

RAJALAKSHMI ENGINEERING COLLEGE
(An Autonomous Institution Affiliated to Anna University Chennai)

DEPARTMENT OF MANAGEMENT STUDIES

CURRICULUM AND SYLLABUS REGULATIONS – 2019

MASTER OF BUSINESS ADMINISTRATION

Vision

A Management institute that is truly distinctive through its integrated multidisciplinary approaches, world-class cutting-edge research that shapes future business practices and provides a responsible educational experience connecting people and organisations with socio-economic impact.

Mission

Provide quality management education to young aspiring students by continuously improving the teaching-learning process and creating opportunities to develop their talents, creativity and global competence.

Inspire new global perspectives in leadership and Future of Work through vibrant collaborations.

Foster excellence in research leading to innovation and creation of a responsible future for business and society.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

- I. To have a thorough understanding of the core aspects of the business.
- II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- III. To prepare them to have a holistic approach towards management functions.
- IV. To inspire and make them practice ethical standards in business.

RAJALAKSHMI ENGINEERING COLLEGE
(AUTONOMOUS)
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (GENERAL)
Program Outcomes

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value based leadership ability.

PO4: Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organisational goal, contributing effectively to a team environment

PO6 : An ability to independently carry out research / investigation and development work to solve practical business problems

PO7 : Ability to improve their awareness and knowledge about functioning of local and global business environment and society.

PO8 : Recognising the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

PEO / PO Mapping

Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO I	3	3	2	2	2	1	1	-
PEO II	3	3	3	1	3	1	1	-
PEO III	-	-	-	-	-	3	3	3
PEO IV	-	1	1	3	2	1	1	2

COURSE WISE PO MAPPING

		Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
I YEAR	SEMESTER I	Principles of Management and Business Environment	2.4	1.4	2.2	1.2	2	2	2.2	2.2
		Managerial Economics, Indian Economy and Policy	1.4	1.4	2.6	2.6	2.4	2	2.6	2.6
		Statistical Methods	2.4	2.2	2	2.8	2	1.6	1.8	2.8
		Indian Ethos, Business Ethics, CSR & Governance	2.8	1.2	2	2.6	2.6	2.4	2.8	2.6
		Organizational Behaviour	2.2	1.2	2	2.4	2	3	2.2	2
		Financial Reporting, Statements and Analysis	2.2	1.2	2	2.4	2	3	2.2	2
	SEMESTER II	Legal Aspects of Business	2.2	1.2	2	2.4	2	3	2.2	2
		Business Communication	2.2	1.2	2	2.4	2	3	2.2	2
		Operations Management	2.4	2.4	1.2	1.2	1.2	1.4	1.4	2.2
		Corporate Strategy and Entrepreneurship	1.8	1.4	1.8	2.0	1.8	2.2	1.8	2.6
		Marketing Management	2.2	2	2	1.8	2.4	2.6	2.4	2.2
		Financial Management	2	1.4	2	2.4	2	2	1.8	1.8
		Human Resources Management	2.4	2.4	2.4	2.6	2.6	2.6	1.6	1.8
		Marketing Research	2	2	2.4	2.2	1	2.2	1.8	2
		Applied Operations Research	2.6	2.6	2.8	2.2	0.6	1.4	1.6	1.2
		Computer Applications for Business	3	3	3	2.4	0.6	1.6	1.8	1.4

		Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
II YEAR	SEMESTER III	Elective 01 – Functional								
		Elective 02 – Functional								
		Elective 03 – Functional								
		Elective 04 – Functional								
		Elective 05 – Functional								
		Elective 06 – Functional								
		Elective 07 – Functional								
		Elective 08 – Functional								
		Summer Training	3	2	3	2	2	2	3	2
	SEMESTER IV	Elective 09 – Functional								
		Elective 10 – Functional								
		Elective 11 - Non Functional								
		Elective 12 - Non Functional								
		Project Work	3	3	3	3	3	3	3	3

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
Stream / Specialization : Marketing Management									
BA19P01	Consumer Behaviour	1.8	2.2	1.4	2.4	2.2	2	2.2	1.2
BA19P02	B2B Marketing	1.6	1.6	1.6	1.4	2.4	3	2.2	1.2
BA19P03	Retail Management	2	1.8	1.6	1.6	2	3	2.6	2.4
BA19P04	Product and Brand Management	2	2.2	1.6	1.8	2.4	3	2.4	3
BA19P05	Integrated Marketing Communication Strategy	2	2.2	1.6	1.8	2.4	3	2.4	3
BA19P06	Digital and Social Media Marketing	2	2.2	1.6	1.8	2.4	3	2.4	3
BA19P07	Services Marketing	2	2.2	1.6	1.8	2.4	3	2.4	3
BA19P08	Rural Marketing	2	1.8	1.8	2	2	1.8	1.8	3
Stream / Specialization : Financial Management									
BA19P11	Investment Analysis, Portfolio Management & Financial Planning	2.2	1.2	2	2.4	2	3	2.2	2
BA19P12	Managing Banks and Financial Institutions	2	1.2	1.6	2.4	2.2	3	2.6	2.2
BA19P13	FinTech and Blockchain Applications in Finance	2.2	1.6	2	2.4	2	3	2.4	2.2
BA19P14	Mergers, Acquisitions and Corporate Restructuring	2.2	1.2	2	2.6	1.8	3	2.8	2.8
BA19P15	Financial Derivatives	2.2	1.6	2	2.4	2.2	3	2.8	2.8
BA19P16	Financial Markets and Institutions	2.4	1.4	2.2	2.4	2.2	3	2.8	2.8
BA19P17	Behavioural Finance	2.2	1.4	2.2	2.4	2.2	3	2.2	2.2
BA19P18	Tax Management	2.2	1.2	2	2.6	1.8	3	2.8	2.8

Stream/ Specialization : Human Resource Management									
BA19P21	Manpower Planning, Recruitment, and Selection	1.5	2	1.2	2.4	1.8	1.6	1.8	1
BA19P22	Employee Relations & Labour laws	2.25	1.2	1.5	1.5	1.5	1	1.6	1
BA19P23	Compensation and Benefits Management	1.6	1.8	1	1.4	1	2.2	1.6	1.6
BA19P24	Performance Management Systems	1.4	1.6	1	1	2.6	1.8	2	2
BA19P25	Organisational Leadership	1.6	3	2.2	2.4	2	2	2	2
BA19P26	Strategic HRM	1.6	2.4	2.2	2.4	3	2	2	2
BA19P27	International HRM	2	1.8	2	2.6	2	1.6	2.6	1.4
BA19P28	Training and Development	2.6	1.6	1.0	1.2	1.2	1.4	1.6	1.2

Stream/ Specialization : Non Functional Electives									
BA 19P51	Indian Models in Entrepreneurship	1	1	2.2	1.3	1	2	2.2	2.4
BA 19P52	Finance and Accounting for small business	1.2	1.6	2.2	2	1	1	1.6	1.8
BA 19P53	E - Retailing	1.6	1.6	2.4	2.2	2.5	1.8	1.6	1.8
BA 19P54	Sports Management	1	2.2	1	1.2	1	1	1.8	1.4
BA 19P55	Agri Business Management	1.2	1.75	1.8	1.6	1	1.25	1.6	1.8
BA 19P56	Tourism and Hospitality Management	1.6	1.8	2	2	2	1	1.8	2
BA 19P57	Human resource metrics & Analytics	2.8	3	2	3	1	2	1.6	1.8
BA 19P58	Business Intelligence	2.4	1.4	2.2	1.2	2	2	2.2	2.2
BA 19P59	Business Analytics	2.4	2.2	2	2.8	2	1.6	1.8	2.8

RAJALAKSHMI ENGINEERING COLLEGE
(AUTONOMOUS)
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULUM AND SYLLABI I TO IV SEMESTERS
Regulation 2019 | Total Credits: 102

S.No	Course Code	Course Title	Category	Periods /Week				
				L	T	P	Total	Credits
SEMESTER – I								
1	BA19101	Principles of Management and Business Environment	CC	3	0	0	3	3
2	BA19102	Managerial Economics, Indian Economy and Policy	CC	4	0	0	4	4
3	BA19103	Statistical Methods	CC	3	1	0	4	4
4	BA19104	Indian Ethos, Business Ethics, CSR & Governance	CC	3	0	0	3	3
5	BA19105	Organizational Behaviour	CC	3	0	0	3	3
6	BA19106	Financial Reporting, Statements and Analysis	CC	3	1	0	4	4
7	BA19107	Legal Aspects of Business	CC	3	0	0	3	3
8	BA19108	Business Communication	CC	0	0	4	4	2
TOTAL				22	2	4	28	26

SEMESTER – II								
1	BA19201	Operations Management	CC	3	0	0	3	3
2	BA19202	Corporate Strategy and Entrepreneurship	CC	4	0	0	4	4
3	BA19203	Marketing Management	CC	4	0	0	4	4
4	BA19204	Financial Management	CC	4	0	0	4	4
5	BA19205	Human Resources Management	CC	3	0	0	3	3
6	BA19206	Marketing Research	CC	3	0	0	3	3
7	BA19207	Applied Operations Research	CC	3	1	0	4	4
8	BA19211	Computer Applications for Business	CC	0	0	4	4	2
TOTAL				24	1	4	29	27

SEMESTER – III								
1		Elective 01 – Functional	FE	3	0	0	3	3
2		Elective 02 – Functional	FE	3	0	0	3	3
3		Elective 03 – Functional	FE	3	0	0	3	3
4		Elective 04 – Functional	FE	3	0	0	3	3
5		Elective 05 – Functional	FE	3	0	0	3	3
6		Elective 06 – Functional	FE	3	0	0	3	3
7		Elective 07 – Functional	FE	3	0	0	3	3
8		Elective 08 – Functional	FE	3	0	0	3	3
9	BA19311	Summer Training (EEC)	EEC	0	0	0	2	1
TOTAL				24	0	0	28	25

SEMESTER – IV								
1		Elective 09 – Functional	FE	3	0	0	3	3
2		Elective 10 – Functional	FE	3	0	0	3	3
3		Elective 11 - Non Functional	NFE	3	0	0	3	3
4		Elective 12 - Non Functional	NFE	3	0	0	3	3
5	BA19411	Project work (EEC)	EEC	0	0	24	24	12
		TOTAL		12	0	24	36	24

TOTAL CREDITS : 102

CC : Core Courses
FE : Functional Elective
NFE : Non Functional Elective
EEC : Employability Enhancement Courses

SUMMARY

DEPARTMENT OF MANAGEMENT STUDIES							
	Subject Area	Credits Per Semester				Credits Total	Percentage %
	Semester	I	II	III	IV		
1.	Core courses-Foundations in Management (CC)	26	0	0	0	26	25.4
2.	Core Courses-Functional Areas of Management (CC)	0	27	0	0	27	26.5
3.	Elective courses-Functional(FE)	0	0	24	6	30	29.4
4.	Elective courses-Non Functional (NFE)	0	0	0	6	6	5.9
5.	Project work/Employability Enhancement course (EEC)	0	0	1	12	13	12.8
	TOTAL	26	27	25	24	102	100

SEMESTER – I

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19101	Principles of Management and Business Environment	CC	3	0	0	3
Objectives:						
●	To expose the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.					
●	To make the students aware of the Indian Economic Environment and the policy and planning framework underlying the economic system.					
UNIT-I	Evolution and Concept: Evolution of Management Thought: Scientific Management, Classical Organization Theory School, Management Science School, Behavioural School, Systems Approach and Contingency Approach. Concept of Management: Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.					9
UNIT-II	Process of Management: Planning: Decision Making -Types; Organizing :Departmentation - Line and Staff relationship - Authority and Responsibility - Centralization - Delegation; Directing - Communication and Culture.					9
UNIT-III	Process of Management: Controlling - Process - Types; Staffing - Selection and Recruitment-Orientation- Career development- Career stages- Training- Performance appraisal.					7
UNIT-IV	Business Environment and Micro Business Environment: Concept of business environment: Significance -Nature - Interaction Matrix of different environment factors. Micro Business Environment - Components: Company's internal environment - Suppliers - Customers - Competitors - Market Intermediaries.					10
UNIT-V	Macro Business Environment: Economic Environment: Economic System & Types - Business Cycle - Financial System; Legal Environment: Laws protecting customers, society and public interest - Intellectual Property Rights; Technological Environment :Classification - Impact; Demographic Environment : Demographic Profile and its uses for organizations; Natural Environment : Environmental Degradation - Impact on Business Decisions.					10
		Total Contact Hours		:	45	
Course Outcomes:After completing the course, the Learners should be able to:						
●	Apply the basic principles of management.					
●	Understand and apply the planning, organizing and control processes.					
●	Will be able to understand and apply controlling practices in all applications.					
●	Meaningfully follow and interpret major economic and environmental trends and government policy decisions and understand their implications on industry.					
	Will be able to understand the concept of micro and macro business environment.					

Text Book (s):	
1	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9 th edition, 2012.
2	Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9 th edition, Tata McGraw-Hill Education, 2012
3	Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.
4	Paul, Justine- Business Environment: Text & Cases (Tata McGraw-Hill), Latest edition.
5	VeenaKeshavPailwar, 'Business Environment' PHI Learning Pvt. Ltd., 2014
6	Cherunilam, Francis- Business Environment: Text & Cases (Himalaya Publishing). Latest edition.

Reference Books(s) / Web links:	
1	Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11 th edition, 2008.
2	Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12 th edition, 2008.
3	Stephen P. Robbins, David A. DeCenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.
4	Shaikh Saleem- Business Environment (Pearson), Latest edition.
5	Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
6	Ghosh- Economic Environment of Business (Vikas), 2004.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19101.1	2	1	3	1	1	3	1	1
BA19101.2	3	1	3	0	1	3	2	1
BA19101.3	3	2	2	3	2	2	2	3
BA19101.4	3	2	2	1	3	1	3	3
BA19101.5	1	1	1	1	3	1	3	3
Average	2.4	1.4	2.2	1.2	2	2	2.2	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19102	Managerial Economics, Indian Economy And Policy	CC	4	0	0	4
Objectives:						
●	To explain principles of micro economics relevant to managing an organization.					
●	To describe principles of macro economics to have the understanding of economic environment of business.					
●	To understand the various aspects of India's economy.					

UNIT-I	Introduction: Introduction of Managerial Economics - Scope, Relationship with other Disciplines - Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – The roles of the firm and the House hold- Decision Making in the Household - Consumer Choice	8
UNIT-II	Demand And Supply: Demand, Law of Demand, Determinants of demand, Elasticity of demand, Law of diminishing marginal utility - Exceptions of Demand - Demand forecasting techniques (only theory). Supply, Law of Supply, Elasticity of Supply- Production functions – Cost - types of cost, Short and long run cost output relationship, Economies and diseconomies of Scale.	13
UNIT-III	Product And Factor Market: Product market -Equilibrium in Different Market Structures - Competitive markets- Equilibrium in the short run and long-run - Monopoly equilibrium and pricing practices of firms with market power - Oligopoly: Strategic interactions and its game theoretic analysis - Analysis of the Markets for Factor- Market Failure.	13
UNIT-IV	Indian Economy: Development of the Indian economy- De-industrialization of Indian economy- Business enterprises-Growth and economic reforms-Poverty and Inequality- -Agriculture and rural development – industrial development- Labour: Unemployment, strategies for employment generation, Social issues relating to labour.	13
UNIT-V	Economic Policies: Foreign trade: Salient features of India's foreign trade - recent changes in trade policy; Balance of payments, exchange rate and WTO requirements. Money and Banking: India's money market – Monetary Policy. Budgeting and Fiscal Policy: Tax, expenditure, budgetary deficits, debt and fiscal reforms.	13
		Total Contact Hours : 60

Course Outcomes: After completing the course, the Learners should be able to :	
●	Become familiar with both principles of micro and macro economics.
●	Understand about approaches to consumer behaviour and relation between production and cost function.
●	Describe and discuss on interaction of product and factor market.
●	Will get awareness about importance and development of Indian economy and economic reforms.
●	Will have thorough knowledge in the areas of inflation, unemployment, monetary policy, fiscal policy and international trade.

Text Book (s):	
1	Paul A. Samuelson, William D. Nordhaus, SudipChaudhuri and AnindyaSen, Economics, 19 th edition, Tata McGraw Hill, New Delhi, 2010.
2	M.L.Trivedi, Managerial Economics:Theory & Applications, Tata McGraw-Hill Education, 2002.
3	Ramesh Singh, Indian economy, 10 th edition, Tata McGraw Hill.
Reference Books(s) / Web links:	
1	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
2	N. Gregory Mankiw, Principles of Economics, 3 rd edition, Thomson learning, New Delhi, 2007.
3	Richard Lipsey and Alec Charystal, Economics, 12 th edition, Oxford, University Press, New Delhi, 2011.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19102.1	2	1	3	2	3	1	3	3
BA19102.2	2	1	2	2	2	1	2	1
BA19102.3	1	2	2	3	1	2	3	3
BA19102.4	1	1	3	3	3	3	3	3
BA19102.5	1	2	3	3	3	3	2	3
Average	1.4	1.4	2.6	2.6	2.4	2	2.6	2.6

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19103	Statistical Methods	cc	3	1	0	4

Objectives:

- To learn the applications of statistics in business decision making.
- To introduce the basic concepts of probability, one dimensional random variables.
- To learn the concepts of Testing of Hypothesis and Design of Experiments.

UNIT-I	Introduction To Probability: Probability: Definition and simple problems - Conditional probability - Independence of events - Baye's theorem - Random variables - Probability distributions: Binomial, Poisson, Uniform and Normal distributions.	12
UNIT-II	Sampling Distribution And Estimation: Introduction to sampling distributions, sampling distribution of mean and proportion -Application of Central limit theorem - Sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples - Determining the sample size.	12
UNIT-III	Testing Of Hypothesis: Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Chi-square tests for independence of attributes and goodness of fit.	12
UNIT-IV	Analysis Of Variance: One way and two way classifications - Completely randomized design – Randomized block design –Latin square design.	12
UNIT-V	Correlation And Regression: Correlation- Rank correlation – Regression : Estimation of regression line – Method of Least squares – Standard error of estimate.	12
Total Contact Hours		60

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

- Apply the basic concepts of Random Variables and probability theory for the use in industrial problems.
- Apply the concept of sampling distribution and estimation theory in industrial production forecasting.
- Use the concepts of Testing of Hypothesis for industrial problems.
- Design experiments using suitable ANOVA techniques and draw conclusions.
- Apply the concept of correlation, regression and time series analysis in real life situation.

Reference Books(s) / Web links:

1	Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7 th Edition, 2011.
2	Prem.S.Mann, Introductory Statistics, 7 th Edition, Wiley India, 2016.
3	Gareth James, Daniela Witten, Trevor Hstie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R.Springer,2016.
4	Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6 th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
5	Ken Black, Applied Business Statistics, 7 th Edition, Wiley India Edition, 2012.
6	Veerarajan T, 'Probability, Statistics and Random Processes with Queuing Theory and Queuing Networks', McGraw Hill, 2016.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19103.1	3	1	2	3	2	0	2	2
BA19103.2	3	3	3	3	2	1	2	3
BA19103.3	2	3	2	3	2	2	1	3
BA19103.4	3	2	2	3	1	2	2	3
BA19103.5	1	2	1	2	3	3	2	3
Average	2.4	2.2	2	2.8	2	1.6	1.8	2.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19104	Indian Ethos, Business Ethics, CSR And Governance	CC	3	0	0	3

Objectives: To develop an understanding of the concepts and theories of Indian ethos and Business ethics and so as to enable them to develop knowledge on CSR and Governance.

UNIT-I	Indian Ethos: Indian Ethos-Meaning-Features-Need and relevance-Principles practices by Indian companies-Requisites for Indian ethos-Elements-Role of Indian ethos in Managerial practices with special reference to lessons from Mahabharata, Vedas, Bible, Quran, Arthashastra.	9
UNIT-II	Business Ethics: Introduction-What is business ethics-Values for Indian managers-Importance-Roots of unethical behaviour-How ethics can make corporate governance more meaningful-Benefits from managing ethics workplace-Theories of Ethics, Absolutism Vs Relativism, Kohlberg's six stages of moral development	9
UNIT-III	Ethical Issues In Management: Ethical issues in Marketing- Ethical issues in Human resource management-Ethical issues in Financial management- Ethical decision making.	9
UNIT-IV	Globalisation And Business Ethics: Factors facilitating organisation-Doing business in a diverse world-Ethical issues in International business -International codes of ethical Business conduct-challenges of globalization.	9
UNIT-V	CSR And Governance : Definition of CSR-Advantages of CSR-Scope of CSR-Ethics and social responsibility of business- CSR as a business strategy for sustainable development.	9
		Total Contact Hours : 45

Course Outcomes: After completing the course, the Learners should be able to:

- Ethical aspects in the business practices according to the situation of changing environment.
- Understand the significance of Governance in modern business era.
- The significance of business ethics in globalized era will be learnt by the students.
- Will gain knowledge on the significant aspects of CSR and Governance in business.
- Will gain knowledge on Indian Ethos and its importance on modern management.

Text Book (s):

1	Chakraborty S.K, Foundations of Managerial work-Contributions from Indian thought, Himalaya publishing house Delhi 1998.
2	Tushar Agarwal and Nidhi Chandorkar, Indian Ethos in Management, Himalaya publishing house, 1 st edition.
3	A.C.Fernando, Business ethics and Corporate Governance, Pearson publishers, Second Edition

Reference Books(s) / Web links:

1	David J. Fritzsche - Business Ethics.
2	Velasquez - Business Ethics 5th Edition – Prentice Hall of India.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19104.1	3	0	2	2	3	3	3	2
BA19104.2	2	2	2	3	3	3	2	2
BA19104.3	3	1	3	3	3	2	3	3
BA19104.4	3	2	2	3	2	2	3	3
BA19104.5	3	1	1	2	2	2	3	3
Average	2.8	1.2	2	2.6	2.6	2.4	2.8	2.6

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19105	Organisational Behaviour	CC	3	0	0	3

Objectives:	
●	To provide an overview of theories and practices in organizational behavior in individual, group and organizational level

UNIT-I	Focus And Purpose: Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.	5
UNIT-II	Individual Behaviour: Personality – types – Factors influencing personality – Theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Social Learning. Emotions – Emotional Intelligence – Theories. Attitudes – Characteristics – Components Perceptions – Importance – Factors influencing perception – Interpersonal perception. Motivation – Importance – Theories- Types – Effects on work behaviour.	12
UNIT-III	Group Behaviour: Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication, Case studies.	10
UNIT-IV	Leadership And Power: Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centres – Power and Politics, Case studies.	8
UNIT-V	Dynamics Of Organizational Behaviour: Job satisfaction – Determinants – Measurements – Influence on behaviour. Organizational change – Importance – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics.	10
		Total Contact Hours
		: 45

Course Outcomes: After completing the course, the Learners should be able to :	
●	Students will have a better understanding of human behaviour in organization.
●	They will know the framework for managing individual performance in an organization.
●	Will gain knowledge on the framework of managing group performance in an organization.
●	Will gain knowledge on the concept of Leadership and its styles.
●	Demonstrate knowledge about organisational culture, and approaches to managing organisational change.

Text Book (s):	
1	Stephen P. Robins, Organisational Behaviour, PHI Learning / Pearson Education, 11th edition, 2008.
2	Fred Luthans, Organisational Behaviour, McGraw Hill, 11th Edition, 2001.

Reference Books(s) / Web links:	
1	Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata McGraw Hill, 2007.
2	Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012.
3	Ivancevich, Konopaske & Maheson, Organizational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4	Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5	Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19105.1	2	2	2	1	2	3	2	2
BA19105.2	2	1	2	2	2	3	3	3
BA19105.3	3	1	2	3	2	3	2	2
BA19105.4	2	1	2	3	2	3	1	1
BA19105.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19106	Financial Reporting, Statements And Analysis	CC	3	1	0	4

Objectives:

●	The course encourages to think in a new and more creative way when analyzing or forecasting financial information.
●	Introduce new tools common to financial statement analysis and how to use them in practical applications.
●	Understand how financial statement information can help solve business problems and increase the ability to read and understand financial statements and related information.

UNIT-I	Introduction To Financial Reporting: Accounting – Definition- objectives of accounting -Types of accounting -Users of accounting information. Accounting concepts and conventions-Accounting standards. - Overview of IFRS and GAAP.	12
UNIT-II	Preparation of Final Accounts: Accounting cycle- Preparation of Journal, Ledger and Trial Balance-Preparation of trading accounts-profit and loss account- balance sheet – with adjustments.	12
UNIT-III	Analysis Of Financial Statements: Common Size Statement; Comparative Balance Sheet, Trend Analysis and Ratio Analysis.	12
UNIT-IV	Funds Flow And Cash Flow Analysis: Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement (Elementary Problems). Cash Flow Analysis (as per Accounting Standard3): Meaning – uses – Preparation of Cash Flow Statement. (Elementary Problems).	12
UNIT-V	Marginal Costing And Budgeting: Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing. Budgeting – Different types of budgeting – Cash budget – Flexible budget (Elementary Problems).	12
Total Contact Hours		60

Course Outcomes: After completing the course, the Learners should be able to :

●	Understand and prepare financial statements in accordance with Generally Accepted Accounting Principles.
●	Demonstrate understanding of preparation of final accounts.
●	Critically evaluate financial statements of firms by applying management accounting tools such as ratios.
●	Prepare funds flow statements and cash flow statements.
●	Understand the significance of cost statement, functional budgets of firms and perform Break Even analysis.

Text Book (s):

1	M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2	R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

Reference Books(s) / Web links:

1	Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15 th edition, Tata McGraw Hill Publishers, 2010.
2	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3	Stice&Stice, Financial Accounting Reporting and Analysis, 8 th edition, CengageLearning, 2010.
4	SinghviBodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19106.1	2	2	2	1	2	3	2	2
BA19106.2	2	1	2	2	2	3	3	3
BA19106.3	3	1	2	3	2	3	2	2
BA19106.4	2	1	2	3	2	3	1	1
BA19106.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19107	Legal Aspects Of Business	CC	3	0	0	3
Objectives:						
●	To create the knowledge of Legal perspective and its practices to improvise the business.					

UNIT-I	The Indian Contract Act 1872: Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Special contracts.	9
UNIT-II	Sale Of Goods Act 1930: Nature of Sales contract – Classification of Goods - Sale Vs Agreement to Sell - Conditions and Warranties - Performance of sales contracts - rights of an unpaid seller.	9
UNIT-III	CONSUMER PROTECTION ACT, CYBER LAWS And GST: Consumer Protection Act 2018 – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Mechanisms and Forums- - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction to GST.	9
UNIT-IV	Company Law I (Companies Act 2013): Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus.	9
UNIT-V	Company Law II (Companies Act 2013): Shares and debentures – Types- shareholder rights– Appointment, Remuneration, Power, duties and liabilities of Managerial Personnel- Winding up of companies- Powers of NCLT-Insolvency and Bankruptcy code 2016.	9
Total Contact Hours		: 45

Course Outcomes: After completing the course, the Learners should be able to:	
●	Legal insight will be established in the business practices according to the situation of changing environment
●	Understand the significance of contracts and procedure for entering into valid contracts.
●	The significance of consumer protection and cybercrimes, GST will be learnt by the students.
●	Will gain knowledge on the significant aspects of sales of goods act.
●	Will gain knowledge on companies from formation to dissolving in a legal perspective.

Text Book (s):	
1	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 34 th Edition.
2	Gogna P. P. S., A Textbook of Mercantile Law, S. Chand & co 2016.
3	Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
Reference Books(s) / Web links:	
1	Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012.
2	Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012.
3	Ravinder Kumar– Legal Aspect of Business.–Cengage Learning, 2 nd Edition-2011.
4	Avtar Singh – Business Law, EBC Reader, 2018.
5	V K Jain Shashank S. Sharma , Business Laws, Tax Man, 2018.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19107.1	2	2	2	1	2	3	2	2
BA19107.2	2	1	2	2	2	3	3	3
BA19107.3	3	1	2	3	2	3	2	2
BA19107.4	2	1	2	3	2	3	1	1
BA19107.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19108.1	2	2	2	1	2	3	2	2
BA19108.2	2	1	2	2	2	3	3	3
BA19108.3	3	1	2	3	2	3	2	2
BA19108.4	2	1	2	3	2	3	1	1
BA19108.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

SEMESTER – II

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19201	Operations Management	CC	3	0	0	3
Objectives:						
●	To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.					

UNIT-I	Introduction To Operations Management: Operations Management - Definition, significance, historical development, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit , framework; Supply Chain Management and Case Studies.	9
UNIT-II	Forecasting, Capacity And Facility Design: Demand Forecasting - Need, Types - Qualitative and Quantitative Techniques, Objectives and Steps. Capacity Planning - Long range, Types, Overview of MRP, MRP II. Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques and Case Studies.	9
UNIT-III	Design Of Product, Process And Work Systems: Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process - Planning, Selection, Strategy, Major Decisions. Work Study - Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity and Case Studies.	9
UNIT-IV	Materials Management : Materials Management - Objectives, Planning, Budgeting and Control. Purchasing - Objectives, Functions, Policies. Stores Management - Nature, Layout, Classification and Coding. Inventory - Objectives, Costs and control techniques. Overview of JIT.	9
UNIT-V	Scheduling And Project Management: Project Management - Scheduling Techniques, PERT, CPM; Scheduling - work centres - nature, importance; Flow shop scheduling - Johnson's Algorithm - Gantt charts and Case Studies.	9
		Total Contact Hours : 45

Course Outcomes: After completing the course, the Learners should be able to :	
●	Apply the conceptual frameworks, theory and techniques to various concepts related to operations management.
●	Have a thorough understanding of frameworks to build capacities (for delivering products and services) based on scientific forecasting techniques and facility location models.
●	Analyze, evaluate and respond to customer needs through appropriate designs of products and services. Also to monitor and upgrade the processes through scientific studies.
●	Appreciate the role of materials management and use scientific tools to determine inventory planning.
●	Make effective use of analytical techniques to understand and execute large projects as well as to schedule jobs within the production and service facilities.

Text Book (s):	
1	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12 th Edition, 2010.
2	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12 th Edition, 2010.
Reference Books(s) / Web links:	
1	William J Stevenson, Operations Management, Tata McGraw Hill, 9 th Edition, 2009.
2	Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3	KanishkaBedi, Production and Operations Management, Oxford University Press, 2004.
4	Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5	Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6	Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7	Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19201.1	3	2	2	1	2	1	1	1
BA19201.2	3	3	2	1	0	2	2	3
BA19201.3	2	3	1	2	3	1	1	3
BA19201.4	1	2	1	0	0	1	2	2
BA19201.5	3	2	0	1	1	2	1	2
Average	2.4	2.4	1.2	1.2	1.2	1.4	1.4	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19202	Corporate Strategy And Entrepreneurship	CC	4	0	0	4
Objectives:						
●	To make the students to understand the dynamism of internal and external environment.					
●	To enable the students to formulate strategies at various levels.					
●	To understand the issues in implementing the strategies.					
●	To enable the students to understand entrepreneurial aspects.					

UNIT-I	Introduction: Concept of Strategy - Conceptual framework for strategic management - Strategy Formation Process - Stakeholders in business - Understanding the Organization (Vision, Mission, Purpose, Business definition, Objectives and Goals)- Social responsibility of Business - Ethical perspectives.	8
UNIT-II	Environment Analysis&Competitive Advantage: Micro Environment Analysis : Industry Analysis - Porter's Five Forces Model- Analyzing Buyers & Suppliers - Strategic Groups with industries - Industry Life-cycle analysis.Macro Environment Analysis :Global Forces - Technological Forces - Demographic Forces - Social Forces - Political and Legal Forces - SWOT, ETOP.Competitive Advantage : Organization Competencies, Capabilities & Resources - Organizational Appraisal - VRIO model - Value Chain - Building blocks of Competitive Advantage (Efficiency, Quality, Innovation and Customer Responsiveness).	13
UNIT-III	Strategies, Implementation & Evaluation: .Corporate Level Strategies: Expansion - Stability - Retrenchment - Combination.Business Level Strategies: Generic Business Strategies - Cost Leadership - Differentiation.Functional Level Strategies: Efficiency - Materials Management - Quality - Innovation - Customer Responsiveness.Strategic Analysis: Corporate Portfolio Analysis (GE Nine cell Matrix) - Gap Analysis - Product Life-cycle.Strategy Implementation - Strategic Evaluation.	15
UNIT-IV	Entrepreneurship- Introduction: Entrepreneurship and Intrapreneurship–similarities and variance-India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Types of entrepreneurship- Rural entrepreneurship, social entrepreneurship, women entrepreneurs- Challenges faced by the entrepreneurs.	12
UNIT-V	Developing market understanding- Narrowing focus-End user profiling, Market segmentation, Market sizing- Marketing plan, pricing- Strategy- Business Plan -How to develop it-What all should it have, what it shouldn't have- Financial Institutions supporting entrepreneurship.	12
		Total Contact Hours : 60
Course Outcomes:		
●	The students can analyze the dynamism of internal and external environment.	
●	The students will be in a position to formulate strategies at various levels.	
●	The students will get an insight on entrepreneurship and intrapreneurial qualities.	
●	The students can develop a business plan for their future endeavours.	
●	The students can identify various sources of finance for supporting entrepreneurship	

Text Book (s):	
1	Hill & Jones Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2	John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3	AzharKazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.
4	Vasnt Desai, Entrepreneurship Development, 1 st Edition, Himalaya Publishing house, 2011.
5	S.S.Khanka, Entrepreneurship Development.
Reference Books(s) / Web links:	
1	AdriauHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2	Lawerence G. Hrebiniak, Making strategy work, Pearson, 2005.
3	Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4	Dr.DharmaBir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19202.1	1	1	2	3	3	2	3	2
BA19202.2	3	2	2	2	2	3	1	3
BA19202.3	2	1	2	2	2	1	2	3
BA19202.4	2	2	2	2	1	2	2	2
BA19202.5	1	1	1	1	1	3	1	3
Average	1.8	1.4	1.8	2.0	1.8	2.2	1.8	2.6

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19203	Marketing Management	CC	4	0	0	4
Objectives:						
●	To understand the changing business environment.					
●	To identify the indicators of management thoughts and practices.					
●	To understand fundamental premise underlying market driven strategies.					

UNIT-I	Introduction: Marketing – Definitions - Conceptual frame work – Analysing Marketing Environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.	12
UNIT-II	Marketing Strategy: Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.	12
UNIT-III	Marketing Mix Decisions: Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.	12
UNIT-IV	Buyer Behaviour: Understanding industrial and individual buyer behaviour - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Product Extension Strategies-Customer Acquisition, Retaining, Defection.	12
UNIT-V	Marketing Research & Trends In Marketing: Research Process – Concepts and applications: Product – Advertising – Promotion – Branding-Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.	12
		Total Contact Hours : 60

Course Outcomes: After completing the course, the Learners should be able to:	
●	Will gain knowledge on analytical skills in solving marketing related problems.
●	Will gain awareness on marketing management process and the strategies involved in the market.
●	Will get an idea about product planning, development and its life cycle.
●	Understand industrial and individual buyer behaviour and significance of CRM
●	Understand the significance of market research and current trend in the marketing will be understood by the students

Text Book (s):	
1	Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14 th Edition, 2012.
2	KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2010.
3	Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2 nd Edition,2011.
4	Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning — 2012.

Reference Books(s) / Web links:	
1	MichealR.Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2	Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3	Marketing successfully- A Professional Perspective, Macmillan 2008.
4	Boyd Walker, Marketing Management, McGraw Hill, 2002.
5	Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19203.1	3	3	3	3	3	3	3	3
BA19203.2	2	2	2	1	3	3	3	2
BA19203.3	2	2	2	2	2	2	2	2
BA19203.4	1	1	1	1	2	2	2	2
BA19203.5	3	2	2	2	2	3	2	2
Average	2.2	2	2	1.8	2.4	2.6	2.4	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19204	Financial Management	CC	4	0	0	4

(50 % PROBLEMS 50% THEORY)

Objectives: Facilitate student to :
● Understand the operational nuances of a Finance Manager.
● Comprehend the technique of making decisions related to finance function.

UNIT-I	Foundations Of Finance: Financial management–An overview- Time value of money- Introduction to risk and return.	12
UNIT-II	Investment Decisions: Capital Budgeting: Principles and techniques-Concept and measurement of cost of capital– Calculation of Weighted Average Cost of Capital (WACC)	12
UNIT-III	Capital Structure And Dividend Decision: Financial and operating leverage-capital structure- designing capital structure. Dividend policy-Aspects of dividend policy-forms of dividend policy- Types of dividends.	12
UNIT-IV	Working Capital Management: Working Capital Management-Cash conversion cycle-Cash management Inventory Management-Receivables management-Estimation of working capital requirements.	12
UNIT-V	Long Term Sources Of Finance: Long term and short term finance: Shares, debentures and term loans, lease, hire purchase, Angel Investments, venture capital financing, Crowd funding, P2P lending	12
		Total Contact Hours : 60

Course Outcomes: After completing the course, the Learners should be able to:
● Calculate the time value of money.
● Evaluate and choose the best project from alternatives based on cost-benefit analysis.
● Calculate the Financial and Operating leverages and decide the optimum capital structure and design a suitable dividend policy.
● Predict the working capital requirements of a concern.
● Choose the cheaper sources of funds (both long term and short term).

Text Book (s):
1 M.Y.Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGrawHill, 5 th edition, 2008.
2 I.M.Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8 th edition, 2007.

Reference Books(s) / Web links:
1 Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
2 James C. Vanhorne–Fundamentals of Financial Management–PHI Learning, 11 th Edition, 2008.
3 Brigham, Ehrhardt, Financial Management Theory and Practice, 11 th edition, Cengage Learning.
4 Prasanna Chandra, Financial Management, 7 th edition, Tata McGraw Hill, 2008.
5 Srivatsava, Mishra, Financial Management, Oxford University Press, 2008.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19204.1	2	2	2	3	2	2	2	1
BA19204.2	2	1	2	3	1	2	1	2
BA19204.3	1	1	2	2	3	2	2	2
BA19204.4	2	1	2	2	3	2	2	2
BA19204.5	3	2	2	2	1	2	2	2
Average	2	1.4	2	2.4	2	2	1.8	1.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19205	Human Resource Management	CC	3	0	0	3

Objectives:

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT-I	Introduction- Human Resource Management: Introduction - HR as Factor of Competitive Advantage – Line and staff responsibility of HR manager – Human resource policies– HRIS – Latest trends in HRM.	5
UNIT-II	The Concept Of Best Fit Employee: Importance of Human Resource Planning –Recruitment – Selection-HRD-Fundamentals of Industrial relations and labour welfare.	8
UNIT-III	Training And Executive Development: Training need analysis, Types of training methods – purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development Managerial skills for effectiveness.	10
UNIT-IV	Sustaining Employee Interest: Building organisational culture-team management-Building peer support for team’s projects-Understand leadership challenges and strategies– Protégé relationships.	12
UNIT-V	Performance Evaluation And Control Process : Method of performance evaluation – Promotion and Demotion – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems - grievances – Causes – Implications – Redressal strategies.	10
Total Contact Hours		: 45

Course Outcomes: After completing the course, the Learners should be able to :

- Gain knowledge and skills needed for success as a human resources professional.
- Understand the basic importance of Human resource planning
- Understand the significance of training and development in organizations.
- Gain knowledge on compensation management systems in organizations.
- Understand the parameters involved in measuring performance.

Text Book (s):

- 1 Dessler Human Resource Management, Pearson Education Limited, 2007.
- 2 Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition, 2007.

Reference Books(s) / Web links:

- 1 Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012.
- 2 Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
- 3 Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
- 4 Ivancevich, Human Resource Management, McGraw Hill 2012.
- 5 Uday Kumar Halder, JuthikaSarkar. Human Resource management. Oxford. 2012.
- 6 Mr. Erik van Vulpen Foreword: Mr. David Green ,The Basic Principles of People Analytics: Learn how to use HR data to drive better outcomes for your business and employees.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19205.1	1	1	2	3	3	3	2	1
BA19205.2	2	2	2	3	3	3	1	2
BA19205.3	3	3	3	2	3	3	2	2
BA19205.4	3	3	3	2	3	3	2	2
BA19205.5	3	3	2	3	1	1	1	2
Average	2.4	2.4	2.4	2.6	2.6	2.6	1.6	1.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19206	Marketing Research	CC	3	0	0	3

Objectives: To provide a balance of the theoretical and practical aspects of marketing research and encourage the student to take up a critical and analytical thinking through research.

UNIT-I	Introduction: Meaning, Role of marketing research in managerial decision making, Use of marketing research, marketing research process-an overview; Literature review, Accessing and managing source of information and scholarly literature, Steps in literature review development-formulation and preparation of research proposal.	9
UNIT-II	Research Design and Data Collection Research Design: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive. Data collection method-primary and secondary sources. Primary data collection methods; mail survey, telephone survey and interview, observations; questionnaire administration.	10
UNIT-III	Sampling: Steps &Types: Probability / non probability (simple, systematize; stratified proportionate, disproportionate), Sample size determination.	5
UNIT-IV	Quantitative Methods: Hypothesis testing-Correlation ,Chi square test, ANOVA(one way), reliability and validity-Reporting a quantitative Research(Explanation of the application of statistics in research with simple problems).	12
UNIT-V	Application of marketing research: New concept development, Product evaluation, Test marketing, Pricing research, Promotion research-advertising research, purchase research, Media research.	9
Total Contact Hours		: 45

Course Outcomes: After completing the course, the Learners should be able to:

●	Understand the basics of Marketing research, its characteristics, types of research and its evolution.
●	Understand the different types of marketing research design, be able to apply the appropriate design to a research problem/ situation, identify the variables involved, measure the variables, develop scales of measurement and validate them.
●	Collect data, validate the data collection instrument, develop a sampling design, select the appropriate sampling method and sample size.
●	Present their research work for decision-making purposes using charts and tables and provide satisfactory interpretation of the data.
●	understand the basic importance of marketing research.

Text Book (s):

1	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11 th Edition, Tata McGraw Hill, New Delhi, 2012.
2	Aaker,kumar,day, Marketing research, John Wiley &sons,Inc, Seventh edition.
3	Alan Bryman and Emma Bell, Business Research methods, 3 rd Edition, Oxford University Press, New Delhi, 2011.
4	Uma Sekaran and Roger Bougie, Research methods for Business, 5 th Edition, Wiley India, New Delhi, 2012.
5	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8 th Edition, Cengage Learning, New Delhi, 2012.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19206.1	1	1	2	1	1	1	2	2
BA19206.2	2	2	2	3	1	3	2	2
BA19206.3	3	3	3	3	1	3	2	2
BA19206.4	3	3	3	3	1	3	2	2
BA19206.5	1	1	2	1	1	1	1	2
Average	2	2	2.4	2.2	1	2.2	1.8	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19207	Applied Operations Research	CC	3	1	0	4

Objectives:

- To learn the concepts of operations research applied in business decision making.
- To learn the concepts of game theory, inventory and replacement models to apply in various business models.

UNIT-I	Linear Programming :Formulation - Solution by graphical and simplex methods: Primal - Penalty, Two Phase – Principles of Duality: Primal – Dual relationship - Using excel solver to solve LPP.	12
UNIT-II	Special Cases Of Linear Programming :Transportation models - Initial basic feasible solution by NW corner rule, Least cost and Vogel's approximation method - Check for optimality: Solution by MODI method , cases of degeneracy - Assignment models: solution by Hungarian methods – Transshipment problem.	12
UNIT-III	Game Theory And Replacement Model :Game theory: Two person zero sum games, saddle point , dominance rule, method of matrices and graphical solutions. Replacement model, individual replacement model– Group replacement model.	12
UNIT-IV	Network Models :Network diagram representation – Critical path method – Project evaluation and Review technique (PERT) – Shortest Route problem – Minimal Spanning Tree.	12
UNIT-V	Deterministic Inventory Models And Job Sequencing :Deterministic Inventory models: EOQ and EBQ (with and without shortages) – Quantitative discount models. Job sequencing: Introduction, n jobs with two, three and m machines –problem involving two jobs and m machines.	12
Total Contact Hours		60

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

- Solve problems using linear programming techniques.
- Analyze problems involving materials and workforce using transportation and assignment models.
- Make business decisions in scenarios involving use of strategy to maximize profit.
- Manage large projects using the techniques of PERT and CPM.
- Plan human resources and stock as per the need.

Reference Books(s) / Web links:

1	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2	Vohra N D, Quantitative Techniques in Management,TataMcgraw Hill, 2010.
3	PradeepPrabakarPai, Operations Research - Principles and Practice, Oxford Higher Education .
4	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
5	Srinivasan G, Operations Research – Principles and Applications, PHI, 2007.
6	Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7	Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
8	Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.
9	B.S. Goel .S.K Mittal , Operations Research, PragatiPrakashan Meerut,1995.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19207.1	3	3	3	2	0	0	2	1
BA19207.2	3	3	3	2	0	0	1	2
BA19207.3	3	3	3	3	1	3	2	1
BA19207.4	3	3	3	3	1	3	1	1
BA19207.5	1	1	2	1	1	1	2	1
Average	2.6	2.6	2.8	2.2	0.6	1.4	1.6	1.2

Subject Code	Subject Name (Laboratory Course)	Category	L	T	P	C
BA19211	Computer Applications For Business	CC	0	0	4	2
Objectives:						
●	The objective of this course is to provide an insight into basic features of Computer Systems and their Applications in Managerial Decision Making.					

List of Experiments						
1	MS-Word Mail Merge & Short-Cut Keys					
2	MS-Word- Resume Building Exercise With Insert Table and Formatting					
3	MS-Power point - Creation of slides, animation, and templates					
4	MS-Power point-Designing Presentations-Slide show control					
5	MS-Excel Applications and Short Cuts					
6	MS-Excel - Graphs and Charts and Formulas- Logical Functions					
7	MS-Excel Calculation of Time Value of Money					
8	MS-Excel Calculation of Equated Monthly Instalments					
9	Ms- Excel Calculation of IRR and NPV, Extended Experiment/ Mini Project Work.					
10	Descriptive Statistics					
11	Hypothesis - Parametric- Compare Means- t Test, Paired t test, Independent Sample t test, One Way ANOVA					
12	Hypothesis - Parametric- Two Way ANOVA					
13	Hypothesis – Non-parametric- Chi-square, U Test, H Test, K-S Test					
14	Correlation					
15	Regression, Extended Experiment/ Mini Project Work.					
					Total Contact Hours	60

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

REQUIREMENTS for a batch of 30 students

1. Personal Computers – 30 nos
2. Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user licenses

Course Outcomes: After completing the course, the Learners should be able to :	
●	Demonstrate how analytical techniques and statistical methods can enhance decision making by converting data to information and insights for decision making.
●	Critically evaluate various short-term forecasting and regression models and identify their appropriate use and limitations.
●	Effectively communicate the analysis, outcomes, assumptions and implications through spreadsheet models and presentations.
●	Interpret the analytical model results in the context of business situation
●	Prepare and present reports

Reference Books(s) / Web links:	
1	David M. Levine et al, “Statistics for Managers using MS Excel’ (6 th Edition) Pearson, 2010.
2	David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13 th edition) South-Western College Pub, 2011.
3	David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13 th edition) South-Western College Pub, 2011.
4	Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3 rd edition, Microsoft Press, 2011.
5	Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.
6	KiranPandya and SmritiBulsari, SPSS in simple steps, Dreamtech, 2011.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19211.1	3	3	3	2	1	3	2	1
BA19211.2	3	3	3	2	0	0	2	2
BA19211.3	3	3	3	3	1	3	2	1
BA19211.4	3	3	3	3	1	1	1	1
BA19211.5	3	3	3	2	0	1	2	2
Average	3	3	3	2.4	0.6	1.6	1.8	1.4

ELECTIVES

MARKETING ELECTIVES

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P01	Consumer Behaviour	FE	3	0	0	3

Objectives:

- To provide an overview of theories and practices in consumer behaviour in individual and organizational level.

UNIT-I	Consumer Behaviour- Definition of Consumer behaviour, need of studying consumer behaviour- consumer behaviour and marketing management- Development of consumer behaviour field of study, consumer modelling –Howard sheth model of buying behaviour.	9
UNIT-II	Consumer an Individual Consumer Motivation- dynamics characteristics of motivation-theories, Personality-nature and characteristics-theories, Perception-perceptual process, Attitude-attitude and behaviour, attitude change.	9
UNIT-III	Social process and consumer behaviour, social influence on consumer behaviour-Cultural setting Consumer and cultural influences, group influences and consumer behaviour, family influences, family life cycle.	9
UNIT-IV	Consumer decision making process-meaning, buying motives and buying roles,types of decision making, schiffman and kanuk's model of consumer decision making– adoption process.	9
UNIT-V	Organizational buyer behaviour- Introduction to organizational buyers' behaviour, characteristics of industrial markets, Webster and wind model of organisational buying behaviour, factors influencing industrial buying behaviour-buying decisions involved in industrial buying process.	9
Total Contact Hours		45

Course Outcomes:

- To familiarise the students with the various aspects of consumer decision-making process.
- To understand the concept of consumer behaviour, decision making by consumers, behaviour variables and its influences on consumer behaviour.
- To develop an insight of the psychological and behavioural concepts of consumers.
- The students will understand the influences on customer choice and the process of human decision making in a marketing context.
- The students will get the clear knowledge on individual and organisational buying process.

Text Book (s):

- 1 Consumer Behaviour-Suja Nair, Himalaya Publishing.
- 2 Consumer Behaviour – Text and cases- by Satish K Batra and S H HKazmi-II Edition, Excel Books.
- 3 Consumer Behaviour-RamanujMajumdar
- 4 Consumer Behaviour-Suja Nair, Himalaya Publishing House.

Reference Books(s) / Web links:

- 1 Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition, 2010.
- 2 Assel, Consumer Behaviour - A Strategic Approach, Biztranza, 2008.
- 3 Sheth Mittal, Consumer Behaviour- A Managerial Perspective, Thomson Asia (P) Ltd., 2011. 4. Abbael, Consumer Behaviour: A Strategic Approach (Indian Edition 2005) Wiley 2012.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P01.1	3	2	2	3	3	3	2	2
BA19P01.2	2	3	2	3	2	2	3	3
BA19P013	1	2	1	2	2	2	1	0
BA19P01.4	2	2	2	3	2	2	3	1
BA19P01.5	1	2	0	1	2	1	2	0
Average	1.8	2.2	1.4	2.4	2.2	2	2.2	1.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P02	B2B Marketing	FE	3	0	0	3

Objectives:

●	The purpose of this course is to develop an understanding among the students about the various concepts of Industrial Marketing, which are helpful in developing sound marketing policies for Industrial goods.
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UNIT-I	Nature of Business Marketing: Business Marketing Concept, Business vs. Consumer Marketing, Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying Industrial Products & Services, Organizational Procurement Characteristics, Environment Analysis in Business Marketing.	9
UNIT-II	Organizational Buying Behaviour: Organizational Buying Process, Types of purchases / buying situations, Buying Centre Concept, Inter Personal Dynamics of Business Buying Behaviour, Roles of Buying centre, Conflict Resolution in Decision, The Webster & Wind model of Organizational Buying Behaviour, Ethics in Purchasing.	9
UNIT-III	.Buyer-Seller Relationship: Relationship in Business Marketing, Types of Relationships, Developing & Implementing effective relationship marketing strategies, CRM. Business Marketing Research: Differences between B2C & B2B Marketing Research, Marketing Research Process. Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for sales force Deployment, Measuring the Effectiveness of Sales Force.	9
UNIT-IV	Market Segmentation: Segmenting, Targeting and Positioning of Business Market, Value based segmentation, Model for segmenting the organizational Market. Product & Brand Strategy: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products, Branding process & Brand strategy. Business Service Marketing: Special Challenges.	9
UNIT-V	Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, Pricing Methods, concept of learning curves, Pricing Strategies, Pricing Policies, Terms of Payment, Competitive Bidding, Leasing The Promotional Strategies: Communication Objectives, Role of B-2-B Advertising, Sales Promotion in Industrial Markets, Trade shows and Exhibitions.	9
		Total Contact Hours
		: 45

Course Outcomes:

●	To familiarise the students with the various aspects of business marketing.
●	The course prepares students for careers in the areas of marketing of Business products & services.
●	It enhances the ability of the students to understand the nature of B2B marketing & the process involved in practice.
●	It equips in the Development of B-2-B Strategies and their implementation in future endeavours.
●	The students will get the clear knowledge on personal selling and its importance on industrial marketing.

Text Book (s):

1	Industrial Marketing – Robert R Reeder & Reeder; 2nd Edition; Prentice-Hall International Publication.
2	Business Marketing – Krishna K Havaladar, Latest Edition, Tata McGraw Hill Publication.
3	Business Marketing Management – Michael D Hutt, Thomas W Speh, Latest Edition, Cengage Learning Publication.

Reference Books(s) / Web links:

1	Business Marketing – Frank G Bingham Jr., Latest Edition; Tata McGraw Hill Publication.
2	Industrial Marketing – Mukherjee H S; Latest Edition; Excel BOOKS Publication.
3	Industrial Marketing – PK Ghosh, Latest Edition; Oxford University Press.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P02.1	1	1	1	1	3	3	2	2
BA19P02.2	2	2	1	2	2	3	3	3
BA19P02.3	1	2	2	1	3	3	1	0
BA19P02.4	2	2	2	2	2	3	3	1
BA19P02.5	2	1	2	1	2	3	2	0
Average	1.6	1.6	1.6	1.4	2.4	3	2.2	1.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P03	Retail Management	FE	3	0	0	3

Objectives:						
●	To understand the concepts of effective retailing					

UNIT-I	Introduction: An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.	9
UNIT-II	Retail Formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.	9
UNIT-III	Retailing Decisions: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.	9
UNIT-IV	Retail Shop Management: Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .	9
UNIT-V	Retail Shopper Behaviour: Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.	9
Total Contact Hours		45

Course Outcomes: After completing the course the learner should be able to:	
●	Apply the conceptual frameworks, theory and techniques to various concepts related to retail management.
●	Have a thorough understanding of various retail formats as well as of the opportunities and challenges that are faced by the retail industry.
●	Contribute effectively to the decision making process in the areas of store location, brand building, pricing, supply chain management and category management.
●	Manage effectively the aspects critical to retail stores like space management, inventory, accounts and audit, building private labels and advertising.
●	Understand the customer behaviour, the customers' purchase decision making process and to handle customer complaints. Will be able to manage the retail sales force effectively.
Text Book (s):	
1	Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007.
2	Ogden, Integrated Retail Management, Biztantra, India, 2008.

Reference Books(s) / Web links:	
1	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4 th Edition 2008.
2	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3	SwapnaPradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 rd Edition, 2009.
4	Dunne, Retailing, Cengage Learning, 2 nd Edition, 2008.
5	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.
6	Dr.JaspreetKaur, Customer Relationship Management, Kogent solution.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P03.1	2	1	1	2	3	3	2	1
BA19P03.2	2	2	1	2	2	3	3	2
BA19P03.3	2	2	2	1	2	3	2	3
BA19P03.4	2	2	2	2	1	3	3	3
BA19P03.5	2	2	2	1	2	3	3	3
Average	2	1.8	1.6	1.6	2	3	2.6	2.4

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P04	Product And Brand Management	FE	3	0	0	3
Objectives: To help students understand the fundamentals of Product and Brand Management and make participants understand competition at product level as well as brand level. The course is designed broadly to:						
●	To familiarize the students with product management decision-making and product strategy.					
●	To comprehend and analyse product decisions in terms of new product idea generation and screening, product use testing, packaging, test-marketing, pre-launch and launch management.					
●	To introduce students to the strategic brand management concepts like brand awareness, brand knowledge, brand identity, brand personality and brand associations.					
●	To promote understanding of brand communications and brand extensions.					
●	To discuss and impart skills in building and measuring brand performance and consumer-based brand equity using tactical branding decisions.					

UNIT-I	Introduction to Product Management: Introduction to product concepts-Levels of product-Product hierarchy-Product classifications-Product portfolio-Product decisions-Marketing strategies for different stages in PLC.	9
UNIT-II	New Product Development Process: Idea generation and Screening-Concept Development-Product Development-Differentiation and positioning decisions-Concept testing-Product-use testing-Packaging-Test Marketing and alternative methodologies-Product pre-launch and launch management-Commercialisation.	9
UNIT-III	Strategic Brand Management: Definition of a Brand – The concept of Brand Equity and its elements - brand awareness, brand image, brand knowledge, brand identity, brand personality, brand associations.	9
UNIT-IV	Brand Communication and Brand Extension: Brand loyalty programs – Brand promotion Methods – Role of Brand ambassadors and celebrities – On line Brand promotions-Brand positioning- Brand extension – Re-branding and re-launching.	9
UNIT-V	Measuring Brand Performance and Brand Equity: ROMI-Conducting brand audits-Designing brand tracking studies-Establishing a brand equity management system-Developing a brand architecture strategy.	9
		Total Contact Hours
		:
		45
Course Outcomes: Upon successful completion of the course, the students should be able to:		
●	Effectively utilise their knowledge on concepts related to Product Management and Brand Management which are highly inter-related in a product-marketing process.	
●	Apply their knowledge related to Product Management concepts product portfolio, product lifecycle and new product development in work settings.	
●	Critically analyse various concepts on brand equity and its elements like brand image, brand identity, brand personality and brand associations.	
●	Evaluate techniques in brand communication and brand promotion strategies, brand positioning and brand extension strategies.	
●	Develop analytical skills and decision-making based on concepts related to measuring brand performance and brand equity.	
Text Book (s):		
1	Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.	
2	Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.	
Reference Books(s) / Web links:		
1	Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH.	
2	Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson.	
3	Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited.	

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P04.1	2	2	2	2	3	3	1	3
BA19P04.2	3	2	2	3	2	3	2	3
BA19P04.3	2	2	1	1	2	3	3	3
BA19P04.4	2	3	2	2	2	3	3	3
BA19P04.5	1	2	1	1	3	3	3	3
Average	2	2.2	1.6	1.8	2.4	3	2.4	3

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P05	Integrated Marketing Communication Strategy	FE	3	0	0	3

Objectives: This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

The course is designed broadly to:

●	To familiarize the students with the concept of IMC and communication mix.
●	To introduce students to the principles and types of advertisements.
●	To comprehend and analyse media planning and effectiveness of advertisements.
●	To promote understanding of sales promotion tools and techniques.
●	To discuss and impart skills in Public Relations as part of the promotional mix.

UNIT-I	Introduction to Integrated Marketing Communication: The communication process and consumer behaviour - defining IMC –The Marketing Communication mix –Traditional vs. Modern communication channels/media- Role of IMC in building Brand Equity.	9
UNIT-II	Introduction to Advertising: Concept –definition-scope-Objectives-functions-principles of advertisement-Different types of advertisements-Print–Radio-T.V.-Web/Online Advertising-Mobile Advertising-Use of Social media for advertising-Endorsers and Message appeals in advertising-Role of Advertisement in segmenting, targeting and positioning.	9
UNIT-III	Advertising media – Planning and Analysis: Media plan – Type and choice criteria –design and execution of advertisements -Message development-Role of advertising agencies-Reach and frequency of advertisements-Cost of advertisements-Advertising campaigns-Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements.	9
UNIT-IV	Sales Promotions: Definition – Objectives of sales promotion - Sales promotion techniques – Sampling and Couponing, Sales premiums and other promotions-Word-of-mouth (WOM) influence and sponsorships-packaging-POP communications and signage- Online sales promotions- Use of social media for promotion campaigns-Designing a sales promotion campaign – Involvement of salesmen and dealers--Role of promotions in STP.	9
UNIT-V	Public Relations: Introduction – Meaning – Objectives –Scope-Functions of PR- Process of Public Relations- Integrating PR in to the promotional mix-PR and media relations-Advantages and disadvantages of PR- PR tools and techniques-Measuring the Effectiveness of PR-Difference between Marketing, PR and Publicity-Publicity campaigns.	9
Total Contact Hours		: 45

Course Outcomes: Upon successful completion of the course, the students should be able to:

●	Develop insights into the importance of Integrated Marketing Communication strategies and the communication mix.
●	Critically analyse various objectives, principles and types of advertisements and its role in segmenting, targeting and positioning.
●	Apply their knowledge related to design and execution of advertising campaigns and measuring the effectiveness of such campaigns.
●	Critically analyze various concepts like Sales promotions, WOM, Sponsorships, POP communications.
●	Evaluate concepts related to PR and publicity campaigns as part of the promotional mix.

Text Book (s):

1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7 th edition, 2010.
2	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7 th Edition, 2007.
3	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

Reference Books(s) / Web links:	
1	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2	Julian Cummings, Sales Promotion, Kogan Page, London 1998.
3	E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
4	AishriJefhwaney, Advertising Management, Oxford, 2008.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P05.1	2	2	2	2	3	3	1	3
BA19P05.2	3	2	2	3	2	3	2	3
BA19P05.3	2	2	1	1	2	3	3	3
BA19P05.4	2	3	2	2	2	3	3	3
BA19P05.5	1	2	1	1	3	3	3	3
Average	2	2.2	1.6	1.8	2.4	3	2.4	3

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P06	Digital And Social Media Marketing	FE	3	0	0	3

Objectives: This course aims to impart an in-depth perspective into Internet Marketing, and prepare students for its fast-paced world. The approach of the course is to place it in the context of fundamental marketing concepts, and to delve in detail into the specifics of what constitutes marketing on the Internet.

UNIT-I	Digital Marketing - Technology behind digital marketing - Evolution of digital marketing- Digital Marketing Strategy-10Ps of digital marketing-Digital consumer life cycle- Phases & stages of customer experience funnel-Choosing web designer / developer- Trust in Internet Marketing- Ethical and Legal Issues- Future of digital marketing.	9
UNIT-II	Search Engine Optimization-Online Advertising- Reviving a Mature Brand through Interactive Online Marketing - Pay-Per-Click Marketing - Email Marketing – Blogging- Podcasting, -. Social and Business Networking - Product Opinion Sites- Mobile marketing-Mobile gaming-Mobile applications.	9
UNIT-III	Affiliate Marketing and Syndication on the Internet - How to Acquire Customers on the Web Traditional Offline Businesses in the Online - Traditional Offline Businesses in the Online The Digital Distribution Challenge - . The technology behind Internet Marketing- Common Snares in Online Marketing Running an Internet Marketing Services - Measuring Internet Marketing Effectiveness: Metrics and Website Analytics.	9
UNIT-IV	Social media marketing-social media strategy & customer engagement-Affiliate marketing & strategic partnerships- Identify social media channels that are relevant to business.- Success criteria for various online campaigns.- Social listening: Use social platforms including Face book, Twitter, YouTube to gain insights- - Twitter handle to understand a prospective or present customer – Role of LinkedIn in social media.	9
UNIT-V	Content marketing- Content Marketing for social engagement –Influencer marketing- Social selling- Building a campaign using Google AdWords – Social media for customer service, support and delight-Digital Ads- Analyzing the response and optimizing the campaign-Performance marketing- Understanding Facebook and Google analytics- Setting up a Facebook and Instagram AD campaign.	9
Total Contact Hours		45

Course Outcomes:

- Understand the evolution and technology behind digital marketing.
- Understand the concepts of Search Engine Optimization and online Advertising.
- To provide insights to students on internet marketing services.
- To develop the awareness and use of on social platforms to gain insights.
- To understand how the marketer successfully leverage content to connect with the target audience.

Text Book (s):

- 1 Social Media Marketing and Branding, The Micro MBA, AnkitSrivastava, BPB Publications, 1ed, 2019.
- 2 Understanding Digital marketing, Danian Ryan, Kogan Page 4 ed , 2017.
- 3 Applications of Digital Marketing for Success in Businss, Abhishek Das, BPB Publications.

Reference Books(s) / Web links:

- 1 Digital Marketing: Cases from India, RajendraNargundkar&RomiSainy, Notion Press 1 ed , 2018.
- 2 Fundamentals of Digital Marketing, Puneet Singh Bhatia, Pearson ,2018.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P06.1	2	2	2	2	3	3	1	3
BA19P06.2	3	2	2	3	2	3	2	3
BA19P06.3	2	2	1	1	2	3	3	3
BA19P06.4	2	3	2	2	2	3	3	3
BA19P06.5	1	2	1	1	3	3	3	3
Average	2	2.2	1.6	1.8	2.4	3	2.4	3

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P07	Services Marketing	FE	3	0	0	3

Objectives: To understand the meaning of services and the significance of marketing the services.

UNIT-I	Introduction: Definition – Service Economy – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.	9
UNIT-II	Service Marketing Opportunities: Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.	9
UNIT-III	Service Design And Development: Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality by SERVQUAL – Service Quality function development.	9
UNIT-IV	Service Delivery And Promotion: Positioning of services – Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.	9
UNIT-V	Emerging Issues In Service Marketing: Strategic approach in Services Marketing - Service Marketing in e-Commerce and e-Marketing and Telemarketing Services - Service Marketing Research for Global Markets and Rural Markets - Innovations in Services Marketing - Ethical Aspects in Service Marketing.	9
Total Contact Hours		: 45

Course Outcomes:

- Students will be able to apply the concepts of services marketing in promoting services.
- Students can get a clear idea about how marketing of services differ from products.
- They can get an insight on how different service sectors are functioning and marketing of those services along with service measurement and service quality.
- Graduates would understand the different channels of delivering services to customers.
- The graduates will have complete knowledge on the current issues in Services Marketing and the impact of technology.

Text Book (s):

- 1 Christopher H.Lovelock and JochenWirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
- 2 Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

Reference Books(s) / Web links:

- 1 Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
- 2 Halen Woodroffe, Services Marketing, McMillan, 2003.
- 3 Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
- 4 Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
- 5 Gronroos, Service Management and Marketing –Wiley India.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P07.1	2	2	2	2	3	3	1	3
BA19P07.2	3	2	2	3	2	3	2	3
BA19P07.3	2	2	1	1	2	3	3	3
BA19P07.4	2	3	2	2	2	3	3	3
BA19P07.5	1	2	1	1	3	3	3	3
Average	2	2.2	1.6	1.8	2.4	3	2.4	3

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P08	RURAL MARKETING	FE	3	0	0	3
Objectives: This course aims in inculcating knowledge among the students about the characteristics and potential of rural marketing setup in India and its influence in business especially focusing on marketing problems and strategies.						
UNIT-I	Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Markets - Challenges and opportunities under rural setting-case study	9				
UNIT-II	Rural consumers - Rural buyers – understanding rural buyer behaviour – purchase decision making process – Factors influencing rural consumers. Rural market segmentation – Targeting – Positioning products in rural market-case study	9				
UNIT-III	Communication to rural market – Advertising strategy in rural areas – Importance of media selection - Sales promotion under rural setting, Objectives and promotional strategies-case study	9				
UNIT-IV	Rural Marketing mix strategies – Pricing objectives, Pricing strategies for rural markets – Product mix decisions – Competitive product strategies for rural markets-case study	9				
UNIT-V	Distribution in rural market - Logistics and Supply chain Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic channel applications-case study	9				
		Total Contact Hours		:	45	

Course Outcomes: After completing the course, the Learners should be able to:	
●	To enable the students to know about the rural market set up.
●	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
●	To know about rural marketing mix strategies and their applications
●	To familiarize with the special problems related to rural markets
●	To practice successful business in rural market.

Text Book (s):	
1	Dinesh Kumar, Punam Gupta, Rural marketing challenges and opportunities, SAGE publications, 2019.
2	Sanal Kumar Velayudhan , Rural Marketing, 2nd Edition, SAGE Publications., 2015
3	Pradeep Kashyap , Rural Marketing, 3rd Edition, Pearson Education, 2016
4	Krishnamacharyalu and Ramkrishnan , Rural Marketing – Text and Cases, 2nd Edition Pearson Education., 2011.
	GC Beri , Marketing Research, 4th Edition, Tata Mc-Graw Hill Education., 2011
5	Philip Kotler , MARKETING MANAGEMENT, <i>Prentice - Hall India Ltd. New Delhi</i>

6	Balaram Dogra & Kariminder Ghuman , RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
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Reference Book(s):	
1.	UC Mathur – <i>Excel Books First Edition (18th February 2013)</i>
2.	Agarwal A.N , <i>INDIAN ECONOMY</i> , Vikas Publication, New Delhi.
3.	Rajendra Nargundkar , <i>Marketing Research, 4th Edition</i> , Tata Mc-Graw Hill Education., 2014
4.	Dinesh Kumar, Punam Gupta , <i>Rural Marketing – Challenges and Opportunities</i> , 1st Edition, SAGE Publications, 2015.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P08.1	2	2	2	2	2	2	2	3
BA19P08.2	3	1	2	3	1	2	1	3
BA19P08.3	2	2	2	2	3	2	2	3
BA19P08.4	2	2	1	1	2	1	2	3
BA19P08.5	1	2	2	2	2	2	2	3
Average	2	1.8	1.8	2	2	1.8	1.8	3

FINANCE ELECTIVES

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P11	Investment Analysis, Portfolio Management & Financial planning	FE	3	0	0	3
Objectives: Enables student to:						
●	Understand the nuances of stock market operations.					
●	Understand the techniques involved in deciding upon purchase or sale of securities.					
●	Understand the significance of personal financial planning.					
UNIT-I	Investment Setting: Financial and economic meaning of Investment – Characteristics and objectives of Investment – The Role of Security Markets in Economy-Objective of the security analysis- Functions of a security Market –Fundamentals of Risk and Return.	9				
UNIT-II	Securities Markets: Primary market systems and regulations- intermediaries: Banks, Book running lead managers, Registrar to the issue- Red Herring prospectus- book building- Anchor investors- ASBA-QIB-PMS-AI-FPI- Secondary Market System and Regulations – SEBI- Stock Exchanges in India - Depositories- Automated Lending and Borrowing Mechanism- Insider Trading- stock indices-Equity valuations-Market valuation using Free cash flow to equity model- Mutual Funds.	9				
UNIT-III	Fundamental & Technical Analysis: Security Analysis- Valuation principles-Fundamental Analysis- Economic Analysis – Industry Analysis:Company Analysis. Technical Analysis: Introduction- Assumptions, Advantages and Challenges-Dow theory- Charts- Patterns-Market Indicators- Trend – Moving Averages – Oscillators – Efficient Market theory- Elliot Wave Theory- Global Inter-market Analysis with the help of Technical Analysis.	9				
UNIT-IV	Portfolio Management: Portfolio construction, Evaluation, Revision and Diversification- CAPM-Markowitz Model– Treynor, Sharpe, Jensen and Information Ratios-Asset allocation-International Portfolio Investment.	9				
UNIT-V	Financial Planning For Individuals: Significance of personal financial Planning- golden rules of financial planning-financial goal setting- Tax Planning- Risk Planning-Long and short term planning- Retirement Planning.	9				
Total Contact Hours						45

Course Outcomes: After completing the course, the Learners should be able to:	
●	Possess good knowledge in the characteristics and objective of investment.
●	Understands various processes involved in securities market.
●	Students would have thorough knowledge in fundamental analysis.
●	Students can able evaluate the technical analysis.
●	Understands the importance of portfolio management.
Text Book (s):	
1	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8 th edition, 2011.
2	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill,3 rd edition 2011.
3	PunithavatyPandian, Security Analysis and Portfolio Management, Vikas Publishing house, 2 nd edition, 2011.
Reference Books(s) / Web links:	
1	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9 th edition 2011.
2	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3	Bodi, Kane, Markus, Mohanty, Investments, 8 th edition, Tata McGraw Hill, 2011.
4	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya PublishingHouse,2011.
5	V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P11.1	2	2	2	1	2	3	2	2
BA19P11.2	2	1	2	2	2	3	3	3
BA19P11.3	3	1	2	3	2	3	2	2
BA19P11.4	2	1	2	3	2	3	1	1
BA19P11.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P12	Managing Banks And Financial Institutions	FE	3	0	0	3

Objectives:						
●	Grasp how banks raise their sources and understand e-banking and the threats that go with it.					
●	Understand the insurance and its significance.					

UNIT-I	Overview Of Indian Banking System: Overview of Indian financial and banking System – Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker – new entities in Indian banking system- small finance banks- payment banks.	9
UNIT-II	Sources And Application Of Bank Funds : Capital adequacy, Deposits and non-deposit sources- pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending– Fund based, non-fund based, asset based –types of loans and features, Pricing of loans – credit delivery and administration-Credit monitoring- financial distress prediction models- NPAs and ALM.	9
UNIT-III	High Tech E-Banking: Payment system in India – Paper based e-payments – Electronic banking – advantages – Plastic money, E-money Security threats in e-banking and RBI’s initiatives – introduction to Crypto currency.	9
UNIT-IV	Financial Institutions: Private Equity-Underwriting-Alternative Investment Funds-Investment Advisory Services- Real Estate Investment Trusts (REITs)-Credit Rating-Housing Finance.	9
UNIT-V	Insurance : Insurance- Definition, Purpose & need of Insurance, Insurance as risk transfer & risk sharing mechanism, Benefits & Cost of insurance to society, Types of insurance- Life and non-life insurance - in typical operational structure of an Insurance Company, Role of Actuarial Profession – recent developments in Indian insurance industry.	9
		Total Contact Hours : 45

Course Outcomes:	
●	Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.
●	Students would be familiar with application of bank funds and its importance in the economy.
●	Students will have thorough knowledge on credit monitoring system and risk management followed in banks.
●	Able to critically evaluate the performance analysis of the banks and electronic bank.
●	Understands the concepts in life and non-life insurance.
Text Book (s):	
1	Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2	P.K.Gupta, “Insurance and Risk Management”, Himalaya Publishing House, 2011.
Reference Books(s) / Web links:	
1	Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and RiskManagement”, PHI Learning Pvt. Ltd., New Delhi 2010.
2	SethiJyotsna, “Elements of Banking and Insurance”, PHI Learning, 2 nd Edition, 2012.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P12.1	2	2	2	1	2	3	3	2
BA19P12.2	2	1	2	2	2	3	3	2
BA19P12.3	2	1	2	3	2	3	3	3
BA19P12.4	2	1	1	3	2	3	2	2
BA19P12.5	2	1	1	3	3	3	2	2
Average	2	1.2	1.6	2.4	2.2	3	2.6	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P13	Fintech And Blockchain Applications In Finance	FE	3	0	0	3

Objectives:						
●	To provide a broad introduction to the field of FinTech and Blockchain and its application in the field of Financial sector.					
●	To get a thorough knowledge on topics related block chain and crypto currencies, decentralized applications, innovative wealth management markets for smart contracts, applications of blockchain technologies in various finance areas, alternative and P2P lending and crowd funding.					

UNIT-I	FinTech, Future prospects and potential issues with FinTech- Global FinTech investments-Digital banking-Impact of digital technology on banking sector- Changes in customer buying behaviour- New age payments and remittances-Social media based remittances-Digital mortgages-Global Financial Instruments, Asset Management and Capital Markets.	9
UNIT-II	New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m-Wallets-Smart credit cards-T-commerce- Crowd funding and Crowd investing-P2P lending-Robo advising-FinTech and Global economy-New operating models for banks-Banking as service and Open APIs- Neo banks-Challenger banks.	9
UNIT-III	Big data in the financial services Industry-Internet of Things (IOT) - IOT in Financial services-Innovative wealth management-Personal Finance Management-InsurTech-P2P insurance Block chained insurance-Risk associated with crypto market-Cost associated with crypto market investment-Crypto currency wallets.	9
UNIT-IV	Blockchain-Components of Blockchain -Public and private keys-Crypto currencies-Distributed ledgers- Impact of Blockchain in Financial Services—Applications of Blockchain in Financial Services-Clearing and Settlement- Trade Finance-Compliances-Know Your Customer-Anti Money Laundering.	9
UNIT-V	Distributed ledger for identification-Identification for Unbanked-Unique identification system in India-Using biometrics as Identification Cybercrime-Cyber security categories and players-RegTech.	9
Total Contact Hours		45

Course Outcomes:On completion of course, students will be able to:	
●	Apply the concepts of FinTech and critically evaluate its role in financial services.
●	Apply the concept of new generation commerce and new operating models for banks.
●	Use the concepts of FinTech in wealth management, personal finance management, crowd funding and crowd investing.
●	Apply the concept of cryptocurrencies, risk associated with crypto market and cost involved.
●	Critically evaluate the role of FinTech in financial services and understand recent developments such Distributed ledger for identification, Identification for Unbanked-Unique identification system in India, Cybercrime, Cyber security categories.
Text Book (s):	
1	Blockchain Application in Finance, Peter Borovykh, Blockchain Driven, 2nd Edition, 2018.
2	FinTech in a Flash, Financial Technology Made Easy, Agustin Rubini, Banking Innovations 2 nd edition 2017.
3	Inclusive FinTech: Blockchain, Cryptocurrency and ICO, David Lee Chuen and Linda Low, World Scientific Publishing, 2018.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P13.1	2	2	2	1	2	3	3	3
BA19P13.2	2	1	2	2	2	3	3	2
BA19P13.3	2	1	2	3	2	3	3	3
BA19P13.4	1	2	2	3	2	3	2	2
BA19P13.5	2	2	2	3	2	3	1	1
Average	2.2	1.6	2	2.4	2	3	2.4	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P14	Mergers, Acquisitions And Corporate Restructuring	FE	3	0	0	3

Objectives:	
●	The course will enable the learner to understand the basic types of MERGERS, their benefits.
●	To critically evaluate and analyze various Pricing / Business Valuation models which in turn will help them in understanding the perspectives, motives behind mergers and consolidation.
●	Students may also become acquainted with the technical, financial and statutory boundaries within which such mergers and acquisitions are achieved.

UNIT-I	Definition of Mergers- Strategic Motives - rationale behind - theories of mergers – meaning types - operating, financial and managerial synergy – creation of synergy -value creation in horizontal, vertical and conglomerate mergers - factors internal and external factors -contributing to Mergers and Acquisitions.	9
UNIT-II	Corporate restructuring – different methods of restructuring - Explain Differentiate between sell off / spin off/ divestitures /equity carve out – leveraged buy outs (LBO) - management buy outs - employee stock ownership plans (ESOP).	9
UNIT-III	M&A process - Five-stage model – due diligence - Process of merger integration – organizational and human aspects – managerial challenges of M & A – Takeovers – types - hostile takeover approaches - anti takeover defences - Financial defensive measures – Coercive offers and defense – anti-takeover amendments – Define poison pill.	9
UNIT-IV	Approaches to valuation -discounted cash flow valuation – relative valuation – valuation of operating and financial synergy - valuing corporate control – valuing of LBO - Methods of financing mergers – estimating swap ratio.	9
UNIT-V	Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act of 1956 with regard to accounting for amalgamation – Managing Post-Merger Issues - Legalities Involved in Merger, Acquisition and Take-over - Ethical Issues of Merger and Take-over.	9
Total Contact Hours		: 45

Course Outcomes:On completion of course, students will be able to:	
●	Apply the concept of mergers in value creation.
●	Differentiate between sell off / spin off/ divestitures /equity carve out – LBO.
●	Analyse and apply takeover tactics and defences.
●	Apply valuation techniques.
●	Critically evaluate the role of legal issues and ethical issues relating to mergers and acquisitions.
Text Book (s):	
1	Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4 th edition.
2	AswathDamodaran – Corporate Finance-Theory And Practice – John Wiley & Sons.
3	Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
4	Ramanujam et al – Mergers – TMH, 2003.
5	Gerard Picot Handbook of International Mergers & Acquisitions --Palgrave Publishers Ltd.

Reference Books(s) / Web links:	
1	SudiSudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/e, 2003.
2	Weston, Mitchell And Mulherin - Takeovers, Restructuring And Corporate Governance – Pearson Education, 4 th edition, 2003.
3	Shukla&Grewal- Advanced Accounts Vol. 2 – S.Chand& Sons,
4	Mergers and Acquisitions, Rajinder S. Aurora, KavitaShetty and Sharad R. Kale, Oxford University Press,2011.
5	NishikantJha, Mergers, acquisitions and Corporate Restructuring, HimalayaPublishing House,2011.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P14.1	2	2	2	1	2	3	3	3
BA19P14.2	2	1	2	3	2	3	3	3
BA19P14.3	2	1	2	3	2	3	3	3
BA19P14.4	3	1	2	3	1	3	2	2
BA19P14.5	2	1	2	3	2	3	3	3
Average	2.2	1.2	2	2.6	1.8	3	2.8	2.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P15	Financial Derivatives	FE	3	0	0	3

Objectives:

- To enable students understand the nuances involved in derivatives.
- To enable students understand the basic operational mechanisms in derivatives.

UNIT-I	Introduction: Overview of the Indian derivatives market- Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives - Structure of Derivative Markets, Reasons for Trading: Risk Management, Speculation and Arbitrage – OTC and Exchange Traded Markets - Uses and Advantages of Derivatives.	9
UNIT-II	Futures Contract: Introduction to Forwards-Futures contract- Margin Requirements – Marking to Market – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Relationship between Future Prices, Forward Prices and Spot Prices – specification of a futures contract-Hedging using Futures.	9
UNIT-III	Options: Types of Options – Differentiate European & American options– Call option and put Option – option pricing models – Binomial Model – Black and Scholes – Volatility – Delta – Gama – Theta – Vega– Rho– Estimation and Valuation – Define Value At risk.	9
UNIT-IV	Swaps And Credit Derivatives: Swaps – Equity – Currency – Interest Rate– Types – Structure – Pricing. Credit risk- Credit Derivatives-Asset Backed securities-Collateralized debt obligations- Exotic Derivatives – Weather Derivatives.	9
UNIT-V	Trading And Settlement System: Introduction to Index- Types of Indices- Trading system- Selection criteria of stocks and Index for trading- Clearing Mechanism-Settlement Mechanism- Risk management for F&O segment.	9
		Total Contact Hours : 45

Course Outcomes:After completing the course, the Learners should be able to:

- Understand and apply the basic principles of financial derivatives.
- Understand and apply the advantages of futures contract and hedging principles.
- Understand various aspects related to options and its valuation and trading strategies.
- Will be able understand the methods in SWAPS.
- Will be able to know about credit derivatives and exotic options.

Text Book (s):

1	John.C.Hull, Options, Futures and other Derivative Securities', PHI Learning, 9 th Edition, 2012.
2	Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs'– PHI Learning, 2011.
3	S Kevin, Commodity and Financial Derivatives, PHI Learning- 2 nd edition 2014.
4	Rajiv Srivatsva, Derivatives and Risk Management, Oxford University press 2 nd edition, 2014.

Reference Books(s) / Web links:

1	Stulz, Risk Management and Derivatives, Cengage Learning, 2 nd Edition, 2011.
2	Varma, Derivatives and Risk Management, 2nd Edition, 2011.
3	David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4	S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P15.1	2	2	2	1	2	3	3	3
BA19P15.2	2	3	2	2	2	3	3	3
BA19P15.3	2	1	2	3	2	3	3	3
BA19P15.4	3	1	2	3	3	3	2	2
BA19P15.5	2	1	2	3	2	3	3	3
Average	2.2	1.6	2	2.4	2.2	3	2.8	2.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P16	Financial Markets And Institutions	FE	3	0	0	3

Objectives:						
●	Making the students understand with the Indian financial System and capital market.					
●	Helping students to acquire knowledge on capital market, its operations, instruments, regulations etc.					
●	Familiarizing the students with the operations of secondary market mechanism.					
●	To make the students to understand Mutual fund operations.					
●	To give insight about debt and money market.					

UNIT-I	Indian Financial System And Financial Markets: Introduction – An Overview of Indian Financial System - Financial Market- Structure of Financial Market in India – Role of financial institutions in financial market -Recent Developments.	9
UNIT-II	capital market – primary market: Capital Market - Introduction, Concept, Role, Importance, Evolution in India, etc.- Primary Market System and Regulations in India – Role of SEBI -Issue of Capital: Process, Regulations, Legalities, Pricing of Issue, Methods of Issue, Book-building, Intermediaries in Issue Management – Under Writers, Broker, Merchant Bankers ,Commercial Banks, Registrar ,Ad Agencies.	9
UNIT-III	Capital Market - Secondary Market: Secondary Market System and Regulations in India - Stock Exchanges in India: Evolution and importance -Stock Exchange Mechanism: Trading, Settlement, Risk Management - Stock Exchange Regulations-Listing of Scripts.	9
UNIT-IV	Mutual Funds: Mutual Fund: Concept –Process, types – Mechanism – SEBI Guidelines on Mutual Funds – Top funds of the year.	9
UNIT-V	Debt And Money Market: Debt Market in India – Role of Government in Bond Market – Instruments – Types of Bonds –Regulations and norms – Price fixation – Money Market – Instruments – Features – Trading System – Credit Rating – Process.	9
		Total Contact Hours : 45

Course Outcomes:	
●	Students will be made to understand the Indian Financial System and Financial market.
●	Students will be able to understand capital market, its operations, instruments, regulations etc.
●	Students be familiarized with the operations of secondary market mechanism.
●	Students will be able to understand Mutual fund operations.
●	Students will get insight about debt and money market.
Text Book (s):	
1	M.Y.Khan, Financial Services – Tata McGraw –Hill, 3 rd Edition, 2005.
2	Machiraju, Indian Financial System - Vikas Publishing House, 2 nd Edition, 2002.
3	J.C.Verma, A Manual of Merchant Banking __, Bharath Publishing House, New Delhi, 2001.
4	Bhalla. V.K.- _Management of Financial Services – Mnmol, New Delhi 2001.
5	Jeff Madura, Financial Institutions and markets –Eighth Edition–Cenage Learning.
6	L.M.Bhole —Financial Institution and Markets Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition–2008.
7	Meir Kohn —Financial Institutions and Markets, Oxford, 2nd Edition–2007.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P16.1	2	2	2	1	2	3	3	3
BA19P16.2	2	1	2	2	2	3	3	3
BA19P16.3	3	2	2	3	3	3	3	3
BA19P16.4	2	1	3	3	2	3	2	2
BA19P16.5	3	1	2	3	2	3	3	3
Average	2.4	1.4	2.2	2.4	2.2	3	2.8	2.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P17	Behavioural Finance	FE	3	0	0	3

Objectives: After the course student will understand:						
●	Bounded rationality concept;					
●	Main assumptions and ideas of prospect theory;					
●	Theoretical and empirical foundations and challenges to the efficient market hypothesis;					
●	Key behavioural biases of individual and professional investors;					
●	Key anomalies in the markets proving the behavioural biases;					
●	Key behavioural biases of top managers.					

UNIT-I	Introduction: Nature, scope and significance of Behavioural Finance-Investment Decision – Investment Process – Investor Behaviour – Noise trader risk in financial market. Bounded rationality in real market conditions- Gambler fallacy-Decision-making process and behavioural biases. Theoretical foundations of efficient market hypothesis (EMH)- Rational investors-irrational investors.	9
UNIT-II	Behavioural Economics And Finance: Prospect Theory And Asset Pricing: Prospect theory (Kahneman and Tversky) Bounded rationality- Expected Utility theory vs. prospect theory- The weight of small probabilities- Lotteries as an example of overweighed probability- The weight of large probabilities- Risk-taking behaviour- Endowment effect-Sentiment and asset pricing- Anomalies of financial markets.	9
UNIT-III	Personality And Investor Behaviour : Stock price Forecasting – Stock picks to beat the market- Gender personality type and investor behaviour-Investor personality types-Greed and Fear – Neuroeconomics and investor behaviour-Behavioural Market strategies-factors influencing Investor's Behaviour.	9
UNIT-IV	Investor Biases And Investment Decisions : Overconfidence bias-Representativeness bias- Anchoring and adjustment bias-cognitive dissonance bias availability bias-Self-Attribution bias-Illusion of control bias-Conservatism bias-Ambiguity aversion bias-Endowment bias-Self control bias-optimism bias-mental accounting bias-Confirmation bias-Hindsight bias-Loss aversion bias-Regret aversion bias-Framing bias-Status quo bias.	9
UNIT-V	Behavioural Finance And Wealth Management: Analyst's Optimism an pessimism – Prediction and earnings – Stock recommendations – Options and Futures-Optimal portfolio- Behavioural biases of managers – Stock prices overreaction and correction-Fear and Greed-Case studies .	9
		Total Contact Hours : 45

Course Outcomes:	
●	Compare expected utility theory with the prospect theory;
●	Explain and demonstrate using empirical data the challenges to the efficient market hypothesis;
●	Explain the nature and forecast the consequences of key behavioural biases of investors;
●	Describe the process of behavioural biases contribution to the asset prices models;
●	Describe how behavioural biases of managers affect the decision-making process in a corporation.
Text Book(s) :	
1	Suchita Singh and ShilpaBahl, Behavioural Finance, Vikas Publishing,2015.
2	Michael M Pompian, Behavioural Finance and Wealth management: How to build optimal portfolios that account for investor biases, John Wiley, and Son New Jersy, 2002.
3	HershShefrin, Beyond Greed and Fear: Understanding Behavioural Finance and the psychology of investing, Oxford University Press, New York, 2002.
4	Richard H Thaler, Advances in Behavioural Finance, Russell Sage Foundation, New York, 2006.
Reference Books(s) / Web links:	
Ackert, Deaves. Behavioural Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.	

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P17.1	2	2	2	1	2	3	1	1
BA19P17.2	2	1	3	2	2	3	2	2
BA19P17.3	2	2	2	3	2	3	3	3
BA19P17.4	3	1	2	3	2	3	2	2
BA19P17.5	2	1	2	3	3	3	3	3
Average	2.2	1.4	2.2	2.4	2.2	3	2.2	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P18	Tax Management (40% Problems 60% Theory)	FE	3	0	0	3
Objectives: To make the students aware of direct tax concepts						
UNIT-I	Basic concepts: Capital and revenue – receipts, expenditures, Basis of charge and scope of total income , concept of assessment year and previous year, Sources of Income, Residential Status and Incidence of Tax(Elementary Problems on residential Status of Individual assessee), Tax Planning, Tax Evasion and Tax Management.					9
UNIT-II	Explanation under various heads of income: Income from salary (Elementary problems), Profits in Lieu of salary, Income from House Property (Elementary problems Only).Deductions permissible for individuals.					9
UNIT-III	Income under the head Profit and Gains of Business or Professions and its computation-: Basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation .					9
UNIT-IV	Income Under Capital Gain: basis of charge, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory only), Income from Other Sources (Theory Only). Write off –Set off- Clubbing of Income- Filing of Income tax Returns. Concept of Tax Deducted at Source					9
UNIT-V	Tax Planning: Concept of Tax Planning- Meaning of Tax Evasion- Tax Management- Distinction between tax planning, tax evasion and tax management.					9
		Total Contact Hours		:	45	
Course Outcomes: After completing the course, the Learners should be able to :						
●	Understand the basics of taxation and process of computing residential status					
●	Calculate taxable income under the heads of income from salary and income from House property					
●	Understand the computation of taxable income under the head Profit and Gains of Business or Professions					
●	Understand deductions and Filing of income tax returns.					
●	Know the difference between Tax Planning and Tax evasion					
Text Book (s):						
1	Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, ,Taxman Publications.					
2	Students Guide to Income Tax Vinod Singhania and Kapil Singhania, – Taxman Publications					
Reference Books(s) / Web links:						
1	Direct Tax – Lal &Vashisht – Pearson.					

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P18.1	2	2	2	1	2	3	3	3
BA19P18.2	2	1	2	3	2	3	3	3
BA19P18.3	2	1	2	3	2	3	3	3
BA19P18.4	3	1	2	3	1	3	2	2
BA19P18.5	2	1	2	3	2	3	3	3
Average	2.2	1.2	2	2.6	1.8	3	2.8	2.8

HUMAN RESOURCES ELECTIVES

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P21	Manpower Planning, Recruitment And Selection	FE	3	0	0	3

Objectives:

- To help students understand the role of HR functions specifically planning, recruitment and selection.

UNIT-I	Strategic Staffing: Introduction: Human Resource Planning - Concept, Process, Methods and Techniques -Strategic HR Planning - Job Analysis, Process, Uses - Job Description - Models and Techniques of manpower demand and supply forecasting – Integrated HRM.	9
UNIT-II	Competency Mapping: Competencies – Individual Competencies and Team Competencies - Competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data.	8
UNIT-III	E-Recruitment And Recruitment Process Outsourcing: Internal and External Sources - Recruitment Evaluation - employee referrals - recruitment process outsourcing - head hunting. Changing Scenario of Recruitment in the Information Age from local and global perspective - e-recruitment.	9
UNIT-IV	Selection: Selection Process - Employment Tests: Types of tests, Executive Talent Search - Interviewing, Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer - Placement and Induction - errors in selection. Changing Scenario of Selection in the Information Age from local and global perspective - e-selection.	10
UNIT-V	Employer Branding: Employer Branding – Elements of Employer Branding – Employer Brand Building Process – Consequences of Employer Branding.	9
		Total Contact Hours : 45

Course Outcomes:After completion of the course, the graduate will be able to understand planning, recruitment and selection process and implement the same in the organization he/she works.

- Students can effectively suggest staffing methods based on the current job.
- They can understand the competencies required for individual and team and can map competencies.
- Students can suggest various sources of recruitment to organization for designations to be filled.
- The process of selection for a job can be designed by the student.
- Students will be able to understand the concept employer branding and its impact on manpower planning, recruitment and selection.

Text Book(s) :

1	D K Bhattacharyya. Human Resource Planning, Excel Books India, 2009
2	Shermon, Ganesh. Competency based HRM.1 st edition , Tata McGrawHill.
3	Simon Barrow, Richard Mosley, The Employer Brand: Bringing the Best of Brand Management to People at Work Wiley, 2nd Edition

Reference Books(s) / Web links:

1	Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations,2nd,SagePublicationsPvt.Ltd, 2007.
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2	Robert Gatewood, Hubert S. Feild, Murray Barrick. Human Resource Selection, (Cengage Learning; 7 edition.
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PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P21.1	1	2	1	3	1	1	1	1
BA19P21.2	2	2	2	3	2	2	2	1
BA19P21.3	2	2	1	2	2	2	2	1
BA19P21.4	1	2	1	1	2	1	2	1
BA19P21.5		2	1	3	2	2	2	1
Average	1.5	2	1.2	2.4	1.8	1.6	1.8	1

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P22	Employee Relations And Labour Laws	FE	3	0	0	3

Objectives:

- Organisational efficiency and performance are interlinked with Industrial Relations in a business enterprise. This course provides the conceptual and practical aspects of IR and labour welfare.

UNIT-I	Industrial Relations: Industrial Relations: Meaning, evolution, Workers participation, Industrial Worker, Role of HR in IR, Trends in IR, Technology change and Industrial Relations.	9
UNIT-II	Industrial Conflict: Meaning, trends and Resolution Dispute resolution and Industrial harmony – Act 1947 (Industrial dispute Act): Industrial Dispute, Strike, Lockout, Retrenchment, Dispute Resolution Machinery : Negotiation, Voluntary settlement, Mediation, Conciliation.	9
UNIT-III	Trade Unions, Collective Bargaining, Employee Grievance: Evolution and Growth of Trade unions, Rights and Responsibilities and Management of Unions- Concept, Importance, negotiation process, Types of Contracts, Collective bargaining agreements, Prerequisites and Trends - Grievance- Definition, Meaning, Nature and Causes, and procedure.	9
UNIT-IV	Legal Systems For Industrial Relations: Maternity Benefits Act, 1961, Equal Remuneration Act, 1976-The sexual Harassment of Women at Workplace (Prevention, Prohibition, Redressal) Act 2013- Child Labour (Prohibition & regulation) Act, Workmen Compensation Act, 1923 - Employees State Insurance Act, 1948 - Employees Provident Fund and Misc. Provision Act, 1952 - Payment of Gratuity Act, 1972.	9
UNIT-V	Contemporary Issues In Industrial Relations: Employee Discipline: Definition – Causes of indiscipline – Code of discipline – Disciplinary procedure – Code of conduct- Industrial Relations in the emerging scenario- The Future Trends.	9
Total Contact Hours		45

Course Outcomes:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.
- To develop an insight of the importance of collective bargaining, negotiation in industrial relations.
- To gain the insight on role of government in industrial peace.
- The students will understand about the role of the labour laws and its application in organisation.

Text Book(s) :

1	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012.

Reference Books(s) / Web links:

1	RatnaSen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2	C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.
3	Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4	P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P22.1	3	1	1		1	1	3	1
BA19P22.2	2	1	2	2	2	1	2	1
BA19P22.3		1	2	1	2	1	1	1
BA19P22.4	1	1		2	1		1	1
BA19P22.5	3	2	1	1			1	1
Average	2.25	1.2	1.5	1.5	1.5	1	1.6	1

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P23	Compensation And Benefits Management	FE	3	0	0	3

Objectives: To help students understand the various types of compensation methods and its significance in Human Resource Management. The course is designed broadly to:						
●	To familiarize the students with the basic concepts, techniques, and tools of job evaluation.					
●	To promote understanding of the nature of industrial employees compensation package					
●	To impart understanding of principles regulating different components and their role in the compensation package.					
●	To comprehend and analyse the components of executive compensation, as employees belonging to the senior level management cadre					
●	To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.					

UNIT-I	Introduction To Compensation Management: Job evaluation approach to compensation management-Methods of Job Evaluation- Internal Equity: Wage Determination, Pay Grades, Economic Principles - External Equity : Wage Surveys, Wage Components- Wage Structure.	9
UNIT-II	The Concept Of Variable Pay: Bonus- concept and methods of calculation- Wage Incentive Plans - Pay for performance-Competency-based pay— Individual and Group Incentives.	9
UNIT-III	Benefits Administration And Welfare: Dearness Allowance Concept: emergence and growth in India- Fringe Benefits: Underlying Principles, different kinds of Fringe Benefits- Retirement Plans including VRS / Golden Handshake Schemes-Employee Welfare and Working Conditions.	9
UNIT-IV	Executive Compensation: Pay for senior management, using financial and market performance indicators- Executive compensation with reference to Multinational and IT Companies- Long-term incentives-Employee-stock Options (ESOP).	9
UNIT-V	Other Concepts In Compensation: Reward strategy and Psychological Contract-Law relating to Compensation-Collective Bargaining strategies-Long-term and Productivity settlements-Current rules of taxation of salaries.	9
Total Contact Hours		45

Course Outcomes: Upon successful completion of the course, the students should be able to:	
●	Understand various practices, policies and methods adopted in Compensation and Benefits administration.
●	Effectively utilise their knowledge on concepts related to job evaluation, pay determination and concepts of variable pay.
●	Apply their knowledge related to compensation concepts like benefits administration and welfare.
●	Critically analyse various issues on the types, benefits, purpose of Executive compensation.
●	Evaluate techniques in concepts of legal and taxation strategies in compensation and rewards.
Text Book(s) :	
1	Compensation – By George T. Milovich and C.S. Venkatraman;Special Indian Edition; Tata Mcgraw Hill.
2	Human Resource Management by C.B. Gupta;Sultanchand& sons.
3	Compensation Management Rewarding Performance ByD.S.Upadhyay; Global India Business Publications, New Delhi.
4	Compensation: Theory, Evidence and Strategic Implications, Barry Gerhart and other;ISBN : 8178 2992 08 Sage Publications , New Delhi.
5	Reward Management – A Critical Text Vol: 2, By White Geoff ISBN: 0415431891 (PB) Taylor and Francis, 2008 Marketing By Atlantic Publishers, Chennai.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P23.1	3	1	1	2	1	1	1	2
BA19P23.2	2	2	1	1	1	3	2	2
BA19P23.3	1	2	1	1	1	3	2	2
BA19P23.4	1	2	1	1	1	2	2	1
BA19P23.5	1	2	1	2	1	2	1	1
Average	1.6	1.8	1	1.4	1	2.2	1.6	1.6

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P24	Performance Management	FE	3	0	0	3

Objectives: To enable the students to create an awareness on “Performance Management” and various types are practiced adopted in the Industries.

- To impart knowledge about Performance Appraisals.
- To Development Various Methods adopted.
- To meet the requirements of the Industry / Employees Expectations.
- To apply the various methods in implementing the Policies and Systems.

UNIT-I	Introduction To Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes.	9
UNIT-II	An Overview Of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management.	9
UNIT-III	Process Of Performance Management: Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance, 360 ⁰ Performance Appraisal.	8
UNIT-IV	Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach- Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback.	9
UNIT-V	Issues In Performance Management: Team Performance, Role of Line Managers, Performance Management and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward, , Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance. Management, Automation in Performance Management, Automation Process, Ensuring Ethics in Performance Management.	10
Total Contact Hours		45

Course Outcomes: Upon completion of the course, the students should be able to understand various Practices, Policies and methods adopted in the Different Industries and Ensuring Ethics in Performance Management.

- Introduction, Definition and Evaluation of Performance Management, Terms related to Performance Management, Importance and Linkage to Other Human Resource Process.
- Explaining aims of Performance Management, Employee Engagement, Principles and overview of Performance Management , System adopted and Dimensions.
- Narrating Performances and Management Process, Mid and End Cycle Review Processes, 360⁰ Performance Appraisal Methods.
- Able to discuss Methods in Appraisal like Traditional, Modern Methods, Feedback, Role, Types, Situations, Pitfalls, steps and levels of Performance Feedback.
- Defining Role of Line Managers, Rewards, Pay band, linking Objectivity in Performances, Execution and Aspects, Automation and Ethics Adopted in Performance Management.

Text Book(s) :

- 1 “Performance Management Towards Organizational Excellence” Prof.TV.Rao, “Sage Publication Pvt.Ltd” Second Edition (Feb 15, 2016)
- 2 “ The Power of 360⁰ Feed Back – The India way of Leadership, Prof.TV RaoandRajuRao, “Sage Publication Pvt.Ltd” Second Edition (Feb 15, 2016)
- 3 “Performance Management systems and Strategies” Prof.DipkumarBhattacharya Pearson Publications.
- 4 “Human Resource Management” Prof.S.S.Khanka, S.Chand& Co., Ltd.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P24.1	1	1	1	1	2	1	2	2
BA19P24.2	1	1	1	1	3	2	2	2
BA19P24.3	2	1	1	1	3	1	2	2
BA19P24.4	2	2	1	1	2	2	2	2
BA19P24.5	1	3	1	1	3	3	2	2
Average	1.4	1.6	1	1	2.6	1.8	2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P25	Organisational Leadership	FE	3	0	0	3

Objectives: To provide an overview on theoretical models of leadership, self-assessment of leadership by that enabling the students being lead.

UNIT-I	Leadership -Levels of leadership theories-Leadership Theory paradigms-Personality traits and leadership, Big five model of personality-traits of effective leader- Ethical leadership-Moral justification.	9
UNIT-II	Leadership behaviour and Motivation-Leadership behaviour and styles, contributions of University of Iowa leadership styles, University of Michigan, Ohio state university, Leadership Grid-Leadership and major motivational theories-Content Motivational theories, process motivational theories and Reinforcement theories.	9
UNIT-III	Organisational leadership- Charismatic leadership, effects of charismatic leadership, Qualities of charismatic leadership, Transformational leadership-Transformational leader behaviours and attributes-the transformation process-Steward and servant leadership.	9
UNIT-IV	Leader-follower relationship-Dyadic theory, Leader member exchange theory-strategies for developing positive leader-member relations-followership-Effective follower and follower types.	9
UNIT-V	Team leadership-Teams in organisation-The team leader's role on creating effective team-organisational support-Types of teams,-functional team,cross functional team,self-managed team(SMT), nature and benefits and challenges,the changing role of leadership in SMT-decision making in teams.	9
Total Contact Hours		: 45

Course Outcomes:

- To familiarise the students with the core competencies of effective leadership
- To apply theories of leadership in order to better understand how and why leadership works
- To develop an insight of the importance of motivation, power, and team dynamics for effective leadership
- Recognize situational demands for specific leadership styles, including the development of skills for leading in asymmetric or uncertain contexts
- The students will self-analyse leadership strengths and weaknesses in order to set personal leadership goals

Text Book(s) :

- 1 Lussier/Achua, Effective leadership, 3rd edition, CENGAGE Learning publications 2010
- 2 Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006
- 3 Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007

Reference Books(s) / Web links:

- 1 Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition
- 2 The Leadership Experience, Richard L Daft, Cengage Learning, 2nd Edition, 2002
- 3 Dynamics of leadership, Craig Watson, Jaico Publication
- 4 The art of leadership, George Manning and Kent, 2nd edition, Mc-Graw Hill Education

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P25.1	1	3	2	2	2	2	2	2
BA19P25.2	2	3	2	3	2	2	2	2
BA19P25.3	1	3	2	2	2	2	2	2
BA19P25.4	2	3	3	2	2	2	2	2
BA19P25.5	2	3	2	3	2	2	2	2
Average	1.6	3	2.2	2.4	2	2	2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P26	Strategic HRM	FE	3	0	0	3

Objectives: To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT-I	Strategic Role Of HR: Integrating HR strategies with business strategies– Framework of HR Strategy : Nature & Types – Evaluating HR Strategy – Developing HR Strategy – Setting out and Implementing HR Strategy -Human Resource System-HR as a Strategic Partner.	9
UNIT-II	HR Environment: Human Resource Environment- Technology – Structure - Workforce diversity - Demographic changes - Temporary & contract labour - Global environment.	9
UNIT-III	HR Strategies: Human Capital Management - Recruitment Strategy – Talent Management Strategy – Engagement Strategy - Training&Development strategies.	9
UNIT-IV	HR Strategies: High Performance Strategy –Learning and Development Strategy – Reward Strategy – Employee Relations Strategy.	10
UNIT-V	Human Aspects Of Strategy Implementation: BehaviouralImplementation : Leadership – Corporate Culture – Corporate Politics and Power – Personal Values – Business Ethics - Corporate Social Responsibility.	8
Total Contact Hours		45

Course Outcomes:Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

- Students will be able to play the role of hr linking it with business strategy
- They will be able to understand and analyse the environment
- Students will be able to decide on the strategies pertaining to human capital management
- They will be able to decide on strategies in learning and development, rewards, performance and employee relations
- After completion of course, students can implement the strategies decided by them based on environment.

Text Book(s) :

- 1 Michael Armstrong, Armstrong's Handbook of Strategic Human Resource Management, 5th Edition, Kogan Page.
- 2 AzharKazmi. Strategic Management and Business Policy, Tata McGraw Hill, 5th Edition.
- 3 Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011.

Reference Books(s) / Web links:

- 1 Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
- 2 Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- 3 MonirTayeb. International Human Resource Management. Oxford. 2007.
- 4 Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P26.1	1	2	2	2	3	2	2	2
BA19P26.2	2	3	2	3	3	2	2	2
BA19P26.3	1	2	2	2	3	2	2	2
BA19P26.4	2	2	3	2	3	2	2	2
BA19P26.5	2	3	2	3	3	2	2	2
Average	1.6	2.4	2.2	2.4	3	2	2	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P27	International HRM	FE	3	0	0	3

Objectives: Understand human resource across the borders, the problems faced by them and find solutions to it.

UNIT-I	Introduction To IHRM: Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Socio-cultural context, organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures.	7
UNIT-II	Strategies For International Growth: Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.	9
UNIT-III	International Workforce Planning And Staffing: International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.	10
UNIT-IV	Developing Global Mindset : Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, developing international staff and multinational teams, knowledge transfer in multinational companies Case studies.	10
UNIT-V	HRM Practices In Different Countries: HRM practices in different countries- , Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues types of expatriate training, sensitivity training, Career Development, repatriate training. Case studies.	9
Total Contact Hours		45

Course Outcomes:

- To understand issues, opportunities and challenges pertaining to international HRM;
- To develop competency in dealing with cross cultural situations;
- Understand the strategic and functional roles of HRM in various international contexts.
- Apply the conceptual frame work with respect to recruitment and selection, performance management, training, learning and development.
- Understand the practices in various international HRM contexts, especially in repatriation.

Text Book(s) :

- 1 International Human Resource Management-P.SubbaRao, Himalya Publishing House
- 2 International Human Resource Management-S.K.Bhatia, Deep and Deep Publications
- 3 International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
- 4 Executive Skills for Global Managers – UpinderDhar and S. Ravishankar
- 5 Global Business – Avadhani – Himalaya Publication
- 6 International Dimensions of Organisational Behaviour by Adler N.J.
- 7 Transnational Management: Text. Cases and Readings in Cross Border Management by Barlett and Goshal.
- 8 Cultures Consequence: International differences in work related values by Hofstede G.
- 9 International dimensions of HRM by Dowling P.J

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P27.1	2	2	2	3	2	2	3	2
BA19P27.2	2	2	2	2	2	1	3	1
BA19P27.3	2	1	2	3	2	1	2	2
BA19P27.4	3	2	2	2	2	2	2	1
BA19P27.5	1	2	2	3	2	2	3	1
Average	2	1.8	2	2.6	2	1.6	2.6	1.4

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P28	Training and Development	FE	3	0	0	3

Objectives:

- To enable students to be aware of the field of Training and Development and its role in effective employee performance.

UNIT-I	Introduction -Training and development, meaning and definition, need and Significance of training and development, levels of training- Competency assessment -Training need analysis, types of needs, Process of training need analysis., Competency assessment ,Importance of cultural aspects on Training.	9
UNIT-II	Training and Learning: Designing effective training, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, learning theories- reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory.	8
UNIT-III	Training Methods -Presentation Methods, Coaching and mentoring, Group, Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Computer-Based Training, Developing Effective Online Learning, Simulations, Mobile Technology & Training Methods, , Distance Learning, Technologies for Training Support, Outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.	9
UNIT-IV	Training Evaluation - Meaning, significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, data collection for training evaluation, Evaluation Practices in different organizations, Leadership training.	10
UNIT-V	Management Development program -Management Development,-Need, factors affecting MDP, , process, administration, delivery, Company Strategies for Providing Development, Increased Demand for Learning for Virtual Work Arrangements, Increased Use of Training Partnerships & Outsourcing Training.	9
		Total Contact Hours : 45

Course Outcomes: After completion of the course, the graduate will be able to understand about the different training and development practices and its effect on work performance.

- Students will get expose to different training programs and processes in different organizations and analyze their effectiveness.
- To familiarise the students to design a training program for a specific job role.
- Students can conduct a mock training session including need identification and a set of students to evaluate the effectiveness of the same.
- Students can design a training need analysis strategies and can develop a case studies
- Understand the strategies and functioning of Management development programs.

Text Book(s) :

- 1 Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005.
- 2 Training for development– Rolf Lynton &UdaiPareek, Sage Publications, 2011.
- 3 Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005

Reference Books(s) / Web links:

- 1 Pareek, Udai and Rolf Lynton. 2011. Training for Development. New Delhi:SAGE Publications.
- 2 Noe, Raymond A. 2008. Employee Training and Development.New Delhi:Tata McGraw-Hill

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	2	1	1	1	2	1	2	1
CO 2	3	2	1	2	1	1	1	1
CO 3	3	1	1	1	1	3	2	1
CO 4	2	2	1	1	1	1	2	1
CO 5	3	2	1	1	1	1	1	2
Average	2.6	1.6	1.0	1.2	1.2	1.4	1.6	1.2

NON-FUNCTIONAL ELECTIVES

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P51	Indian Models In Entrepreneurship	NFE	3	0	0	3

Objectives: To promote the spirit and develop the entrepreneurial skills amongst students.

UNIT-I	Introduction: Entrepreneur - Definition, Evolution, Types, Traits, Myths, Significance, Functions, Roadmap and Challenges, Role of entrepreneurship in building employability skills for intrapreneurs and Case Study.	9
UNIT-II	Business Environment: Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organizational Services – Start-up Revolution In India - Central and State Government Industrial Policies and Regulations - International Business and Case Study.	9
UNIT-III	Creativity And Entrepreneurship: Creativity and Innovation: Exercises, Ideation, Customer requirements, Product design and development, Company registration, Intellectual Property Rights, Copyrights, Test marketing, Product launch, Scale-Up, commercialization and Funding.	9
UNIT-IV	Business Planning Process: Business Planning Process: Meaning of business plan and advantages, Marketing plan, Production/Operations plan, Organization plan, Financial plan, Feasibility study, Project report, Model project report for starting a new venture and Case Study.	9
UNIT-V	Social Entrepreneurship: Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship - challenges and opportunities, Women Entrepreneurship - Role of government, Case Study.	9
Total Contact Hours		45

Course Outcomes:

- Understand the evolution of entrepreneurship
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
- To provide insights to students on entrepreneurship opportunities
- To develop the awareness on social and rural entrepreneurship
- To understand the role of government on supporting the entrepreneurship.

Text Book(s) :

- 1 Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
- 2 S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.
- 3 Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise Pearson Education, 2007.

Reference Books(s) / Web links:

- 1 Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
- 2 Asama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata
- 3 McGraw-Hill, 1996.
- 4 P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi,
- 5 1999.

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P51.1	0	1	0	0	0	1	2	2
BA19P51.2	0	1	1	1	1	3	2	2
BA19P51.3	1	1	3	0	1	3	2	3
BA19P51.4	1	1	3	2	1	2	3	2
BA19P51.5	1	1	2	1	1	1	2	3
Average	1	1	2.2	1.3	1	2	2.2	2.4

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P52	Finance And Accounting For Small Business	NFE	3	0	0	3

Objectives: Enables student to:
● Understand the nuances of accounting
● Understand the techniques involved in measuring the financial performance of small businesses
● Understand the sources of finance available for small business

UNIT-I	Basics of Accounting: Recording business transactions of a small business- Keeping accounting records-Accounting cycle- accounting concepts and conventions.	9
UNIT-II	Preparation of Basic accounting records: Book Keeping – Single entry System- pros and cons- Double entry book keeping- Pros and cons- preparing journal- ledger and trial balance of a small business.	9
UNIT-III	Preparation Of Annual Accounts : Preparing income statement and balance sheet. Preparing balance sheets with adjustments.	9
UNIT-IV	Measuring Financial Performance Of Small Businesses: Trend analysis- comparative accounting statements- Calculation of gross margin- Application of ratios in measuring performance.	9
UNIT-V	Finance for Small Business: Different sources of finance- short-term finance- long-term finance- Bank loan, hire purchase, asset leasing, venture capital – sources of debt financing- Bank Loans – Trade credit- cash credit – Various types of Bank Loans- Government schemes –MUDRA – Role of Development financial Institutions.	9
		Total Contact Hours : 45

Course Outcomes: After completing the course, the Learners should be able to:
● Possess good knowledge in the basics of accounting.
● Understands the procedure involved in the preparing the basic accounting records
● Prepare annual accounts of small business.
● Understand the significance of measuring financial performance.
● Understands the various sources of finance available for small businesses
Text Book(s)
1 1. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

Reference Books(s) / Web links:
1 Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009
2 2. Steven M.Bragg and E.James Burton, “ Accounting and Finance for Your Small Business”, 2006, Second Edition, John Wiley and Sons

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA19P52.1	1	1	2	2	0	1	2	2
BA19P52.2	1	2	3	3	1	1	1	2
BA19P52.3	1	2	3	3	0	1	2	1
BA19P52.4	2	1	2	1	0	1	1	2
BA19P52.5	1	2	1	1	1	1	2	2
Average	1.2	1.6	2.2	2	1	1	1.6	1.8

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P53.1	1	1	2	1	1	1	2	1
BA19P53.2	1	2	2	2	3	2	1	2
BA19P53.3	2	2	3	3	3	2	2	2
BA19P53.4	2	2	2	3	0	2	2	2
BA19P53.5	2	1	3	2	3	2	1	2
Average	1.6	1.6	2.4	2.2	2.5	1.8	1.6	1.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P54	Sports Management	NFE	3	0	0	3

Objectives:	To enable the students to create an awareness on “Sports Management” and various types are practiced adopted in the Sports and Games Events.
●	To impart knowledge about Physical Education
●	To Development Various Methods adopted.
●	To meet the requirements of the Players in the Field
●	To apply various methods in the Systems.

UNIT-I	Sports Management In Physical Education: Meaning of Sports management, Scheme of Organization - School, District and State. Care and Maintenance of equipment and play field - Qualities and qualification of Physical education teacher. Preparation of Time Table, Types of Physical Education period, records and registers budget and finance.	9
UNIT-II	Methods Of Physical Education: Principles of Class Management - Formation - Types of commands - Methods, Oral, Demonstration, limitation, dramatization, At will method, Set drill Method, Part Method- Whole method- Whole Part Whole Method- Progressive part method. Lesson Plan - Particular lesson plan-General lesson Plan. Tournaments - Intramural - Extramural – Types of Tournament - Knock out, league, combination, challenge - Drawing of Fixtures of various competitions.	9
UNIT-III	Officiating And Rules Of Games And Sports And Training : History and Development of Games and Sports - Ground Dimension and Marking - Standard Equipment, Rules of games and officiating. Hockey, <u>ISL</u> - Foot Ball, Volley Ball, Basket Ball, Pro - Kabaddi, , Badminton, , Table Tennis, , <u>IPL</u> -Cricket, - Indoor Games such as Carrom and Chess etc.	9
UNIT-IV	Health Education, Nutrition And Sports Trauma Management: Meaning of Health Education - Health Services and Supervision - Infection immunity - Causes of Disease - Malaria, Small Pox, Dysentery, Mumps, and Typhoid.	9
UNIT-V	Sports Psychology: Meaning of Psychology - its role in Physical Education - Personality - Types of Personality - 1.Q - Theories of learning - Conditioned Response - Trial and Error - insightful. Laws of Learning - Transfer of Learning - Positive - Negative - Theories of Play.	9
Total Contact Hours		45

Course Outcomes: Upon completion of the course, the students should be able to understand various Practices, Events and methods adopted in the Different Games, Plays in Sports Management.	
●	Introduction, Meaning of Sports Management, Conducting various event in School, college and District level, equipments in the play field, preparing Time Table. Budget etc.
●	Explaining the methods of Physical Education. Oral. demonstration, limitations, drill methods, part methods, whole method Lesson Plan etc.
●	Narrating Rules of Games and Sports Training. Ground dimension and marking, equipment, Rules of the Multi Games / Sports events including indoor game.
●	Able to discuss about health education and trauma management, health services, infection immunity , various diseases and supervision.
●	Defining the meaning of Psychology, personality, theories of leaning, trial and error, Positive and Negative – Theories of Play.
Text Book(s)	
1	KrishnakantSahu, “Sports Management”, KhelSahitya Kendra Publisher -2018.
2	Youufzains, SkafsarRasheed, AtullahJagirdar, “ Fundamentals of Sports Management”, KhelSahitya Kendra Publisher 2017.
Reference Books(s) / Web links:	
1	John Beech and Simon Chadwick “ The Business of Sports Management” 2 nd Edition, Pearson Publishers

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P54.1	0	2	1	0	1	1	2	1
BA19P54.2	1	2	1	1	1	0	2	2
BA19P54.3	1	3	1	2	1	0	2	1
BA19P54.4	1	2	1	1	1	1	1	1
BA19P54.5	1	2	1	1	1	1	2	2
Average	1	2.2	1	1.2	1	1	1.8	1.4

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P55	Agri Business Management	NFE	3	0	0	3

Objectives:	
●	Making the students understand with the agri business environment
●	Helping students to acquire knowledge on structure of agriculture
●	Familiarizing the students with trends in production processing, exports etc.
●	To make the students to understand agricultural policies
●	To give insight on agricultural marketing

UNIT-I	Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.	9
UNIT-II	Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.	9
UNIT-III	Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.	9
UNIT-IV	Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy.	9
UNIT-V	Agricultural price and marketing policies; public distribution system and other policies.	9
Total Contact Hours		45

Course Outcomes:	
●	Students will understand the importance agri environment.
●	Students will be familiarized with structure of agriculture
●	Students will acquire thorough knowledge on production processing, exports etc of agriculture.
●	Students will be able to understand agricultural policies.
●	Students will get insight on agricultural marketing.

Reference Books(s) / Web links:	
1	Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
2	Aswathappa K. 1997. Essentials of Business Environment Himalaya Publications
3	Francis Cherunilam 2003" Business Environment. Himalaya Publications

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P55.1	1	0	1	1	1	0	2	2
BA19P55.2	1	1	1	1	0	1	1	2
BA19P55.3	2	2	3	2	1	2	2	1
BA19P55.4	1	2	2	2	1	1	1	2
BA19P55.5	1	2	2	2	1	1	2	2
Average	1.2	1.75	1.8	1.6	1	1.25	1.6	1.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P56	Tourism And Hospitality Management	NFE	3	0	0	3

Objectives: To enable the students to create an awareness on “Tourism and Hospitality Management” and various types are practiced adopted and how it is observed in the Industries.	
●	To impart knowledge about Tourism and Hospitality
●	To Study about Various Types of Tourism
●	To meet the requirements of the Tourists.
●	To organise various Types of Tourism.

UNIT-I	Introduction: Overview of tourism industry. Concept of tourism. Why it is important to study tourism? Scope of tourism and its economic importance. Increase in Economy, Foreign Exchange etc.	9
UNIT-II	Elements Of Tourism: Attraction, accessibility, accommodation, Tourism product, characteristics of tourism products, types of products and tourism. Hotel Industry, Hotel Chains, Departments of Hotel, Tourist Guide and Escort.	9
UNIT-III	Travel Agency And Tour Operations: IATA- Travel related documents, Passport, Visa, currency regulations, custom, health regulations, baggage regulations etc. Usage of Domestic and International Debit / Credit Card – Currency Exchange - online transactions etc.	9
UNIT-IV	Role Of Transportation Industry In Tourism: Indian Railways (IndRail Pass) and its special trains Airlines and Steamer Operation in India and international. Roadways, Air and Waterways and Multi Module transport services – Euro Rail Card Services .	9
UNIT-V	Travel Circuits: Some popular and important tourism circuits in India (golden triangle / South East Asia, Europe, Western Countries, Desert circuit, Back waters, Ecological, Medical, Cultural and Sports Tourism etc.,	9
		Total Contact Hours : 45

Course Outcomes: Upon completion of the course, the students should be able to understand various Practices, Events and methods adopted in Different types of Tourism and Hospitality Management.	
●	Introduction, Meaning of Tourism and Hospitality Industries, Concept of Tourism and Scope of Tourism and Impact of Tourism.
●	Explaining the methods and elements of Tourism, Characteristics of Types of Tourism Product and Hospitality, Hotel Chains, Tourist Guide and Escorts.
●	Narrating: Types and Travel Agencies, documentation, Like Pass Port, Boarding Pass, Varieties of VISA, Health Regulations, Plastic Money, Currency Exchange etc.
●	Able to discuss about Role of Transportation in Tourism Industries, Road, Airways and Seaways, Multi Transit Module like Indrail /Euro Rail etc.
●	Defining the meaning Travel Circuits, Identifying important Popular tourist destinations, Multi Tourism like Eco, Medical, Cultural and Sports Tourism etc
Text Book(s)	
1	Seth, P.N. Successful Tourism Management, Sterling Publication, New Delhi
2	Bhatia, A.K. Tourism developments.
3	Negi, Jagmohan, Travel and Tourism, Anmol Publication
4	Dixit, M. Profiles of Indian Tourism, Royal Book House, Lucknow

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P56.1	1	1	2	1	2	0	2	2
BA19P56.2	2	2	2	3	2	1	2	2
BA19P56.3	2	2	2	2	2	1	2	2
BA19P56.4	2	2	2	3	2	1	2	2
BA19P56.5	1	2	2	1	2	0	1	2
Average	1.6	1.8	2	2	2	1	1.8	2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P57	Human Resource Metrics And Analytics	NFE	3	0	0	3

Objectives: To help students understand the concept of HR Analytics and its application in several HR processes and strategies. The course is designed broadly to:						
●	To familiarize the students with the basic concepts, techniques, and tools of HR metrics and analytics					
●	To promote understanding of HRIS in organising, analysing and presenting data for HR analytics.					
●	To impart understanding of predictive analytics in HR based on statistical tools and techniques like regression analysis, graphs, tables and spread sheets (Excel)					
●	To comprehend and analyse the application of HR analytics in data-driven decision-making with respect to staffing, supply and demand forecasting and employee turnover.					
●	To discuss and impart skills in HR analytics for other applications like diversity management, employee engagement, compensation management and employee performance.					

UNIT-I	Understanding HR Metrics and Analytics: Defining HR analytics-Understanding HR indicators, metrics and data-Human capital data storage-HR analytics and HR people strategy-Current state of HR analytics.	9
UNIT-II	HRIS: Planning and implementing a new HRIS – Security and privacy considerations – Information sources-Using SPSS-Preparing the data.	9
UNIT-III	Strategies for Analysis: Statistical analysis for HR – Types of data-Individual and group-level data for analysis--Graphs, tables, spread sheets, data manipulation using Excel -Descriptive statistics-Measures of Central tendency-Regression analysis.	9
UNIT-IV	Data-driven Decision-Making in HR: Supply and demand-forecasting techniques-Staffing analysis –measuring reliability and validity in selection methods, Case examples in recruitment and selection analysis using SPSS - Turnover analysis- Why predicting turnover is important? ; Case examples in Turnover analysis using SPSS.	9
UNIT-V	Using Analytics in other HR Applications: Measuring and managing diversity and inclusion using descriptive statistics – Measuring employee engagement and drivers of engagement using Factor analysis in SPSS –Total Compensation analysis-predicting employee performance using regression in SPSS (Case examples for all the analyses to be discussed).	9
Total Contact Hours		: 45

Course Outcomes: Upon successful completion of the course, the students should be able to:	
●	Understand various tools and techniques adopted in HR analytics and metrics for various HR processes and applications.
●	Apply their knowledge related to HRIS and SPSS in preparing data for analysis
●	Critically analyse various strategies for individual and group level data analysis using statistical tools.
●	Evaluate techniques in data-driven decision-making in staffing and turnover analysis.
●	Develop creative thinking and decision-making in using analytics for other applications in HR.
Text Book(s)	
1	Predictive Analysis for Human Resources by Jac Fitz-Enz and John R. Mattox II, Wiley
2	Winning on HR Analytics: Leveraging Data for Competitive Advantage by Ramesh Soundararajan and Kuldeep Singh, Sage
3	The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments by Jac Fitz-enz, AMA.

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P57.1	3	3	2	3	1	2	2	1
BA19P57.2	2	3	2	3	1	2	1	2
BA19P57.3	3	3	2	3	1	2	2	2
BA19P57.4	3	3	2	3	1	2	2	2
BA19P57.5	3	3	2	3	1	2	1	2
Average	2.8	3	2	3	1	2	1.6	1.8

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P58	Business Intelligence	NFE	3	0	0	3
Objectives:						
●	To make the students understand the basic concepts of Business Intelligence that support the decision making process in business operations.					
UNIT-I	Introduction : Definition of BI - History and Evolution - Business Intelligence Segments - Difference between Information and Intelligence - Defining Business Intelligence Value Chain - Factors of Business Intelligence System					9
UNIT-II	Business Intelligence Essentials : Creating Business Intelligence Environment - Business Intelligence Landscape - Types of Business Intelligence- Business Intelligence Platform - Roles of Business Intelligence in Modern Business- Challenges of BI					9
UNIT-III	Architecting the Data: Types of Data - Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model - Data Partitioning - Metadata - Total Data Quality Management (TDQM)- Case studies.					9
UNIT-IV	Introduction to Data Mining & Data Warehousing : Definition of Data Mining - Types of relationships – Tools, Architecture and Various risks in Data Mining - Advantages and disadvantages of Data Mining - Ethical issues in Data Mining. Definition of Data Warehouse – Extract, Transform and Load (ETL) processes – The types of data warehouse.					9
UNIT-V	Business Intelligence Applications: Development of Business Intelligence System: Phases – Business Intelligence Tools – Business Intelligence Applications. Real time Business Intelligence-Case studies.					9
		Total Contact Hours		:	45	
Course Outcomes: After completing the course, the Learners should be able to:						
●	Understand the basics of Business Intelligence					
●	Understand the business intelligence essentials .					
●	understand the significance of data in business intelligence .					
●	Identify the different types tools in data mining					
	Understand and apply the different types of business intelligence tools.					

Text Book (s):	
1	Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management, John Wiley & Sons, 2011
2	Carlo Vercellis, Business Intelligence: Data Mining and Optimization for Decision Making, John Wiley & Sons Ltd., 2009
3	Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2014.
4	Gert H.N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence beyond reporting, Wiley and SAS Business Series, 2010

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P58.1	2	1	3	1	1	3	1	1
BA19P58.2	3	1	3	0	1	3	2	1
BA19P58.3	3	2	2	3	2	2	2	3
BA19P58.4	3	2	2	1	3	1	3	3
BA19P58.5	1	1	1	1	3	1	3	3
Average	2.4	1.4	2.2	1.2	2	2	2.2	2.2

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA19P59	Business Analytics	NFE	2	1	0	3
Objectives:						
●	To make the students understand how the managers use business analytics to formulate and solve business problems and to support managerial decision making					
UNIT-I	INTRODUCTION TO BUSINESS ANALYTICS : Introduction- Meaning of Business Analytics – Evolution of Business Analytics– Scope of Business Analytics- Types of Analytics - Modelling and Models – Decision Making – Tools – Framework – Applications of Business Analytics in functional areas.					9
UNIT-II	DESCRIPTIVE ANALYTICS :Introduction – Data, Information and Knowledge – Business Intelligence – Data Warehouse – Dashboard – Reporting – Data Visualization – Descriptive Statistics					9
UNIT-III	PREDICTIVE ANALYTICS :Introduction – Regression – Time Series Analysis and Forecasting – Data Mining – Data MiningTasks (Descriptive, Predictive) – Learning methods (Unsupervised and Supervised) – Simulation					9
UNIT-IV	PRESCRIPTIVE ANALYTICS : Introduction – Optimization – Classification of optimization problems – Operations Research Techniques for Analytics- Mathematical Model – Linear programming – Transportation Problems					9
UNIT-V	ANALYTICAL MODELS: Descriptive, Predictive and Prescriptive Modeling using spread modelling such as Excel and Solver. Case Studies – Student Projects.					9
		Total Contact Hours		:	45	
Course Outcomes: After completing the course, the Learners should be able to:						
●	Understand the applications of Business analytics in Decision Making Process					
●	Understand the Tools of Descriptive Analytics .					
●	understand the Forecasting Models					
●	Understand the tools in Prescriptive Analytics					
	Understand the analytical Models using spreadsheets					

Text Book (s):	
1	S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning Publication, 5th Edition, 2011
2	James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.

3	Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2014.
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PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA19P59.1	3	1	2	3	2	0	2	2
BA19P59.2	3	3	3	3	2	1	2	3
BA19P59.3	2	3	2	3	2	2	1	3
BA19P59.4	3	2	2	3	1	2	2	3
BA19P59.5	1	2	1	2	3	3	2	3
Average	2.4	2.2	2	2.8	2	1.6	1.8	2.8