students' Guide to Income Tax*.
4. Mehrotra & Goyal S.P (Latest Edition) *Taxation Law and Practice*. Agra:Sahitya Bhavan Publication
5. Garish Abuju & Ravi Gupta (Latest Edition) *Systematic Approach to Income Tax*, Bharat Law House Pvt Ltd.
6. Arunkumar Chandak, Vinay Malani & Akshat Chandak (Latest Edition) *Taxes in India- 2024-25*, Puri Publications.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the concepts of personal and corporate taxation, heads of tax and deductions	U	1
CO-2	Compute the tax liability of individuals	R, U	1, 2
CO-3	Create ability for E - Filing taxes of individuals by using old and new version of taxation as per union budgeting	AP,C	1, 2, 4
CO-4	Compute tax relief	R, U	1, 2, 4
CO-5	Determine the residential status of individuals	R, U	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Income Tax- Assessment and Planning

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the concepts of personal and corporate taxation, heads of tax and deductions	1	U	F, C	L	
CO-2	Compute the tax liability of individuals	1, 2	R, U	F, P	L	P
CO-3	Create ability for E - Filing taxes of individuals by using old and new version of taxation as per union budgeting	1, 2, 4	AP,C	F, P, M	L	P
CO-4	Compute tax relief	1, 2, 4	R, U	F, P	L	P
CO-5	Determine the residential status of individuals	1, 2, 4	R, U	F, P	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PSO 1	PS O2	PS O3	PS O4	PSO 5	PSO 6	PO1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 4	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 5	3	2	-	2	-	-	3	2	-	-	2	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam

- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓

SEMESTER VII



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSCMGT401				
Course Title	BUSINESS POLICY AND STRATEGIC MANAGEMENT				
Type of Course	DSC				
Semester	VII				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Enables the students to gain understanding of strategic theories and to help them identify the applicability of strategies in organizational context.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		12
	1	Introduction – Features - Importance – Objectives of Business Policy	
	2	Classification of Business Policies in Strategic Management	
	3	Environmental Scanning: Concept and Role – Approaches - Methods and Techniques of Environmental Scanning	
	4	Industry Analysis – Competition Analysis	
II	Strategic Management		12
	5	Meaning – Nature – Benefits – Levels of Strategy	
	6	Strategic Management Process	
	7	Hierarchy of Strategic Intent	
	8	Stakeholders in Business	
III	Strategy Formulation		12
	9	Meaning – Approaches of Strategy Formulation	
	10	Strategic Choice and Analysis: Meaning – Steps – Factors	
	11	Techniques used for Strategic Analysis BCG Matrix.	
	12	Types of Strategies: Corporate level strategies and Business level Strategies	
IV	Strategic Implementation		12
	13	Meaning – Nature – Barriers to Strategy Implementation	
	14	Behavioural Aspects: Procedural and Project Implementation	
	15	Mc Kinsey's 7-S Framework	
	16	Structural Aspects: Organisation Structure and Systems	

	17	Functional Aspects: Financial, Marketing, Operations and Human Resources	
V	Strategic Evaluation and Control		12
	18	Meaning – Nature – Need and Importance of Strategic Evaluation and Control	
	19	Strategic Control: Meaning, Types and Techniques	
	20	Operational Control: Meaning, Steps and Techniques	

References

1. Azhar Kasmi. (Latest Edition) *Business Policy & Strategic Management*. New Delhi: Tata Mc Graw-Hill Publishing Co.Ltd.
2. Francis Cherunilam (Latest Edition) *Strategic Management*. Mumbai: Himalaya Publishing House.
3. Srinivasan,R. (Latest Edition) *Strategic Management-The Indian Context*, Prentice Hall.
4. Chandrasekaran, N and P.S Ananthanarayanan (Latest Edition). *Strategic Management*, Oxford University Press.
5. David Hunger and Thomas Wheelan (Latest Edition). *Strategic Management and Business Policy*. Prentice Hall Learning.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the different business policy determinants	R,U	1
CO-2	Identify the basic strategic concepts and their application in Business	U	1, 2
CO-3	Assess the different structures of business strategies and their applications	An, E	1, 2, 4, 5
CO-4	Compare different strategies and identify which will be better suited for gaining competitive advantage.	An, Ap	1, 2, 4, 5
CO-5	Examine different successful business organisation and identify the strategies that helped to achieve it	U, An	1, 2, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Business Policy and Strategic Management

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)

CO-1	Understand the different business policy determinants	1	R,U	F, C	L	
CO-2	Identify the basic strategic concepts and their application in Business	1, 2	U	F, P	L	
CO-3	Assess the different structures of business strategies and their applications	1, 2, 4, 5	An, E	F, P	L	
CO-4	Compare different strategies and identify which will be better suited for gaining competitive advantage.	1, 2, 4, 5	An, Ap	P, M	L	P
CO-5	Examine different successful business organisation and identify the strategies that helped to achieve it	1, 2, 4, 5	U, An	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	2	-	2	2	-	3	2	-	2	2	-	-	-
CO 4	3	2	-	2	2	-	3	2	-	2	2	-	-	-
CO 5	3	2	-	2	2	-	3	2	-	2	2	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSCMGT402				
Course Title	STATISTICS FOR RESEARCH				
Type of Course	DSC				
Semester	VII				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-		4
Pre-requisites	1. 2.				
Course Summary	Enables students to gain understanding of statistical techniques applicable for conducting research.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I		Introduction to Statistics	12
	1	Statistics- Meaning-Definition-Functions-Importance	
	2	Data Processing- Coding- Editing –Tabulation	
	3	Tabulation of Data- Cross Tabulation- Graphical presentation of Data	
II		Hypothesis Testing	12
	4	Hypothesis-Meaning-Features -Source-Types	
	5	Hypothesis Testing Procedure-Null hypothesis-Test parameter-Inferences-Decision Making- Type I and Type II Errors	
	6	Measurement-Meaning –Errors in Measurement-Techniques of Measurement .Scaling Technique-Types of scales	
III		Parametric Tests	12
	7	Parametric Test-Meaning-Features	
	8	Parametric Test -types- T Test, F Test and Z Test , ANOVA Test, one-way ANOVA (basic problems)	
IV		Non –Parametric Tests	12
	9	Non –Parametric Test- Meaning- Features	
	10	Types-Chi-square Test (Including Problems), Mann Whitney U Test, Kruskal Wallis Test, Wilcoxon Signed Rank Test, Sign Test, Run Test. (Theory only)	
V		Statistical Software for Research	12
	11	SPSS-Meaning-uses of SPSS-Features	
	12	Components of SPSS-Data Editor-Output Viewer-Syntax Editor	
	13	Analysis and Interpretation of result from SPSS output (Include Practical Sessions)	
	14	Introduction to AMOS	

References

1. Sekharan Uma & Roger Bougie (Latest Edition) *Research Methods for Business: A Skill Building Approach*. John Wiley and Sons.
2. Kothari, C R & Gaurav Garg (2023), *Research Methodology Methods and Techniques*. New Age International Publishers.
3. Panneerselvam, R (Latest Edition), *Research Methodology*, New Delhi: Prentice Hall.
4. Krishnaswamy, O R & Ranganatham, M (Latest Edition), *Research Methodology in Social Science*, Himalaya, New Delhi
5. Naresh Malhotra, John Hall, Mike Shaw & Peter (Latest Edition), *Market Research*, Second Edition. Prentice Hall.
6. Gupta, S.P. (Latest Edition), *Statistical Methods*, Mumbai: Himalaya Publishing House.
7. Elhance, D.L (Latest Edition), *Fundamentals of Statistics*, Allahabad : Kitab Mahal.
8. Gupta, B.N. (Latest Edition), *Statistics - Theory and Practice*. Agra: Sahitya Bhawan Publications,
9. Sanchetti, D.C and Kapoor V. K (Latest Edition), *Statistics - Theory, Methods and Application*. New Delhi: Sultan Chand & Sons.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Identify the basic statistical concepts and their application to research.	U	1
CO-2	Identify the statistical techniques relevant to given research question	U	1, 4
CO-3	Explain the hypothetical testing procedure	U	1, 2, 4
CO-4	Differentiate between parametric and non-parametric test	An	1, 4
CO-5	Demonstrate the use of statistical software to conduct research and generating inferences	Ap	1, 2, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Statistics for Research

Credits: 4:0:0 (Lecture: Tutorial: Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Identify the basic statistical concepts and their application to research.	1	U	F, C	L	

CO-2	Identify the statistical techniques relevant to given research question	1, 4	U	F, P	L	P
CO-3	Explain the procedure for testing of hypothesis	1, 2, 4	U	P, M	L	P
CO-4	Differentiate between parametric and non-parametric test	1, 4	An	F, P	L	
CO-5	Demonstrate the use of statistical software to conduct research and generating inferences	1, 2, 4	Ap	P, M	L	P

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs:

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO3	PO 4	PO 5	PO 6	PO 7	PO8
CO 1	3	-	-	-	-	-	3	-	1	-	-	-	-	-
CO 2	3	-	-	2	-	-	3	-	1	2	1	2	1	-
CO 3	3	2	-	2	-	-	3	2	1	2	1	2	1	-
CO 4	3	-	-	2	-	-	3	-	1	2	1	2	1	-
CO 5	3	2	-	2	-	-	3	2	1	2	1	2	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	✓	✓		✓
CO 2	✓	✓		✓
CO 3	✓	✓	✓	✓
CO 4	✓	✓		✓
CO 5	✓	✓		✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG401				
Course Title	SOCIAL MEDIA ANALYTICS				
Type of Course	DSE				
Semester	VII				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4hours	-		4
Pre-requisites	1.				
Course Summary	The course comprises of Social Media, Mobile, Text Analytics along with Web Scraping and the future advancements in the field of Analytics				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Social Media Analytics		12
	1	Social Media, On-Line Social Network, Off-Line Social Network, Metrics And Measurement, Dashboard,	
	2	Target Audience, Desired Action, Content, Market Research Online Communities, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Social Media Listening, Social Media Scoring, Social Media Modelling	
	3	Cluster Analysis, Conjoint Analysis, Multidimensional Scaling,	
II	4	Social Media Listening, Social Media Scoring, Social Media Modelling	
	Mobile Analytics		12
	5	Understanding Mobile Analytics Concepts, Difference Between Mobile Analytics And Site Analytics,	
	6	Natural Language Processing With Mobile Analytics, Text Mining For Mobile Analytics,	
III	7	Mobile Analytics Tools, Churn Analytics.	
	Social Network Analysis		12
	9	Text Data, Sources Of Text Data, Information Clusters, Patterns, Trends, Tagging,	
	10	Natural Learning Process, Lexical Analysis, Social Network Nodes, Linkage Structure, Node Labelling,	
IV	11	Content-Based Classification, Word Stemming, Stemming Algorithms, Polarity Of The Attitude, Psychological Profiling, Sentiment Analysis	
	Web Scraping		12
	12	Web Scraping Of Unstructured Data, Gathering Data From HTTP And HTTPS Format,	

	13	Web Scraping From XML And JSON File, Regular Expressions, Extraction Strategies,	
	14	Term Document Matrix, Data Cleansing, Data Manipulation And Data Transformation After Scrapping	
V	Advanced Social Media Analytics		12
	15	Classes, Self-Variable, Methods, Constructor Method, Inheritance, Overriding Methods,	
	16	Data Hiding, Difference Between An Error And Exception, Handling Exception,	
	17	Try Except Block, Raising Exceptions, And User Defined Exceptions	

References

1. Galit Shamuelli, (Latest Edition), *Data Mining for Business Analytics: Concepts, Techniques and Applications with R*, Wiley.
2. Luis Torgo, (Latest Edition), *Data Mining with R: Learning Case Studies*, Chapman.
3. Zaki & Meira, (Latest Edition), *Data Mining and Analysis Fundamental Concepts and Algorithms*, Cambridge.
4. Han, Kamber & Pei, (Latest Edition), *Data Mining: Concepts and Techniques*, Morgan Kaufmann.
5. Han, Jiawei and Kamber, Micheline, (Latest Edition), *Data Mining: Concepts and Techniques*, Morgan Kaufman.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand The Fundamentals Of Social Media Analysis	U	1
CO-2	Social Media Monitoring	U, Ap	1, 2
CO-3	Interpret Different Methods For Social Network Analysis	U, An	1, 2, 4
CO-4	Understand Web Scraping Methods	U	1, 2, 3
CO-5	Attribute Advanced Social Media Analytics	U, An	2, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Social Media Analytics

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO-1	Understand The Fundamentals Of Social Media Analysis	1	U	C, F	L	
CO-2	Social Media Monitoring	1, 2	U, Ap	C, F	L	
CO-3	Interpret Different Methods	1, 2,	U, An	C, F	L	P

	For Social Network Analysis	4				
CO-4	Understand Web Scraping Methods	1, 2, 3	U	F, P	L	
CO-5	Attribute Advanced Social Media Analytics	2, 3, 4	U, An	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PS O5	PSO 6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	2	-
CO 3	3	2	-	2	-	-	3	2	-	-	2	-	2	-
CO 4	3	2	2	-	-	-	3	2	1	1	-	-	2	-
CO 5	-	3	1	1	-	-	3	1	1	-	-	-	2	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- Experiential learning: Through questionnaire, sample collection, data analysis and reporting.

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG402				
Course Title	BEHAVIOURAL FINANCE				
Type of Course	DSE				
Semester	VII				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1. 2.				
Course Summary	Explores how psychological factors and behavioural biases influence financial decision making and market outcomes.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction		12
	1	Overview, Nature, Scope, Objectives, Significance and Application	
	2	History of Behavioural Finance; From Standard Finance to Behavioural Finance	
	3	The Psychology of Financial Markets and Investor Behaviour	
	4	Psychology: Social, Behavioural, Physiological, Applied, Educational, Cognitive Psychology	
	5	Boom & Bust Cycles, Loss aversion theory	
II	Foundation of Rational Finance		12
	6	Expected Utility Theory and Rational Thought	
	7	Risk Aversion- Rabin and Thaler, Expected Utility Theories	
	8	Rationality In Investment Decisions: Concept, Limitation, Assumptions for Rational Decision-Making Model, Rational Decision-Making Process	
	9	Modern Portfolio Theory, Capital Asset Pricing Model (CAPM)	
	10	Efficient Markets Hypothesis; Agency Theory; The Influence of Psychology	
III	Behavioural Biases Theories		12
	11	Heuristics and Cognitive Bias	
	12	Impact of Bias on Investors, External Factors Defining Investors Behaviour	
	13	Fear and Greed in Financial Market, Finance & Emotions, Investors & Types	
IV	Behavioural Corporate Finance		12
	14	Behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy	

	15	Systematic Approach of Using Behavioural Factors in Corporate Decision-Making.	
	16	External Factors and Investor Behaviour: Mechanisms of The External Factor Influence on Risk Perception and Attitudes	
V	Behavioural Finance Market Strategies		12
	17	Prospect Theory and Mental Accounting	
	18	Investors Disposition Effect.	
	19	Emotions – Substance of Emotion, Theories of Emotions (brief study)	

References:

1. Ackert and Deaves., (Latest Edition) *Behavioural Finance: Psychology, Decision-Making, and Markets*.
2. Forbes, William, (Latest Edition) *Behavioural Finance*, Student ed, Wiley Publication
3. Chandra, (Latest Edition) *Behavioural Finance Paperback*. McGraw–Hill Education.
4. Baker, k., Ricciardi, Victor. (Latest Edition) *Investor behaviour: the psychology of financial planning and investing*
5. Brian R. Bruce.,(Latest Edition) *Handbook of Behavioral Finance*

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Analyse the various behavioural finance factors related to corporate & individual investors	An	1
CO-2	Understand the various theories associated with behaviour finance and parameters of investing in financial market.	R, U	1, 2, 4
CO-3	Understand, analyse and communicate the theories, models and aspects of behavioural finance.	U, An	1, 2, 3, 5
CO-4	Understand some psychological biases which lead to various anomalies	U	1, 2, 3, 5
CO-5	Understand and analyse the irrational behaviour of investors and its impact on financial markets	U, An	1, 2, 3, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Behavioural Finance

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
--------	----	-----	-----------------	--------------------	--------------------------	---------------

CO-1	Analyse the various behavioural finance factors related to corporate & individual investors	1	An	F, C	L	
CO-2	Understand the various theories associated with behaviour finance and parameters of investing in financial market.	1, 2, 4	R, U	C, F	L	
CO-3	Understand, analyse and communicate the theories, models and aspects of behavioural finance.	1, 2, 3, 5	U, An	F, P	L	
CO-4	Understand some psychological biases which lead to various anomalies	1, 2, 3, 5	U	F, M	L	
CO-5	Understand and analyse the irrational behaviour of investors and its impact on financial markets	1, 2, 3, 5	U, An	F, P	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO1	PSO2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	2	-	-	3	2	-	2	1	-	1	-
CO 3	3	2	1	-	1	-	3	2	-	1	1	1	1	-
CO 4	3	2	1	-	1	-	3	2	-	1	1	1	1	-
CO 5	3	2	1	-	1	-	3	2	-	1	1	1	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam
- **Mapping of COs to Assessment Rubrics :**

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG403				
Course Title	TALENT MANAGEMENT				
Type of Course	DSE				
Semester	VII				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4				
Pre-requisites					
Course Summary	Provides an overall understanding of the concept and process involved in talent sourcing, selection, development and retention in an organisation.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Introduction of Talent Management		12
	1	Talent Management- Meaning, Key Elements of Talent Management	
	2	Critical Success Factors to Create a good Talent Management System	
	3	Talent Management Policies, Talent Management Process-Steps involved	
II	Talent Sourcing		
	4	Demand and Supply Forecasting	
	5	Use of Application Blanks, Weighted Application Blanks, Job Analysis	
	6	E-Recruitment Process and Websites	
	7	Importance of developing Resume/ CV, Application Tracking System	
III	Talent selection		12
	8	Selection Tools- Written Test, Interview-Types of Interviews	
	9	Psychological Tests – Characteristics of Different Psychological Tests for Selection	
	10	Assessment Centres, In-basket Exercises, Group Discussion, Case Study Analysis	
IV	Talent Development		12
	11	On-boarding Process	
	12	Training Need Analysis , Different methods of Training	
	13	Talent Management Information System	
	14	Career Advancement and Succession Planning	
V	Talent Retention		12
	15	Off boarding process , stay –in interviews, exit interviews	
	16	Employee engagement practices in organisations	
	17	Global practices in Talent Management in retaining employees	

References

1. Lance B. and Dorothy B. (latest edition) *The Talent Management Handbook: Creating a sustainable competitive advantage by selecting, developing, and promoting the best people*, The McGrawhill Company Koontz,
2. Janice, C. (latest edition) *Strategic Talent Development: Develop and Engage All Your People for Business Success*, Kogan Page
3. Amstrong, M. (latest edition) *A Handbook of Human Resource Management Practices*. Kogan Page Publishers
4. Richard . B. R.. (latest edition) *Human Resources.*, Barron`s Publishing
5. Richard . B Renckly : *Human Resources.*, Barron`s Publishing.,2004
6. Vlad, V. (latest edition)) *Talent Management of Knowledge Workers: Embracing the Non-Traditional*, Palgrave Macmillan.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Describe the process of talent management in organisations	R &U	1, 2
CO-2	Explain the different sources of talent relevant to an organisation	U	1, 3, 4
CO-3	Demonstrate the talent selection tools useful for organisations	AP	1, 3, 4, 5
CO-4	Demonstrate the various talent development methods	AP	1, 3, 4
CO-5	Describe the appropriate talent retention strategies	U	1, 3, 4

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Talent Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Describe the process of talent management in organisations	1, 2	R &U	F, P	L	
CO-2	Explain the different sources of talent relevant to an organisation	1, 3, 4	U	C, F	L	
CO-3	Demonstrate the talent selection tools useful for organisations	1, 3, 4, 5	AP	F, P	L	P

CO-4	Demonstrate the various talent development methods	1, 3, 4	AP	F, P	L	P
CO-5	Describe the appropriate talent retention strategies	1, 3, 4	U	M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PSO 3	PSO 4	PSO 5	PSO 6	PO1	PO2	PO3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2	-	-	-	-	3	2	-	-	-	-	-	1
CO 2	3	-	2	2	-	3	-	-	2	2	-	-	-	1
CO 3	3	-	2	2	1	-	3	-	2	2	1	-	-	1
CO 4	3	-	2	2	-	3	-	-	2	2	-	-	-	1
CO 5	3	-	2	2	-	3	-	-	2	2	-	-	-	1

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Final Exam

Mapping of COs to Assessment Rubrics:

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



UNIVERSITY OF KERALA

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG404				
Course Title	INTERNATIONAL MARKETING				
Type of Course	DSE				
Semester	VII				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites					
Course Summary	Explores into the characteristics of international marketing, comparing it with domestic marketing and exploring its benefits and internationalisation process. It covers cultural, economic, political, and legal dimensions affecting global markets, strategic service design, and planning, and managing international service operations, culminating in real-world case study analyses.				

Detailed Syllabus

Module	Unit	Content	Hrs
I	Introduction		10
	1	Definition, Domestic Vs. International Marketing	
	2	Benefits, Process of Internationalisation	
	3	Dynamics Of World Market: Identifying and Satisfying Global Needs, Coordinating Activities and Recognising Constraints	
II	Global Marketing Dynamics		15
	4	Cultural and Economic Dimensions: Definition and Characteristics of Culture, Influence of Culture on Consumption Decisions.	
	5	Political and Legal Environments: Multiplicity of Global Political and Legal Environments, Overview of Different Political and Legal Systems.	
	6	International Institutions: World Trade Organisation (WTO), World Bank International Monetary Fund (IMF), Asian Development Bank (ABD), United Nations Conference on Trade and Development (UNCTAD), European Economic Community (EEC), South Asian Preferential Trade Arrangement (SAPTA), North American Free Trade Agreement (NAFTA)	
III	Design and Planning the Environment		12
	7	Designing The Service Offering, Analysing the Customer Value Hierarchy, Service Blue Printing, Customer as Co-Producer,	

		Capacity Constraints, Demand Patterns, Strategies for Matching Capacity and Demand, Wait Lines and Reservations	
	8	Pricing Strategies for Services: Methods and Approaches, Integrated Promotional Strategies for Service Marketing - Personal Selling Techniques - Advertising and Sales Promotions, Enhancing Service Promotion Through Relationship Marketing, Setting and Achieving Promotion Objectives for Services, Orchestrating Integrated Marketing Communications for Services	
IV	Strategic Management Of International Service Operations		11
	9	Development of Service Delivery Systems, Implementation of Service Blueprinting, Integration of Customers in Service Production, Management of Capacity Limitations, Demand Fluctuations, Strategies to Align Capacity With Demand.	
	10	Role of Physical Evidence in Service Delivery, Examination of Servicescape Types and Their Impact, Analysing Customer Reactions to Service Environments, Strategic Guidelines for Developing Effective Servicescapes.	
V	Strategic Marketing of Global Services		12
	11	Nature and Characteristics of Different Global Services: Financial Services, Hospitality Services, Healthcare Service, Educational Services, Professional Services, Logistics Services, Entertainment Services.	
	12	Applied Learning Through Case Studies: Detailed Examination of Real-World Challenges and Successes in The Marketing of Global Services Across the Sectors Mentioned, Leveraging Case Studies to Provide Practical Insights and Strategies.	

References

- Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A. (Latest Edition): *Service Marketing*, TMH
- Rao, K.R.M (Latest Edition): *Services Marketing*, Pearson Education
- Rajendra Nargundkar, (Latest Edition) *Services Marketing: Text & Cases*, Tata McGraw-Hill Publishing Company, New Delhi,
- Lovelock, C., Wirtz, J. & Chatterjee, J.: (Latest Edition) *Services Marketing*; Pearson Education
- Srinivasan, R (Latest Edition): *Services Marketing*; PHI

Course Outcome

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO Addressed
CO-1	Recall the definitions and key differences between domestic and international marketing, as well as the benefits and processes of internationalisation.	R	1
CO-2	Understand the impact of cultural, economic, political, and legal dimensions on global marketing dynamics and decision-making.	R, U	1, 2
CO-3	Apply planning and design principles in creating service offerings and marketing strategies that accommodate international customer value hierarchies and demand patterns.	Ap	1, 2, 4

CO-4	Analyse case studies to identify effective strategies for managing international service operations, including capacity constraints and demand fluctuations.	An	1, 2, 4
CO-5	Critically evaluate the strategic management practices of global services marketing, including the development and implementation of service blueprints and integrated promotional strategies, to determine their effectiveness in real-world applications.	E, C	1, 4, 5

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: International Marketing

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/ Tutorial (T)	Practical (P)
CO 1	Recall the definitions and key differences between domestic and international marketing, as well as the benefits and processes of internationalisation.	1	R	F	L	NIL
CO 2	Understand the impact of cultural, economic, political, and legal dimensions on global marketing dynamics and decision-making.	1, 2	R, U	C	L	NIL
CO 3	Apply planning and design principles in creating service offerings and marketing strategies that accommodate international customer value hierarchies and demand patterns.	1, 2, 4	Ap	C, P	L	NIL
CO 4	Analyse case studies to identify effective strategies for managing international service operations, including capacity constraints and demand fluctuations.	1, 2, 4	An	M	L	NIL
CO 5	Critically evaluate the strategic management practices of global services marketing, including the development and implementation of service blueprints and integrated promotional strategies, to determine their effectiveness in	1, 4, 5	E, C	M	L	NIL

	real-world applications.					
--	--------------------------	--	--	--	--	--

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PSO 1	PSO 2	PSO 3	PSO4	PS O5	PSO 6	PO1	PO2	PO3	PO4	PO5	PO6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	3	2	-	-	-	-	3	2	-	-	-	-	-	-
CO 3	3	2	-	1	-	-	3	2	-	1	1	-	1	-
CO 4	3	2	-	1	-	-	3	2	-	1	1	-	1	-
CO 5	3	-	-	2	1	-	3	-	-	2	1	-	1	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

CO	Internal Exam	Assignment	Project Evaluation	End Semester Examinations
CO 1	√	√		√
CO 2	√	√		√
CO 3	√	√		√
CO 4	√	√		√
CO 5	√	√	√	√



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG405				
Course Title	QUALITY MANAGEMENT				
Type of Course	DSE				
Semester	VII				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	3 hours	1 hour		4
Pre-requisites	1. 2.				
Course Summary	Helps to grasp the essentials of quality management, develop leadership skills, and learn to implement effective quality control measures to meet customer expectations and improve overall service.				

Detailed Syllabus:

Module	Unit	Introduction	Hrs
I			12
	1	Quality- Definition, Dimensions of Quality for Goods and Services	
	2	Quality Gurus and Contributions- Deming, Juran, Feigenbaum, Taguchi, Ishikawa, Shingo, Tom Peters, Philip Crosby.	
	3	Total Quality Management- TQM Pyramid, Seven Tools of TQM- Traditional and Modern.	
	4	TQM Principles-JIT, Benchmarking, Continuous Improvement, Quality Loss Function, Employee empowerment.	
II		Statistical Quality Control	12
	5	Statistical Quality Control- Meaning- Steps	
	6	Causes of Variability, Process Capability	
	7	Control Chart for Variables and Attributes-Numerical Problems	
	8	Acceptance sampling, OC Curve, Average Outgoing Quality	
III		Methods in Quality Management	12
	9	Failure Mode and Effect Analysis- Types, Steps	
	10	Fault Tree Analysis-Steps	
	11	Hazard and Operational Study- Uses	
	12	Hazard Analysis and Critical Control Point-Importance	
	13	Total Productive Maintenance-Components	
	14	Overall Equipment Effectiveness- Applications	
IV		Quality Systems and Awards	12
	15	Quality Management System-ISO 9000, 14000,	
	16	Bureau of Indian Standards-Functions, Role.	
	17	TATA Business Excellence Model	

	18	Deming Prize, Malcolm Baldrige National Quality Award, European Foundation for Quality Management	
	19	Quality awards in India	
V	Six Sigma		12
	20	Six Sigma- History themes. Core principles	
	21	DPMO, Sigma Levels and Performance Standards	
	22	Six Sigma implementation- DMAIC and DMADV methodologies, Cases	
	23	Role of different categories of team members.	
	24	Lean Six Sigma-Types of Waste, Application	

References

- 1 Besterfeild. et.al. (Latest Edition). *Total Quality Management*. (3rd Edition). Pearson Education .Singapore.
- 2 Kanishka Bedi. (2021). *Quality Management*. (16TH Edition). Oxford University Press. New Delhi.
- 3 Frank Bertagnolli. (2022). *Lean Management Introduction and in-depth study of Japanese Management Philosophy*. Springer Fachmedien Wiesbaden GmbH.
- 4 N. Gopalakrishnan. (Latest Edition). *Simplified Six Sigma Methodology, Tools and Implementation*. (1st Edition). PHI Learning Private.
- 5 James R. Evans. (Latest Edition). *Total Quality Management, organization and strategy*. (4th Edition). South-Western, a part of Cengage Learning.
- 6 Howard S Gitlow et. al. (Latest Edition). *Quality Management*. (3rd Edition).New Delhi: McGraw Hill Education India Private Limited

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the basic concepts in Quality Management and compare the contributions of Quality philosophers.	U.An	1
CO-2	Assess process performance using control charts	An	2, 3
CO-3	Apply methods in quality management	Ap	2, 4, 5
CO-4	Compare quality management systems and awards	An	2, 4, 5
CO- 5	Evaluate Six Sigma implementation in organisations	E	2, 4, 5, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course: Quality Management

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L)/Tutorial (T)	Practical (P)
CO-1	Understand the basic	1	U.An	F, C	L	

	concepts in Quality Management and compare the contributions of Quality philosophers.					
CO-2	Assess process performance using control charts	2, 3	An	P	L	P
CO-3	Apply methods in quality management	2, 4, 5	Ap	C, F	L	
CO-4	Compare quality management systems and awards	2, 4, 5	An	M	L	
CO- 5	Evaluate Six Sigma implementation in organisations	2, 4, 5, 6	E	P. M	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive

Mapping of COs with PSOs and POs :

	PS O1	PS O2	PS O3	PS O4	PSO 5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	-	3	-	-	-	-	-	-	-
CO 2	-	3	2	-	-	-	-	3	2	-	-	-	2	-
CO 3	-	3	-	2	2	-	-	3	-	2	2	-	2	-
CO 4	-	3	-	2	2	-	-	3	-	2	2	-	-	2
CO 5	-	3	-	2	2	1	-	3	-	2	2	-	-	2

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓



University of Kerala

Discipline	BUSINESS MANAGEMENT				
Course Code	UK7DSEMG406				
Course Title	SUSTAINABLE TOURISM				
Type of Course	DSE				
Semester	VII				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours/Week
	4	4 hours	-	-	4
Pre-requisites	1.				
Course Summary	Provides an understanding of the environmental issues within the tourism industry and the principles of sustainable tourism development.				

Detailed Syllabus:

Module	Unit	Content	Hrs
I	Environmental Sustainability in Tourism		12
	1	Introduction to Environmental Sustainability in Tourism	
	2	Overview of Environmental Issues in the Tourism Industry	
	3	Principles of Sustainable Tourism Development; Triple Bottom Line Approach	
	4	Importance of Biodiversity Conservation in Tourism - Case Studies on Successful and Unsuccessful Sustainable Tourism Practices	
II	Community Engagement		12
	5	Community Engagement and Tourism	
	6	Understanding the Role of Local Communities in Tourism	
	7	Community-Based Tourism Models and Best Practices	
	8	Cultural Sensitivity and Respect for Local Traditions - Community Empowerment and Economic Benefits	
III	Ecotourism		12
	9	Definition and Principles of Ecotourism	
	10	Ecotourism and Natural Resource Management	
	11	Sustainable Use of Natural Resources in Tourism- Wildlife Conservation and Ethical Considerations	
	12	Ecotourism Certifications and Standards	
IV	Responsible Tourism		12
	18	Responsible Tourism Marketing and Communication	
	19	Marketing Strategies for Responsible Tourism	
	20	Role of social media in Promoting Responsible Tourism - Case Studies on Successful Responsible Tourism Marketing Campaigns	
V	Evaluation and Impact of Sustainable Tourism		12
	21	Evaluation and Monitoring of Sustainable Tourism	
	22	Tools and Techniques for Monitoring Sustainable Tourism Initiatives	

	23	Evaluation of the Social, Economic, and Environmental-Impacts of Tourism	
	24	Adaptive Management in Sustainable Tourism - Incorporating Feedback for Continuous Improvement	

References

- 1 Murphy, P. (Latest Edition). *Tourism: A community approach (RLE Tourism)*. Routledge.
- 2 Hall, D. R., & Richards, G. (Eds.). (Latest Edition). *Tourism and sustainable community development* (p. 1). London: Routledge.
- 3 Ashley, C., & Garland, E. B. (Latest Edition). *Promoting community-based tourism development: Why, what, and how?* (Vol. 4). Windhoek, Namibia: Directorate of Environmental Affairs, Ministry of Environment and Tourism.
- 4 Singh, S., Timothy, D. J., & Dowling, R. K. (Eds.). (Latest Edition). *Tourism in destination communities*. Cabi.
- 5 Suansri, P. (Latest Edition). *Community based tourism handbook* (pp. 11-14). Bangkok: Responsible Ecological Social Tour-REST.
- 6 Cooper, C., & Wanhill, S. (Eds.). (Latest Edition). *Tourism development: environmental and community issues* (pp. xvii+-168).
- 7 Sharpley, R. (Latest Edition). *Tourism development and the environment: Beyond sustainability*. Routledge.
- 8 Mak, J. (Latest Edition). *Tourism and the Economy*. University of Hawaii Press.
- 9 Lohmann, G., & Dredge, D. (Latest Edition). *Tourism in Brazil: Environment, management and segments*. Routledge.
- 10 Inkson, C., & Minnaert, L. (2022). *Tourism management: an introduction*. Sage.

Course Outcomes

No.	Upon completion of the course the graduate will be able to	Cognitive Level	PSO addressed
CO-1	Understand the relevance of environmental sustainability in tourism	U	1, 6
CO-2	Analyse the environmental issues in the tourism industry	An	1, 2, 6
CO-3	Evaluate the role of local communities in tourism	E	1, 2, 6
CO-4	Assess best practices for community engagement and empowerment.	E	1, 2, 6
CO-5	Critique the principles of ecotourism and the ethical considerations involved in wildlife conservation and natural resource management.	E	1, 2, 6
CO-6	Differentiate responsible tourism marketing strategies and marketing strategies in tourism	An	1, 2, 4, 6
CO-7	Formulate sustainable tourism planning and development	C	1, 2, 4, 6

R-Remember, U-Understand, Ap-Apply, An-Analyse, E-Evaluate, C-Create

Name of the Course:Sustainable Tourism

Credits: 4:0:0 (Lecture:Tutorial:Practical)

CO No.	CO	PSO	Cognitive Level	Knowledge Category	Lecture (L) /Tutorial (T)	Practical (P)
CO-1	Understand the relevance of environmental sustainability in tourism	1, 6	U	C, F	L	
CO-2	Analyse the environmental issues in the tourism industry	1, 2, 6	An	C, F	L	
CO-3	Evaluate the role of local communities in tourism	1, 2, 6	E	C, F	L	
CO-4	Assess best practices for community engagement and empowerment.	1, 2, 6	E	F, P	L	
CO-5	Critique the principles of ecotourism and the ethical considerations involved in wildlife conservation and natural resource management.	1, 2, 6	E	F, M	L	
CO-6	Differentiate responsible tourism marketing strategies and marketing strategies in tourism	1, 2, 4, 6	An	C, F	L	
CO-7	Formulate sustainable tourism planning and development	1, 2, 4, 6	C	C, F	L	

F-Factual, C- Conceptual, P-Procedural, M-Metacognitive**Mapping of COs with PSOs and POs :**

	PS O1	PS O2	PS O3	PSO 4	PS O5	PS O6	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	-	-	-	-	2	3	-	-	-	2	-	-	-
CO 2	3	1	-	-	-	2	3	1	-	-	2	-	-	1
CO 3	3	1	-	-	-	2	3	1	-	-	2	-	-	1
CO 4	3	1	-	-	-	2	3	1	-	-	2	-	-	1
CO 5	3	1	-	-	-	2	3	1	-	-	2	-	-	1
CO 6	3	1	-	2	-	2	3	1	-	2	2	-	-	1
CO 7	3	1	-	2	-	2	3	1	-	2	2	-	-	-

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Assessment Rubrics:

- Quiz / Assignment/ Quiz/ Discussion / Seminar
- Midterm Exam
- Programming Assignments
- Final Exam

Mapping of COs to Assessment Rubrics :

	Internal Exam	Assignment	End Semester Examinations
CO 1	✓	✓	✓
CO 2	✓	✓	✓
CO 3	✓	✓	✓
CO 4	✓	✓	✓
CO 5	✓	✓	✓
CO 6	✓	✓	✓
CO 7	✓	✓	