

RAJALAKSHMI ENGINEERING COLLEGE

(An Autonomous Institution Affiliated to Anna University Chennai)

DEPARTMENT OF MANAGEMENT STUDIES

CURRICULUM AND SYLLABUS REGULATIONS – 2023

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.

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 : 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, evolvement of business enterprises and exploring the entrepreneurial opportunities.

PEO / PO Mapping

	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	Management Concepts and Organisational Behaviour	2.2	1.2	2	2.4	2	3	2.2	2
		Economic Analysis For Business	2.2	2.6	2.4	2.2	2.6	2.2	2.6	2.6
		Statistics & Business Research	2.2	2.6	2.6	2.8	2.8	2.4	1.8	2.4
		Marketing Management	3	2.4	2.2	2.4	2.6	2.6	2	2.6
		Accounting for Decision Making	2.2	1.2	2	2.4	2	3	2.2	2
		Legal Aspects of Business	2.2	1.2	2	2.4	2	3	2.2	2
		Business Communication	1.4	1.8	1.8	2	1.6	1.6	1.8	1.6
		Rural Community Engagement	3	3	3	3	2.2	2.8	2.6	2.4
	SEMESTER II	Strategic Management	2.4	1.8	2	2.2	1.8	2	2.6	2
		Entrepreneurship Development	2	2	2.8	1.3	1	2	2.2	2.4
		Financial Management	2	1.4	2	2.4	2	2	1.8	1.8
		Human Resources Management	2.2	2.4	2.6	2.8	2.8	2.8	3	3
		Information Management	1.8	1.6	2	2	1.6	1.4	2.2	1
		Operations Management	1.8	2.4	1.6	1.8	2.2	2.2	2.2	2.2
		Non-Functional Elective								
Computer Applications For Business		3	3	3	2.4	0.6	1.6	1.8	1.4	
Business Ethics (Seminar)										

Stream/ Specialization: Non- Functional Electives									
BA23P61	E – RETAILING	1.6	1.6	2.4	2.2	2.5	1.8	1.6	1.8
BA23P62	TOURISM AND HOSPITALITY MANAGEMENT	1.6	1.8	2	2	2	1	1.8	2
BA23P63	INTERNATIONAL BUSINESS MANAGEMENT	1.8	2	2	2.8	2	2	3	1.6

RAJALAKSHMI ENGINEERING COLLEGE
(AUTONOMOUS)
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULUM I TO IV SEMESTERS
Regulation 2023 | Total Credits: 94

S.No	Course Code	Course Title	Category	Periods /Week				
				L	T	P	Total	Credits
SEMESTER – I								
1	BA23111	Management Concepts and Organisational Behaviour	CC	4	0	0	4	4
2	BA23112	Economic Analysis For Business	CC	4	0	0	4	4
3	BA23113	Statistics & Business Research	CC	3	1	0	4	4
4	BA23114	Marketing Management	CC	4	0	0	4	4
5	BA23115	Accounting for Decision Making	CC	3	1	0	4	4
6	BA23116	Legal Aspects of Business	CC	3	0	0	3	3
7	BA23121	Business Communication	EEC	0	0	4	4	2
8	BA23122	Rural Community Engagement	EEC	0	0	4	4	2
TOTAL				21	2	8	31	27

SEMESTER – II								
1	BA23211	Strategic Management	CC	4	0	0	4	4
2	BA23212	Entrepreneurship Development	CC	3	0	0	3	3
3	BA23213	Financial Management	CC	3	1	0	4	4
4	BA23214	Human Resources Management	CC	3	0	0	3	3
5	BA23215	Information Management	CC	3	0	0	3	3
6	BA23216	Operations Management	CC	3	1	0	4	4
7		Non-Functional Elective	NFE	3	0	0	3	3
8	BA23221	Computer Applications For Business	EEC	0	0	4	4	2
9	BA23222	Business Ethics (Seminar)	EEC	0	0	2	2	1
TOTAL				23	2	4	30	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	BA23321	Summer Training (EEC)	EEC	0	0	8	8	4
TOTAL				24	0	8	32	28

SEMESTER – IV								
1	BA23421	Project work (EEC)	EEC	0	0	24	24	12
TOTAL				0	0	24	24	12

TOTAL CREDITS : 94

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

DEPARTMENT OF MANAGEMENT STUDIES							
	Subject Area	Credits Per Semester				Credits Total	Percentage %
		I	II	III	IV		
1.	Core courses-Foundations in Management (CC)	23	0	0	0	23	24.47%
2.	Core Courses-Functional Areas of Management (CC)	0	21	0	0	21	22.34%
3.	Elective courses-Functional(FE)	0	0	24	0	24	25.53%
4.	Elective courses-Non Functional (NFE)	0	3	0	0	3	3.19%
5.	Project work/Employability Enhancement course (EEC)	4	3	4	12	23	24.47%
	TOTAL	27	27	28	12	94	100%

I SEMESTER

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23111	Management Concepts & Organisational Behaviour	CC	4	0	0	4

Objectives:	
•	To provide the conceptual framework of Management functions and practices
•	To provide basic insights into Individual and Group Behaviour in Organisations
•	To develop essential leadership skills and qualities necessary for effectively managing people and leading teams.

UNIT-I	INTRODUCTION TO MANAGEMENT	12
Management - Nature and Evolution of Management- Henri Fayol's 14 Principles, Levels of Management, Types of Managers, Managerial Skills and Competencies, Decision making process, Organisational & Managerial Ethics, Functions of Management, Recent Trends in Management.		
UNIT-II	MANAGERIAL FUNCTIONS	12
Planning –Types of Plans, Goals and Plans , Management by Objectives (MBO), Management by Exception (MBE),Contemporary Issues in Planning, Organisational Structure – Departmentalisation, Types of Organisational Structure, Mechanistic & Organic Structures, Contemporary Organisational Designs, Technology and Organisation, Importance of HRM – HRM Process , Staffing - Workforce Planning, Recruitment, Selection, Training & Development, Directing – Supervision, Leadership – Contingency Theories of Leadership, Contemporary Views of Leadership, Controlling – Control Process ,Tools for Measuring Organisational Performance , Contemporary Issues in Control.		
UNIT-III	INTRODUCTION TO ORGANISATIONAL BEHAVIOUR	12
Organisational Behaviour - Definition, Importance, Approaches to Organisational Behaviour, Models. Managing Individual Behaviour - Personality – MBTI, Big Five Model, Self-esteem, Self-monitoring, Proactiveness & Resilience, Attitudes - Its Components, Cognitive, Affective , Behavioural, Cognitive Dissonance Theory, Emotions - Emotional Intelligence , Its Implications, Perception – Factors Influencing Perception, Learning – Operant Conditioning , Social Learning , Shaping OB as a Managerial Tool		
UNIT-IV	GROUP DYNAMICS	12
Group -Characteristics, Classification, Models of Group Development, Meaning of Group Dynamics, Group Behaviour, Impact of Group on Individual's Behaviour, Impact of External Factors on Group Behaviour. Teamwork - Nature of Teams, Teams Vs Groups, Processes of Teamwork, Types of Teams, Creating Effective Teams. Power and Politics -Nature of Power and Politics, Power and Authority, Sources of Power for Individuals, Managing Organisational Politics. Organisational Culture , Levels, Dimensions, Creating Organisational Culture, Changing Organisational Culture, Resistance to Change, Managing Resistance to Change, Handling of Migration Labour Force. Stress Management -Understanding Stress, Stress and Performance, Level, Types, Causes, Managing Stress.		
UNIT-V	COMPARATIVE MANAGEMENT	12
Comparative Management Styles and approaches – Theories of Comparative Management, Effect of ICT in the Management of Organizations under different cultures - Comparative Management of Corporate Bodies and NGO's, Japanese Management Practices -Organizational Creativity and Innovation-Management of Innovation- Entrepreneurial Management – Benchmarking – Best Management Practices and Diversity Management		
Total Contact Hours: 60		

Course Outcomes: After completing the course, the Learners will be able to:	
●	Gain practical experience in the field of Management and Organization Behaviour
●	Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour.
●	Apply managerial and behaviour knowledge in real world situations.
●	Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behaviour, attitude, perception and personality.
●	Understand and demonstrate their exposure to comparative management.

SUGGESTED ACTIVITIES

- UNIT-1 : Visit an organisation and meet HR / Manager and note the roles played in a day.
- UNIT-2 : Meet any Leader / HOD / Dean and observe the management of departments under the leader
- UNIT-3 : Develop a few questions, interact with people in the organisation and try observing personality and reaction
- UNIT-4 : Conduct an event and try understanding the dynamics that go on in a group.
- UNIT- 5 : Identify the best practices followed in an organisation of your choice

SUGGESTED EVALUATION METHODS

- Assignments
- Case study
- Class Presentation
- Discussion

Text Book(s):

1. Koontz - Essentials of Management -McGraw Hill 11e, 2020
2. Chandrani Singh and Aditi Khatri -Principles and Practices of Management and Organisational Behaviour - Sage Publication, 2016
3. Stephen P Robbins, Timothy -Organizational behaviour- Pearson 18e, 2022

Reference Books

- Tripathy P.C., Reddy P.N. – Principles of Management – Tata McGraw Hill
- Bright, D. S., Cortes, A. H., Openstax. (2022). Principles of Management. Ukraine: Open Stax Textbooks.
- S S Khanka : Organizational Behaviour , S. Chand -2020
- Principles of Management Ramesh B. Rudani Tata McGraw-Hill 2013

Weblinks

Evolution of Management Thoughts	https://www.civilserviceindia.com/subject/Management/notes/evolution-of-management-thoughts.html
Leadership theories and case studies	https://www.cambridgescholars.com/resources/pdfs/978-1-5275-0937-5-sample.pdf
Personality- theories and types	https://www.verywellmind.com/what-is-personality-2795416
Team Building and Group Dynamics	https://www.outbackteambuilding.com/blog/team-building-training-case-studies/
Creativity & Innovation	https://online.stanford.edu/creativity-and-innovation-management

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23111.1	2	2	2	1	2	3	2	2
BA23111.2	2	1	2	2	2	3	3	3
BA23111.3	3	1	2	3	2	3	2	2
BA23111.4	2	1	2	3	2	3	1	1
BA23111.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2	2

Prepared by Name and signature	Approved by Name and Signature
Dr. CB. Ragothaman, Professor Dr. Seema Balan , Assistant Professor	

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23112	Economic Analysis for Business	CC	4	0	0	4

Objectives:	
•	To learn the concept of economics and application of its tools in the business environment.
•	The course will be centred on how to achieve best possible use of available resources, under different scenarios, and when looked from the perspective of different agents
•	To help students analyse complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

UNIT-I	FUNDAMENTALS OF ECONOMICS & THEORIES OF FIRM	12
Economics - Basic Concepts – Principles of Managerial Economics – Micro and Macro Economics - Firm - Objectives of firm – Economic tools in decision making of a firm – Theories of firm.		
UNIT-II	DEMAND AND SUPPLY ANALYSIS	12
Demand : Law - Elasticity of demand - Types - Law of diminishing marginal utility – Demand forecasting and techniques Supply : Law – Elasticity of Supply - Determinants - Market equilibrium.		
UNIT-III	COST & PRODUCTION	12
Costing - Costing – Behaviour of marginal cost and average cost – Cost in the long run and short run. Production - The production function - Behaviour of average and marginal products - Law of diminishing Returns – Economies of Scale and Economies of Scope - Isoquant.		
UNIT-IV	FORMS OF MARKET AND MARKET COMPETITION	12
Market – Structure – Types and Competition – Perfect – Monopoly - Monopolistic - Oligopoly - Different models of oligopoly – Reasons behind markets failure – Game theory Pricing - Practices and Strategies – Pricing over Life cycle of Product.		
UNIT-V	MACRO ECONOMIC ANALYSIS	12
Basic concepts of - National Income – Business cycle – Money Market – Circular flow of Income - Inflation and deflation – Balance of payments – Monetary and Fiscal Policies. Unemployment.		
Total Contact Hours: 60		

Course Outcomes: After completing the course, the Learners will be able to:	
•	Understand the economic environment of business.
•	Analyse the differences between consumer and market behaviour.
•	Understand different costing and production function.
•	Differentiate the costing, pricing and its relation with demand and supply in different markets
•	Understand the significance of macro economics in making business decisions.

SUGGESTED ACTIVITIES

- **UNIT I : Discussion** on key points of “Recent Economic survey of India”
- **UNIT II : Case Analysis** “Demand and supply of Gold in India” & “Factors determining the incidence of tax on buyer and seller”.
- **UNIT III : Case Analysis** – “John Deere Component Works & Farms in Downtown Tokyo”.
- **UNIT IV : Discussion** on the articles “Changing the Formula: Seeking Perfect Prices, CEO Tears up the Rules” & “Calculated misery : how airlines profit from your miserable flying experience?”
- **UNIT V : Discussion** on “India’s Key Macro Economic Indicators”.

SUGGESTED EVALUATION METHODS

- **UNIT I & II :** a) Give a detailed report about the data you are learned from the recent economic survey (or) b) Pick any 5 different products with different nature and report how the demand and supply curve will be?
- **UNIT III :** a) Do you feel cost cutting will help an organization to gain profits more? Justify your answer (or)
 - b) What does the law of diminishing returns indicate? Illustrate with suitable examples
- **UNIT IV & V :** a) Which type of Market/Competition is suitable for future India? Justify (or) b) Pick any product you are familiar with and justify which pricing method is suitable for it? c) Pick any 5 countries and compare retail or wholesale inflation rate and interpret.

Text Book(s):

1.Economics (SIE) | 20th Edition Paperback – 28 October 2019 - Paul A. Samuelson (Author), William D. Nordhaus (Author), Sudip Chaudhuri (Author), & Anindya

2.Microeconomics| Ninth Editon| By Pearson - Sreejata Banerjee Robert S. Pindyck, Daniel L. Rubinfeld,2022

Reference Books(s) :

- Jan Williams ,Mark Bettner and Joseph Carcello, Financial and Managerial Accounting – The basis for business Decisions, 19th edition, Tata McGraw Hill Publishers, 2020.
- Managerial Economics: Principles And Worldwide Applications, 9E, 2021
- Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2018), Macroeconomics, 12th Edition, McGraw Hill Education (India).
- Dwivedi, D.N, (2018), Macroeconomics – Theory and Policy, 4th edition, Tata McGraw Hill Publications

Weblinks

Principles of Managerial Economics Text Book -1	● https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_15497.pdf
Principles of Managerial Economics Text Book -2	● https://www.free-ebooks.net/business-textbooks/Managerial-Economics
Economic Survey and Indian Fiscal Policy details	● https://www.indiabudget.gov.in/economicsurvey/
Economics Case Studies-1	● https://symbiosiscollege.edu.in/assets/pdf/e-learning/syba/Economics/Article-for-SYBA-Special-Economics1.pdf
Economics Case Studies-2	● http://www.mcrhrdi.gov.in/crashcourse/presentations/E-%20Law%20of%20Demand%20,%20Law%20of%20Supply%20and%20Markets.pdf
Pricing Decisions	● https://www.wsj.com/articles/SB117496231213149938
Key Economic Indicators	● https://eaindustry.nic.in/Key_Economic_Indicators/Key_Macro_Economic_Indicators.pdf

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23112.1	3	2	1	3	2	1	2	2
BA23112.2	2	3	2	3	3	2	3	2
BA23112.3	2	3	2	2	3	2	3	3
BA23112.4	3	3	2	2	3	3	3	3
BA23112.5	3	3	3	3	2	3	2	3
Average	2.6	2.8	2	2.6	2.6	2	2.6	2.6

Prepared by Name and signature	Approved by Name and Signature
Ms.Sajana KP, Assistant Professor Ms.Silambarasi S, Assistant Professor	

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23113	Statistics and Business Research	CC	3	1	0	4

(60% THEORY & 40 % PROBLEMS)

Objectives:	
•	To introduce the fundamentals of statistical analysis and research methodology in business.
•	To enable students to identify and select appropriate statistical methods to analyse data and interpret results.
•	To comprehend and apply effective research techniques to solve an organization problem which moreover enhances students' skills in communicating research results effectively.

UNIT I	Introduction Business Research	10
Research: Definition, meaning, need, process and types of research. Research design: Definition, types, Principles, identification and formulation of problem, its constituents and norms. Stages in Research process. Research Methods: Types of research methods- Qualitative and quantitative research; their application in Management. Variables-types of variables.		
UNIT II	Sampling and Data collection	12
Sampling: characteristics - meaning, concept of population and sample. Types of sampling- Probability sampling- simple random sampling, systematic random sampling, stratified random sampling, cluster sampling and non-probability sampling- purposive sampling, Judgmental sampling, quota sampling, snowball sampling, Convenience sampling, determination of sample size. - Concept of Hypotheses.		
Data collection: Tools for data collection, Construction of tools for data collection- types of questions, Questionnaire, interview, schedule, Observation, Steven's level of measurement.		
UNIT III	Statistical methods and analysis	13
Statistical methods -Role of Statistical Methods in Research, Concept of Validity and Reliability in Research, Qualitative and Quantitative data. Statistical analysis: Descriptive statistics- Measures of Central Tendency, Measures of dispersion and inferential statistics. (Elementary problems)		
UNIT IV	Statistical Analysis tools and Interpretation	15
Statistical Analysis Tools: Hypothesis Testing – Parametric Test-t test, f test, z test, Non-Parametric Test -Chi square test, ANOVA, Correlation Analysis and Regression Analysis. Interpretation of data: significance and Precautions in data interpretation. (Elementary problems)		
UNIT V	Research Reporting and Contemporary Practices	10
Research Report Writing: Importance, Essentials, Structure/ layout, Types, References and Citation Methods: APA (American Psychological Association), CMS (Chicago Manual Style), MLA (Modern Language Association), Footnotes and Bibliography Contemporary Practices: Ethical Norms in Research, Plagiarism, and Role of IT in Research.		
		Total Contact Hours : 45+ 15

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

- | | |
|---|---|
| ● | Explain the importance of research in business decision-making. |
| ● | Identify and apply the appropriate research approaches and techniques for a research problem. |
| ● | Understand the principles of sampling and data collection, and the role they play in business research. |
| ● | Select and apply appropriate statistical methods to analyse business data. |
| ● | Apply ethical principles in conducting and reporting research studies. |

SUGGESTED ACTIVITIES

- Unit: I Discussion on structure of the report.
- Unit :II Flipped classroom
- Unit :III Brainstorming/Data Collection
- Unit :IV Project Based Testing
- Unit :V Paper presentation / Minor project

SUGGESTED EVALUATION METHODS

- Unit: I **Discussion** on overview of the Topic.
- Unit: II **Report preparation stage 1:** (Through literature review) Identifying the Research Problem (gaps, inconsistencies, and research opportunities) Formulation of Research question(s) and objective(s) of the study, variable identification, Introduction of topic of the research (business context).
- Unit :III **Report preparation stage 2:** -Framing of Hypotheses , Describe the research design, including the research approach, research strategy, data collection methods, and sampling technique
- Unit: IV **Report preparation stage 3:** Testing of Hypotheses, Analysis on choice of Statistical methods and Interpretation of results on objectives.
- Unit: V **Report preparation stage 4:** Writing up qualitative/quantitative research -Summarize key findings, strengths and limitations of the study, drawing conclusions and providing recommendations for business practice based on the study. Written/Oral minor project report. (Team of maximum 2 students.)

Text Book(s):

1.Richard I. Levin, David S. Rubin, Statistics for Management, 8th Edition, Pearson Education,2020

2.Bajpai, “Business Research Methods”, 2nd Edition, 2020, Pearson Pub, New Delhi

References:	
1.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi, 2018
2.	Research Methodology by C.R. Kothari (Author), Gaurav Garg (Author), New Age International Publishers, 4 th Edition, 1 September 2019
3.	Statistics for Management, 8/e Paperback by I. Levin Richard (Author), H. Siddiqui Masood (Author), S. Rubin David (Author), Rastogi Sanjay (Author) 2017 Pearson India Education Services Pvt. Ltd
Web Links	
Types of Research ,Research methods	https://www.javatpoint.com/research-tools
Statistics Analysis	https://www.khanacademy.org/math/statistics-probability
Hypothesis Testing	https://www.statssolver.com/
Writing Guides	https://www.aresearchguide.com/

CO/PO MAPPING

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23113.1	2	3	3	3	2	3	3	2
BA23113.2	2	3	3	2	2	3	2	2
BA23113.3	2	3	3	3	1	3	-	3
BA23113.4	2	3	3	3	1	3	3	2
BA23113.5	2	3	3	3	2	3	3	2
Average	2.0	3.0	3.0	2.8	1.6	3.0	2.2	2.2

Prepared by Name and signature	Approved by Name and Signature
Dr. M. Uma Raman , Professor and HOD A.Devikomathy, Assistant Professor	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23114	Marketing Management	CC	4	0	0	4

Objectives:	
•	To provide a conceptual framework of Marketing and understand the changing marketing environment.
•	To impart key insights into the practical aspects of Marketing in business
•	To understand fundamental premises underlying market driven strategies.

UNIT-I	INTRODUCTION TO MARKETING	12
	Marketing – Definitions - Conceptual frame work, Marketing Planning Process – Marketing Philosophies and corporate orientation towards market place, Innovative Marketing, Marketing Environment – Internal and External environment, Marketing Information System and Fundamentals of Marketing Research, Marketing in global environment.	
UNIT-II	CONSUMER MARKETS AND BUSINESS MARKETS	12
	Buyer Behavior – Factors affecting Buyer Behavior, Consumer Buying Decision Process, Organizational Buying Decisions, Segmentation, Targeting & Positioning, Market Oriented Strategic Planning, Creating Long Term Loyalty Relationships	
UNIT-III	MARKETING MIX: PRODUCT & PRICING	12
	Marketing Mix: 4Ps & 7Ps of Marketing - Product – Product Levels, Customer Value Hierarchy-Product & Service Differentiation, Product Mix, Product Line, Product Life Cycle, New Product Development Decision Process – Consumer Adoption Process, Brand Management – Co-Branding, Ingredient Branding, Packaging & Labelling Decisions, Pricing decision – factors affecting price determination – Pricing policies and strategies.	
UNIT-IV	MARKETING MIX: DISTRIBUTION & PROMOTION DECISIONS	12
	Marketing Channels - Vertical, Horizontal and Multi-Channel systems, Channel Functions & Flows, Channel Conflict- Types, Causes and Managing Channel Conflicts, E-Commerce & M-Commerce – Selection and Management of Intermediaries -Retailing, Wholesaling and Logistics Decisions, Marketing Communication Mix – Steps in Developing Effective Communication Mix, Integrated Marketing Communications, Marketing Plan- Elements, Steps.	
UNIT-V	MARKETING CONTROL – MODERN TRENDS IN MARKETING	12
	Marketing Control – Marketing Metrics, Marketing Audit, Marketing Challenges in Globalized Era, Emerging Trends: Digital Marketing, Network Marketing –Content marketing, Nano Marketing, Green Marketing, Disruptive Marketing, Influencer Marketing, Social Commerce.	
Total Contact Hours:		60
Course Outcomes: After completing the course, the learners will be able to:		
•	Understand the concepts of marketing and marketing environment.	
•	Understand the consumer buying behavior and the strategies involved in the market	
•	Gain knowledge about product planning and pricing decisions.	
•	Understand distribution and promotions strategies and develop marketing plans.	
•	Understand the significance of marketing control and emerging trends in marketing.	

SUGGESTED ACTIVITIES

UNIT-1 Assignment: Prospects and Challenges of companies towards marketing in the new normal.

UNIT-2 Case study: Haldiram's marketing strategies towards influencing buyer behavior.

Live project: Topic: Influence of shopping malls towards consumer buying behaviour

UNIT-3 Discussion on the topic Hyundai's product line strategy and pricing strategy in India.

New product development- innovation and marketing.

UNIT-4: Seminar on Marketing plans of different industries- Seminar

Assignment: Channel conflict: electronic goods

UNIT-5: Activity based learning: marketing metrics of online shopping companies

Seminar topic: The connection between lifestyle branding and influencer marketing

SUGGESTED EVALUATION METHODS

Assignment

Class Presentation

Discussion

Case Study

Live project

Text Book (s):

1	Philip Kotler and Kevin Lane Keller; Marketing Management; Pearson,2022
2	Kotler, Philip and Armstrong G., Principles of Marketing, Prentice Hall of India, New Delhi, 2019

Reference Books

1	Paul Baines · Sophie Whitehouse · Sara Rosengren · Paolo Antonetti , Fundamentals of Marketing 2e Audio book , 2021.
2	Rajan Saxena , Marketing Management, McGraw-Hill, 2019
3	Dr. N Mishra, Marketing Management, SBPD publications , 2020
4	Robert S. Littlefield, Deanna D. Sellnow, Timothy L. Sellnow , Integrated Marketing Communication , Lexington Books, 2021
5	Mehta, Ritu, Researching marketing Decisions: The Indian Context, Routledge India,2019

Web links

1	Marketing buying decision	https://www.mbatuts.com/consumer-behavior-buying-decision/
2	New product Development	https://maze.co/collections/product-development/new/
3	M commerce	https://www.techtarget.com/searchmobilecomputing/definition/m-commerce
4	Marketing plan	https://corporatefinanceinstitute.com/resources/management/marketing-plan/ , https://visme.co/blog/marketing-plan/
5	Marketing Control	https://theinvestorsbook.com/marketing-control.html
6	Nano marketing for small business	https://quickbooks.intuit.com/in/resources/marketing/nano-marketing-small-businesses/

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23114.1	3	3	3	3	3	2	2	3
BA23114.2	3	2	3	2	3	3	3	2
BA23114.3	3	3	1	3	2	3	-	2
BA23114.4	3	3	1	1	2	3	1	2
BA23114.5	3	1	3	3	3	2	2	3
Average	3	2.4	2.2	2.4	2.6	2.6	2	2.6

Prepared by Name and signature	Approved by Name and Signature
Dr. Seema Balan, Assistant Professor Ms. S Silambarasi, Assistant Professor	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23115	Accounting For Decision Making	CC	3	1	0	4

Objectives:	
•	The course encourages to think in a new and more creative way when analyzing or forecasting financial information.
•	To Introduce new tools common to financial statement analysis and how to use them in practical applications.
•	To 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 Accounting	12
	Accounting – Definition- objectives of accounting -Types of accounting -Users of accounting information. Accounting concepts and conventions-Accounting standards. - Overview of IFRS and GAAP- Annual Reports- Audit Reports and Statutory Requirements, Directors Report, Notes to Accounts (Case Study) - Introduction to Digital Accounting	
UNIT-II	Accounting Process	12
	Accounting cycle- Journal, Ledger and Trial Balance (Formats Only) - Trading accounts-profit and loss account- balance sheet – with adjustments. (Elementary Problems)	
UNIT-III	Financial Statement Analysis and Interpretation	12
	Common Size Statement; Comparative Statement, Trend Analysis and Ratio Analysis – Case study on Financial Performance Analysis (Mini Project)	
UNIT-IV	Funds Flow And Cash Flow Analysis	12
	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).Difference between funds flow statement and cash flow statement.	
UNIT-V	Cost Accounting	12
	Cost- Meaning- Cost types- Elements of Cost- Cost Sheet (Format Only) Marginal costing – Cost Volume Profit analysis – Break Even analysis – Applications of marginal costing. Budgeting – Different types of budgeting – Cash budget & Flexible budget (Elementary Problems).	
Total Contact Hours:		45+15

Course Outcomes: After completing the course, the learners will 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.

SUGGESTED ACTIVITIES

- Flipped classroom
- Problem solving sessions – Final Accounts, Funds Flow Statement
- Activity Based Learning – Financial Statement Analysis of selected companies

SUGGESTED EVALUATION METHODS

- Tutorial problems
- Assignments
- Quizzes
- Class Presentation/Discussion

Text Book (s):

1	M.Y.Khan&P.K.Jain, Management Accounting-Text, Problems and Cases , 8 th Edition, Tata McGraw Hill, 2021.
2	R.Narayanaswamy, Financial Accounting – A managerial perspective, 7 th Edition, PHI Learning, New Delhi, 2022.

Reference Books

1	Jan Williams ,Mark Bettner and Joseph Carcello, Financial and Managerial Accounting – The basis for business Decisions, 19 th edition, Tata McGraw Hill Publishers, 2020.
2	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, 17 th Edition PHI Learning, 2022.
3	Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015
4	N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3rd edition PHI Learning, 2018
5	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012

Web links

1	Basic Accounting concepts	https://www.wallstreetmojo.com/accounting-concept/
2	Amazon.com case study on Financial performance analysis	https://mitsloan.mit.edu/sites/default/files/2020-03/Amazon.com_.%20Inc.IC_.pdf
3	Case Studies of Financial Accounting Theories and Techniques	https://core.ac.uk/download/pdf/159487844.pdf
4	Case Study Teaching in Accounting and Finance for Teachers	http://hummedia.manchester.ac.uk/institutes/methods-manchester/docs/casestudy.pdf

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23115.1	2	2	2	1	2	3	2	2
BA23115.2	2	1	2	2	2	3	3	3
BA23115.3	3	1	2	3	2	3	2	2
BA23115.4	2	1	2	3	2	3	1	1
BA23115.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

Prepared by Name and signature	Approved by Name and Signature
Dr. Valliammal. M, Professor Dr.S.Suresh, Assistant Professor (SG)	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23116	Legal Aspects of Business	CC	3	0	0	3

Objectives:	
•	To create the knowledge of Legal perspective and its practices to improvise the business.
•	To know about Contract Act, Sale of Goods Act, Consumer Protection Act, Cyber laws and GST
•	To have knowledge about Company Law

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. Specific Case Laws: Balfour v. Balfour (1919), Durga Prasad v. Baldeo (1880)	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. Specific Case Laws: State Of Gujarat vs Ramanlal Sankalchand And Co. on 8 November, 1963, The State Of Bihar vs Bengal Chemical on 8 May, 1953	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 Machinerics and Forums- - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction to GST. Specific Case Laws: National Insurance Company Ltd. Vs. Hindustan Safety Glass Works Ltd. & Anr., Nasscom vs. Ajay Sood & Others	9
UNIT-IV	Company Law I (Companies Act 2013): Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus. Specific Case Laws: Salomon v Salomon & Co. Ltd , Ashbury railways carriage & Iron Co Ltd Vs Riche	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. Specific Case Laws: Mr. Pankaj Kumar Mishra v. Registrar of Companies, Mumbai & Ors. (NCLAT), Peveril Gold Mines Ltd. Re (1898)	9
		Total Contact Hours : 45

Course Outcomes: After completing the course, the Learners will be able to:	
•	Understand the significance of contracts and procedure for entering into valid contracts.
•	Understand the significant aspects of sales of goods act.
•	Identify significance of consumer protection and cybercrimes, GST will be learnt by the students.
•	Understand the process of formation of a company to dissolving it in a legal perspective.
•	Identify legal insight in the business practices according to the situation of changing environment

SUGGESTED ACTIVITIES

- Case study (for all units)
- Flipped classroom

SUGGESTED EVALUATION METHODS

- Assignments
- Quizzes
- Class Presentation/Discussion

Text Book (s):

•	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 38 th Edition.2020
•	Gogna P. P. S., A Textbook of Mercantile Law,S. Chand & co 2016.
•	AkhileshwarPathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
•	G.K. Kapoor, Sanjay Dhamija, Company Law 24 th Edition, 2022,TaxMann
•	Taxmann, Taxmann's GST Acts with Rules & Forms, 5 th Edition, 2022, Taxmann

Reference Books(s) / Web links:

•	Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2022.
•	Akhileshwar Pathak, Legal Aspects of Business,8th Edition, 2022
•	Ravinder Kumar– Legal Aspect of Business.–Cengage Learning, 6th Edition-2022.
•	Avtar Singh – Business Law, EBC Reader, 2018.
•	V K Jain Shashank S. Sharma , Business Laws, Tax Man, 2018.

Weblinks

Balfour-Vs-Balfour case-analysis	https://www.legalserviceindia.com/legal/article-4531-balfour-vs-balfour-case-analysis-1919-2kb-571.html
Durga Prasad Vs Baldeo	https://www.casemine.com/judgement/in/5ac5e3264a93261a1a739608
State Of Gujarat vs Ramanlal Sankalchand & Co	https://indiankanoon.org/doc/1250550/
State-of-Bihar Versus-Bengal Chemical &-Pharmaceutical Works Ltd	https://lawyerservices.in/State-of-Bihar-Versus-Bengal-Chemical-and-Pharmaceutical-Works-Ltd-1953-05-08

National Insurance Co.Ltd vs Hindustan Safety Glass Works Ltd	https://indiankanoon.org/doc/89780746/
Case Study on Cyber security	https://www.indiancybersecurity.com/case_study_nasscom_ajay_sood.php#:~:text=Nasscom%20vs.-
Salomon-Vs-Salomon Case	https://www.lawteacher.net/cases/salomon-v-salomon.php
Ashbury-railway-carrage-and-iron-co-vs-Riche Case	https://www.lawteacher.net/cases/ashbury-railway-carrage-and-iron-co-v-riche.php
NCLT case- Pankaj Kumar Mishra vs Roc Mumbai & Anr	https://indiankanoon.org/doc/198564130/
Case Study on Peveril-Goldmines-Ltd	https://indianlawportal.co.in/peveril-goldmines-ltd-re/

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23116.1	2	2	2	1	2	3	2	2
BA23116.2	2	1	2	2	2	3	3	3
BA23116.3	3	1	2	3	2	3	2	2
BA23116.4	2	1	2	3	2	3	1	1
BA23116.5	2	1	2	3	2	3	2	2
Average	2.2	1.2	2	2.4	2	3	2.2	2

Prepared by Name and signature	Approved by Name and Signature
Dr.G.Sankararaman, Professor Dr.S.Deborah Sharon, Assistant Professor (SS)	

Subject Code	Subject Name	Category	L	T	P	C
BA23121	Business Communication (Lab Course)	EEC	0	0	4	2

Objectives:	
●	To enable learners to obtain basic proficiency in workplace communication skills.
●	To comprehend the Oral, written, Presentation and public speaking skills.
●	To enable the students to communicate virtually and develop the interpersonal skills.

UNIT-I	FUNDAMENTALS OF COMMUNICATION	12
	Purpose of communication – Principles of communication – Communications: Strategy, Methods, Directions, Channels, Networks, and Lines – Miscommunication and Communication failures, Barriers to Communication - Communication breakdown: Seven cardinal mistakes managers make. Principles of successful oral communication – Conversation control – Reflection and Empathy: two sides of effective oral communication	
UNIT-II	BUSINESS PRESENTATION	12
	Purpose of writing – Clarity in writing –Principles of effective writing-Business Reports & letter: Purpose, Kinds and Objectives of reports - Ethical writing practices. Business Meeting: Meeting types- Key attributes of productive meeting-process of meeting-meeting etiquettes-Do's & Don't-Handling disruption in meeting.	
UNIT-III	NEGOTIATION AND PUBLIC SPEAKING	12
	Negotiation: Communication for effective negotiation – Meaning, nature and need for negotiation- Factors affecting negotiation- stages, planning, barriers to negotiation process - approaches to negotiation and role of communication- negotiation semantics- Negotiation strategies. Public speaking: Characteristics, Techniques, Importance, Modes of delivery in public speaking skills- Public speaking checklist-Need.	
UNIT-IV	INTERPERSONAL AND CRISIS COMMUNICATION	12
	Defining interpersonal communication-evolving model-Principles of interpersonal communication-barriers - relational development: the role of interpersonal semantics - Johari window- Interpersonal communication styles - successful GD techniques. Crisis communication – Conceptual understanding of a Crisis – Dealing with crisis, Role of Internal communication on crisis, Do's and Don'ts	
UNIT-V	VIRTUAL & EMPLOYMENT COMMUNICATION	12
	Online presence: Building online presence-Personal branding: Networking sites – Virtual resume. Employment communication: Interview preparation and presentation- physical & online.	
Total Contact Hours		: 60

Course Outcomes: Learners will be able to :	
●	Understand the significance of communication and its barriers
●	Comprehend workplace communication and able to write official documents
●	Gain familiarity in dealing negotiation, public speaking and presenting business reports
●	Understand the basics of research writing and publication, address the press meet
●	Gain familiarity in virtual communication, personal branding and equipped for the job interviews

SUGGESTED ACTIVITIES

Unit 1- Writing: Precise Writing, Writing executive summary. **Oral :** Self introduction, Extempore and Storytelling.

Unit 2- Writing: Writing various Business reports & letters, Memorandum, Circulars. **Oral:** Reading Newspapers & Magazines, News reading, PPT presentation.

Unit 3- Writing: Business & Project report, Minutes of Meeting, Agenda. **Oral:** Address the gathering (Welcome/ Presidential/Thanks note), Presentation of entrepreneur project proposal & business plan.

Unit 4- Writing: Articles and research writing, Journal & Publications. **Oral:** Addressing Press Meet, Panel discussion on Business issues, Group discussion.

Unit 5-Writing: Resume Writing, Writing Job Application and Resignation letter. **Oral:** Attending Online Interview, Virtual CV.

SUGGESTED EVALUATION METHODS

- Assignments
- Quizzes
- Presentation
- business plan
- Report writing
- Group Discussion
- Mock Interview

Text Book (s):

1	Payal Mehra, 2016 Business communication for managers, 2 nd Edition, Pearson Education India.
2	Courtland L. Bovee, John V. Thill and AbhaChatterjee, 2018 Business Communication Today, 13 th Edition, Pearson Publication.

Reference Books(s) :

1	Nira Konar, 2022 Communication Skills for Professionals, 3 rd Edition, PHI Learning.
2	Shital Kakkar Mehra, 2020 Executive Presence-The POISE Formula for Leadership, Harper Business publisher.
3	Dr.Sapna.M.S, 2020 CORPORATE COMMUNICATION: Trends and Features, 1 st Edition, Kindle.
4	Shalini Verma, 2018 Business Communication Essential Strategies for Twenty-First Century Managers, 2 nd Edition, Vikas Publishing House.
5	Ober Newman, 2018 Communicating in Business, 8 th Edition, Cengage.

Weblinks

Writing business plan	https://hbr.org/1985/05/how-to-write-a-winning-business-plan
Virtual Job Interview tips	https://www.youtube.com/watch?v=PpbhaVjV2QI
Group Discussion	https://www.indiabix.com/group-discussion/topics-with-answers/-

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23121.1	2	1	2	1	2	2	2	2
BA23121.2	2	2	2	2	2	3	3	3
BA23121.3	2	2	2	3	2	3	2	2
BA23121.4	2	2	2	2	2	2	1	1
BA23121.5	2	2	2	2	2	2	2	2
Average	2	1.8	2	2	2	2.4	2	2

Prepared by Name and signature	Approved by Name and Signature
Mr.P.Padmanaaban, Assistant Professor (SG) Dr. GN. Anitha Elavarasi, Assistant Professor	

Course Code	Course Name (Lab Course)	Category	L	T	P	C
BA23122	Rural Community Engagement	EEC	0	0	4	2
Objectives:						
•	To provide practical opportunities for students to participate in rural community mobilization, service engagement and empowerment activities					
•	To promote preparation of strategies for building resilience and community responding system in nutrition including water, food safety and healthcare					
•	To orient the students into Village Development Plans and handling susceptibility of rural communities to impending emergencies arising out of natural and manmade disasters, climate variability					

Sl No	COURSE CONTENT	No of Hours
1	Dynamics of Rural Society: Social, Economic, political and cultural	6
2	Community Goal setting : Inner Engineering	6
3	Participatory Learning and social mapping: Approaches and methods, community project proposal and project management, concept and steps, Thematic maps	12
4	Village development including aspects and process of preparation of village disaster management plan	6
5	Resource Mapping: Natural and Human resource mapping and management	6
6	Rural Institutions: Engagement with school/ street/ Health centre/ Panchayat/ SHGs	6
7	Community Awareness: Health & Hygiene/ Rights/ Policies & Programmes/ Corruption	6
8	Disaster Management: Disaster Preparedness- Risk reduction, Rehabilitation- Physical and Psychological aspects	6
9	Professional Intervention- Partnership with Public, Private and Non-governmental organizations	6
	Total Hours	60

Course Outcomes: After completion of the course, the learners will be able to :	
•	Understand the social, economic, political and cultural framework of the rural society
•	Address the challenges with suitable solutions in the identified rural issues
•	Engage in rural community development programmes
•	Ability to create community awareness on health and hygiene and disaster management
•	Knowledge on establishing professional intervention

Reference Books(s) / Web links:	
•	Common core curriculum for Rural Engagement, National council of Rural Institutes, MHRD, GOI.
•	Katarsingh and Anil Shishodia, "Rural development: Principles, Policies and Management", Sage publications , 2016.
•	A Azeez & S.M.J Akhtar, " Rural development in India", Kalpaz publications, 2016
•	Transforming rural India, Ministry of Rural Development, GOI..

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23122.1	3	3	3	3	3	3	3	1
BA23122.2	3	3	3	3	2	3	3	2
BA23122.3	3	3	3	3	2	2	2	3
BA23122.4	3	3	3	3	2	3	2	3
BA23122.5	3	3	3	3	2	3	3	3
Average	3	3	3	3	2.2	2.8	2.6	2.4

Prepared by Name and signature	Approved by Name and Signature
Dr.S.Suresh, Assistant Professor (SG)	

II SEMESTER

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23211	Strategic Management	CC	4	0	0	4

Objectives:	
•	To learn the major initiatives taken by a top management involving resources and performance in external environments.
•	To understanding organization's mission, vision and objectives, developing policies
•	To plan and understand the analysis and implementation of strategic management in strategic business units.

UNIT-I	FOUNDATIONS OF STRATEGIC MANAGEMENT	12
	Conceptual framework for strategic management - Concept of Strategy and the Process – Strategic Intent : Vision, Mission, Business definition, Objectives and Goals. Strategic Management for sustainability : Stakeholders' Management, Corporate Governance and Corporate Social Responsibility.	
UNIT-II	ENVIRONMENTAL SCANNING , PORTFOLIO ANALYSIS	12
	Environmental appraisal - Internal and External environment - Environmental sectors - Environmental scanning - Appraising the environment – ETOP, Porter's Five Forces Model Organizational appraisal – Dynamics of Internal environment - Organisation Capability Factors - Methods : Internal Analysis, Comparative Analysis, Comprehensive Analysis - SWOT analysis. Competitive Advantage.	
UNIT-III	STRATEGY FORMULATION AND ANALYSIS	12
	Corporate Level Strategies : Stability, Expansion, Retrenchment and Combination strategies - Concentration, Integration, Diversification, Internationalisation, Retrenchment, Corporate restructuring. Business Level Strategies : Cost Leadership, Differentiation, Focus, Integrating Cost Leadership and Differentiation - Tactics for business strategies (Timing and Location) - Business Strategies for different industry conditions (Embryonic, Growth, Maturity, Decline) - Business Strategy in the Global Environment. Strategic Analysis and Choice : Tools and Techniques for Strategic Analysis - Corporate Portfolio Analysis, Experience Curve Analysis, Life Cycle Analysis, Strategic Groups Analysis, Value chain Strategic Choice – Strategic Plan and Preparation. Strategic Advantage Profile - Corporate Portfolio Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balance Score Card - Blue ocean and Red ocean strategy.	
UNIT-IV	STRATEGIC IMPLEMENTATION	12
	Pursuing strategies : Methods - Strategic alliance, Joint Ventures, Mergers and Acquisition, Strategic outsourcing - Digitalisation in pursuing strategies. Strategic Implementation - Model of Strategic Implementation - Structural Implementation - Behavioural Implementation - Functional and Operational Implementation.	
UNIT-V	STRATEGY EVALUATION AND OTHER STRATEGIC ISSUES	12
	Strategic Evaluation and Control : Nature - Importance - Participants - Barriers - Techniques. Managing Technology and Innovation - Strategic issues for Non Profit organisations - New Business Models : New Business Models (E-commerce, Subscription, On-demand, Freemium, Marketplace, Franchise, Brick and Mortar, Bricks and Clicks, Direct sales, Advertising, Asset-Light, Razor and Blade)	
Total Contact Hours: 60		

Course Outcomes: After completing the course, the Learners will be able to:	
•	Understand the concepts of strategic management.
•	Become familiar with both internal and external environments in the strategy formulation process.
•	Learn the types of strategies and various benefits associated with each strategy.
•	Understand how to make a choice of strategy and understand how to analyse business situations and apply these concepts to solve business problems.
•	Learn about strategic evaluation and other issues related to strategy

SUGGESTED ACTIVITIES

- Case study (for all units)
- Flipped classroom
- Activity Based Learning (through newspaper reading - current strategies followed by organisations)
- Live group project – collect information about a particular industry

SUGGESTED EVALUATION METHODS

- Assignments
- Quizzes
- Class Presentation/Discussion

Text Book(s):

1. Strategic Management, Azhar Kazmi & Adela Kazmi, McGraw Hill Publications, Fifth edition, 2020.
2. Hill & Jones Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
3. Fred David & Forest David ,Strategic Management: A Competitive Advantage Approach Concepts And Cases Global Edition 16th Edition, Pearson, 2016

Reference Books(s):

- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal,2018, Strategic Management and Business Policy: Globalization, Innovation and Sustainability,Fifteenth Edition, Pearson.
- Frank T Rothaermel, 2021 Strategic Management, 4th Edition,McGraw Hill.
- Business Strategy Essentials You Always Wanted To Know (Second Edition), Callie Daum, Vibrant Publications, 2020

Weblinks:

Business Model	https://www.investopedia.com/terms/b/businessmodel.asp
Types of Business Models	https://online.hbs.edu/blog/post/types-of-business-models
Types of Business Models	https://bstrategyhub.com/50-types-of-business-models-the-best-examples-of-companies-using-it/
Blue and Red Ocean Strategy	https://www.blueoceanstrategy.com/tools/red-ocean-vs-blue-ocean-strategy/
Blue and Red Ocean Strategy	https://www.forbes.com/sites/forbesbusinesscouncil/2022/10/25/how-a-blue-ocean-approach-can-inform-your-red-ocean-strategy/?sh=3338edf55577

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23211.1	3	2	2	2	2	2	2	2
BA23211.2	2	2	2	3	2	2	3	2
BA23211.3	2	1	2	2	1	2	2	2
BA23211.4	3	2	2	2	2	2	3	2
BA23211.5	2	2	2	2	2	2	3	2
Average	2.4	1.8	2	2.2	1.8	2	2.6	2

Prepared by Name and signature	Approved by Name and Signature
Dr. Deborah Sharon, Assistant Professor (SS) Dr. GN. Anitha Elavarasi, Assistant Professor	

Course Outcomes: After completing the course, the Learners will be able to	
•	Understand the evolution of entrepreneurship
•	Practice basic entrepreneurial skills and understandings to run a business efficiently and effectively.
•	Get insights to students on entrepreneurship opportunities
•	Develop the awareness on social and rural entrepreneurship
•	Understand the role of government on supporting the entrepreneurship.

SUGGESTED ACTIVITIES	
Case study (for all units)	

SUGGESTED EVALUATION METHODS	
Assignments	
Quizzes	

	Text Book(s) :
1	Hisrich, Entrepreneurship (11 th edition) , Tata McGraw Hill, New Delhi, 2020.
2	Srinivasan and Gupta, Entrepreneurial Development, Sultan Chand and Sons, New Delhi, 2020.
3	PoornimaCharantimath, Entrepreneurship Development-Small Business Enterprise Pearson Education, 2018.

Reference Books(s) :	
1	Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2014
2	Asama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 2019
4	Archana Singh & Reji, Social Entrepreneurship and Sustainable Development, Taylor and Fransis, 2020

Weblinks	
Overview of Start-Ups	www.editn.in
Schemes of State Government to support start-ups	MSME (tn.gov.in)
Schemes of Central Government to support start-ups	Ministry of Micro, Small & Medium Enterprises (msme.gov.in)

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23212.1	2	2	3	-	-	1	2	2
BA23212.2	-	-	3	1	1	3	2	2
BA23212.3	2	-	3	-	1	3	2	3
BA23212.4	2	2	3	2	1	2	3	2
BA23212.5	2	2	2	1	1	1	2	3
Average	2	2	2.8	1.3	1	2	2.2	2.4

Prepared by Name and signature	Approved by Name and Signature
Dr.CB. Ragothaman, Professor	
Mr.P.Padmanaaban, Assistant Professor(SG)	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23213	Financial Management	CC	3	1	0	4

(50 % PROBLEMS 50% THEORY)

Objectives::	
•	To Understand the operational nuances of a Finance Manager.
•	To Identify and Utilise the working capital Management
•	To Comprehend the technique of making decisions related to finance function.

UNIT-I	FOUNDATIONS OF FINANCE	12
	Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of financial management, Major financial decisions- Time value of money-Introduction to risk and return of a single asset and of a portfolio.	
UNIT-II	LONG TERM SOURCES OF FINANCE	12
	Long term and short-term finance: Shares, Debentures and Term loans, Lease, Hire purchase, Angel Investments, Venture capital financing, Private Equity Funds, Crowd funding, P2P lending-Sustainable Finance - Best Practices in India	
UNIT-III	INVESTMENT DECISIONS	12
	Capital Budgeting: Principles and techniques - Nature of capital budgeting- Evaluation Techniques: Payback period, Accounting rate of return (ARR), Net Present Value, Internal Rate of Return, Profitability Index-Concept and measurement of cost of capital– Calculation of Weighted Average Cost of Capital (WACC). Relevant Case studies. (Amazon WACC case study)	
UNIT-IV	CAPITAL STRUCTURE AND DIVIDEND DECISION	12
	Leverages - Operating and Financial leverage – Combined leverage, EBIT – EPS Analysis- Capital structure-designing capital structure-Determinants of Capital structure- Relevant Case studies. Dividend policy-Aspects of dividend policy-Dividend Theories – Walter and Gordon’s Model (Elementary Problems) - Forms of dividend policy- Types of dividends- Factors determining Dividend Policy of a firm- Relevant Case studies. (Mini Project)	
UNIT-V	WORKING CAPITAL MANAGEMENT	12
	Working Capital Management-Cash conversion cycle-Cash management- Inventory Management-Receivables Management-Estimation of working capital requirements (Elementary Problems) - Introduction to working capital finance – Best Practices in India.	
		Total Contact Hours
		45+ 15

Course Outcomes: After completing the course, the Learners will be able to:	
•	Apply the time value of money concept for investments.
•	Choose the optimal sources of funds, both long term and short term.
•	Evaluate and choose the best project from alternatives based on cost-benefit analysis.
•	Analyse the Financial and Operating leverages and decide the optimum capital structure and design a suitable dividend policy.
•	Estimate the working capital requirements of a concern.

SUGGESTED ACTIVITIES

- Unit 1 – Time Value of Money -Assignment
- Unit 2 – Mind mapping for sources of Finance
- Unit 3 – Capital Budgeting case study
- Unit 4 – Leverage case study
- Unit 5- Assignment Working Capital Management

SUGGESTED EVALUATION METHODS

- Unit 1 – Individual Assignments
- Unit 2 – Mind mapping presentation
- Unit 3 – Case study Analysis and submission
- Unit 4- Case study discussion
- Unit 5- Individual Assignment

Text Book (s):

1	M.Y.Khan and P.K.Jain, Financial Management, Text, Problems and cases Tata McGrawHill,8th edition, 2018.
2	I.M.Pandey,Financial Management, Pearson Education.,12 th Edition,2021.

Reference Books(s) :

1	Stephen A Ross, Corporate Finance 12 th Edition, McGraw Hill, 2021
2	Dr. R.P.Rustagi–Fundamentals of Financial Management–Taxmann ,17 th Edition,2022.
3	Kaplan,FinancialManagementTheoryandPractice,14th edition, Kaplan Publishing,2023
4	Prasanna Chandra, Financial Management Theory and Practice,11th edition, Tata McGraw Hill, 2022.

Weblinks	
WACC Case Study	https://medium.com/magnimetrics/weighted-average-cost-of-capital-wacc-case-study-amazon-amzn-651275a22625
Financial Management key terms	https://www.investopedia.com/
Financial Management concepts	https://www.wallstreetmojo.com

CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23213.1	2	2	2	3	2	2	2	1
BA23213.2	2	1	2	3	1	2	1	2
BA23213.3	1	1	2	2	3	2	2	2
BA23213.4	2	1	2	2	3	2	2	2
BA23213.5	3	2	2	2	1	2	2	2
Average	2	1.4	2	2.4	2	2	1.8	1.8

Prepared by Name and signature	Approved by Name and Signature
Dr.Valliammal. M, Professor Dr.S.Suresh, Assistant Professor (SG)	

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23214	Human Resources Management	CC	3	0	0	3

Objectives:	
•	To understand the concept of Human Resource Management and its functions
•	To learn the methods to manage Human resource assets and to develop policies to achieve competitive edge through people
•	To examine the principles of employee recruitment and selection, job design and job analysis, employment law, employee compensation, training and development, and safety and health.

UNIT-I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9
Human Resource Management – Evolution, Importance and Functions – HR Policies – Types, Process of Formulation and Guidelines – Human Resource Information System – HR Manager – Role, Responsibilities and Qualities.		
UNIT-II	THE CONCEPT OF BEST FIT EMPLOYEE	9
Human Resource Planning –Importance, Forecasting and Matching Demand and Supply – Job analysis – Job Description and Specification - Recruitment – Importance and Sources – Selection – Process, Types of test and Interview – Induction and Socialization – Process and Methods.		
UNIT-III	TRAINING AND EXECUTIVE DEVELOPMENT	9
Training – Needs, Purpose, Methods, Benefits and Resistance – Executive Development – Concept, Techniques, Selection of Suitable methods, Self-development and Managerial skills for Effectiveness.		
UNIT-IV	PAYROLL ADMINISTRATION	9
Wage and Salary – Concept, Factors, Structure and Methods – Compensation and Rewards – Social Security Benefits – PF, ESI, Retirement, Insurance, Family and other Programs – Industrial Relations and Labour welfare – Concept and Fundamentals – Grievances – Causes, Implications and Methods.		
UNIT-V	PERFORMANCE EVALUATION AND CONTROL	9
Performance evaluation – Concept, Process and Methods – Changes in HR status – Promotion, Demotion, Separation, Transfer and Job rotation – New trends in Human Resource Management – Hybrid work model for Collaboration, Work from Home & Open office concept.		
Total Contact Hours: 45		

Course Outcomes: After completing the course, the Learners will be able to:	
●	Gain knowledge and skills needed for becoming a successful 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 of employees

SUGGESTED ACTIVITIES	
●	UNIT I : Discussion on “HR policy of Reliance Industries Limited” & Forbes article “13 Reasons Google deserves its 'Best Company Culture Award'”.
●	UNIT II : Discussion on “Job analysis of positions at SBI” & “Recruitment and Selection process of various posts and Services in UPSC”.
●	UNIT III : Discussion on “Training types at Hyundai”& “ Executive development programs at The Institute of Company Secretaries of India”.
●	UNIT IV : Discussion on “different pay matrix levels in 7 th Pay Commission” & “Social security measures governed by the “The code on Social Security, 2020” and Ministry of Labour and Employment”.
●	UNIT V: Discussion on The Economic Times article “10 IT giants who changed their appraisal system”& “Reliance Jio's open-office model bags Herman Miller-REACH award”.

SUGGESTED EVALUATION METHODS	
●	UNIT I & II : Select an Organization you are familiar with and a) Explain the HRM functions they are performing (or) b) Explain the recruitment and selection method they are following.
●	UNIT III : a) Do you feel training and executive development programs needed for an organization? Justify your answer (or) b) Pick any two modern training or development programs for an organization you are known with and justify
●	UNIT IV & V : a) Do you think Work from Home and Open office concept is suitable for Indian companies? Justify (or) b) Which social security measures are most useful for employees in Semi Urban and Rural areas? Pick any 3 and Justify.

Text Book(s):
1.Gary Dessler and BijuVarkkey, Human Resource Management, 17 th Edition Pearson Education Limited, 2023
2.David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management,Wiley, International Student Edition, 12th Edition, 2016.
3.Aswathappa K, Sadhna Dash (2023), Human Resource Management: Text and Cases, 10th edition, Tata McGraw- Hill.

Reference Books(s) / Web links:
<ul style="list-style-type: none"> Ivancevich, Human Resource Management, McGraw Hill 2017. Denisi, Griffin, Sarkar, (2016), Human Resource Management, 2nd edition Cengage Learning. IIBF, Human Resource Management, Macmillan,2023

Web links	
Articles / Cases / Books	Link
Human Resource Management – eBook	https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf
Human Resource Management – eBook	https://open.lib.umn.edu/humanresourcemanagement/
Creating an Empowered Workforce – RIL	https://www.ril.com/ar2020-21/human-capital.html
Roles @ SBI	https://sbi.co.in/web/careers/roles-sbi
UPSC Recruitment	https://www.upsc.gov.in/recruitment-1
Hyundai training	https://hyundaiindia.net/about-us/training
ICSI Executive Development Program	https://www.icsi.edu/student-n/training/executive-development-program-edp/
Report of the committee of Allowances	https://doe.gov.in/sites/default/files/Committee%20on%20Allowances%20Report27042017.pdf
Reliance Jio's open-office model bags Herman Miller-REACH award	https://telecom.economictimes.indiatimes.com/news/reliance-jios-open-office-model-bags-herman-miller-reach-award-pictures/52427743
10 IT giants who changed their appraisal system	https://economictimes.indiatimes.com/corporate-industry/10-it-giants-who-changed-their-appraisal-system/infosys/slideshow/51922885.cms
13 Reasons Google Deserves Its 'Best Company Culture' Award -	https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=2365a2603482

CO-PO Mapping

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23214.1	2	2	2	2	2	3	3	3
BA23214.2	2	2	2	3	3	2	3	3
BA23214.3	2	2	3	3	3	3	3	3
BA23214.4	2	3	3	3	3	3	3	3
BA23214.5	3	3	3	3	3	3	3	3
Average	2.2	2.4	2.6	2.8	2.8	2.8	3	3

Prepared by Name and signature	Approved by Name and Signature
Dr.Uma Raman, Professor & HOD Ms.Sajana KP, Assistant Professor	

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23215	Information Management	CC	3	0	0	3

Objectives:	
•	To understand the importance of information in business
•	To Compare and contrast types of databases and demonstrate a basic understanding of database design.
•	To know about the recent information systems and technologies.

UNIT-I	INTRODUCTION	9
	Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.	
UNIT-II	DATABASE AND INFORMATION MANAGEMENT	9
	DBMS – types and evolution, DBMS and Decision Making, Hybrid DBMS, Data warehousing, Data Mart, Data mining, Data Science.	
UNIT-III	KNOWLEDGE MANAGEMENT AND DECISION MAKING	9
	Introduction to Software Tools, Report Management, Audit of Reports, Knowledge Management and its Types – Types of Decisions – Decision Making Process – Business Intelligence – Business Analytics Capability-Balanced Scorecard – Group Decision –Support Systems	
UNIT-IV	INTEGRATED SYSTEMS, SECURITY AND CONTROL	9
	Knowledge based decision support systems, integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.	
UNIT-V	NEW IT TRENDS AND INFORMATION SYSTEM SECURITY	9
	Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Types Machine Learning-Expert Systems-Neural Networks	
Total Contact Hours: 45		

Course Outcomes: Learners will be able to	
•	Understand the basics of data and information system.
•	Understand the types of databases and demonstrate a basic understanding of database design.
•	Apply information management techniques to support business decision-making.
•	Understand the various technologies in information system and its security.
•	Analyse and interpret business data using appropriate tools and technologies.

SUGGESTED ACTIVITIES

Unit 1 - Transformation analysis - Identification of GAP across evolution
 Unit 2 – Practical exposure – Creating Database
 Unit 3 – Creativity and Innovation – Create your own smart device
 Unit 4 & 5 - Activity Based Learning – Ethical hacking in business applications

SUGGESTED EVALUATION METHODS

Unit 1 - Group discussion on latest trends in Information management
 Unit 2 – Group Seminar presentation on role of Data Science in Business
 Unit 5 – Quiz on latest IT trends

Text Book(s):

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 15th Edition, 2019
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2022, 17th Edition, 2022.
3. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 11th Edition, 2019.

Reference Books(s) / Web links:

- Waman S Jawadekar and Sanjiva Shankar Dubey - Management Information Systems: Text and Cases, Tata McGraw Hill, 6th Edition, July 2020.
- Jaytilak Biswas, Management Information Systems, SAGE Publications, 1st Edition, 2020.
- Dr. Sushila Madan - Management Information Systems: The World Book Depot Publications, January 2021

Weblinks

Decision support systems resources	http://dssresources.com/
World Information Technology and Services Alliance (WITSA)	https://witsa.org/
MIS research	http://www.brint.com/ISResearch.htm

CO-PO Mapping

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23215.1	2	1	1	1	1	1	1	1
BA23215.2	1	1	2	3	2	2	3	1
BA23215.3	1	3	2	2	2	1	1	1
BA23215.4	3	2	2	2	2	2	3	1
BA23215.5	2	1	3	2	1	1	3	1
Average	1.8	1.6	2	2	1.6	1.4	2.2	1

Prepared by Name and signature	Approved by Name and Signature
Mr K. KUMAR, Assistant Professor Ms A. DEVIKOMATHY, Assistant Professor	

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA23216	Operations Management	CC	3	1	0	4
70 % Theory and 30% Problems						
Objectives:						
•	Imparting a conceptual and actionable introduction to operations management with other managerial areas.					
•	Designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability					
•	Developing the capability in terms of the applications of tools and techniques in analysing and solving problems related to operations project management.					

UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT	12
	Operations Management - Definition, significance, historical development, Production - a system perspective- Types of Production System, , functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit , framework; Supply Chain Management . Case Studies.	
UNIT II	DEMAND FORECASTING AND OPERATIONS PLANNING	12
	Demand Forecasting - Need, Types - Qualitative and Quantitative Techniques, Objectives and Steps. Capacity Planning - Long range, Types, Overview of MRP, MRP II, ERP. Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques . Case Studies.	
UNIT III	DESIGNING OPERATIONS	12
	Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues. The Toyota Production System (TPS) Work Study - Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity. Case Studies.	
UNIT IV	MATERIALS MANAGEMENT	12
	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.	
UNIT V	PROJECT MANAGEMENT AND SEQUENCING	12
	Project Management - Scheduling Techniques, PERT, CPM; Crashing of a Project. Multiple Project Management. Sequencing - Johnson's Algorithm - Gantt chart. Report on project management (Exercise)	
		Total Contact Hours
		: 60

Course Outcomes: After completing the course, the Learners will be able to :	
•	Adapt the key concepts of operations management in creating and enhancing a firm's competitive advantages
•	Identify and plan production and operations activities such as product and process design, facility location selection and layout, total quality, production planning, and inventory management
•	Measure the implication of various tools and techniques in managing operations
•	Assess the importance of preventive measures and formulate maintenance strategy to reduce loss and improve quality in various operational aspects.
•	Frame mathematical models and apply suitable tools in answering project optimization problems.

SUGGESTED ACTIVITIES

- Flipped classroom
- Survey on Demand forecasting strategies.
- Analysis of Toyota Production System
- Activity Based Learning – Stores management
- Problem solving sessions – PERT, CPM

SUGGESTED EVALUATION METHODS

- Tutorial problems
- Assignments
- Quizzes
- Class Presentation/Discussion

Text Book (s):

•	Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Second Edition, 2015.
•	Mahadevan B, Operations Management Theory and practice, Pearson Education, Third edition 2018.
•	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:

•	William J Stevenson, Operations Management, Tata McGraw Hill, 13 th Edition, 2022.
•	Stevenson W.J, Operations Management, 12th edition, 2021, McGraw Hill.
•	Mahadevan B, Operations Management Theory and practice, 3 rd Edition, 2018, Pearson Education.
•	Chary S. N, Production and Operations Management, Tata McGraw Hill, 5 th Edition, 2017.

Web links

Introduction To Operations Management	https://www.edureka.co/blog/introduction-to-operations-management/
Demand Forecasting	https://www.toppr.com/guides/business-economics/theory-of-demand/demand-forecasting/
Designing Operations	https://ops.fhwa.dot.gov/plan4ops/designing_ops.htm
Materials Management	https://www.deskera.com/blog/material-management/
Project Management	https://kissflow.com/project/project-management-basics/

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23216.1	2	2	2	2	2	2	2	2
BA23216.2	2	3	1	2	3	3	3	3
BA23216.3	1	2	1	1	1	1	1	1
BA23216.4	1	2	2	1	2	2	2	2
BA23216.5	3	3	2	3	3	3	3	3
Average	1.8	2.4	1.6	1.8	2.2	2.2	2.2	2.2

Prepared by Name and signature	Approved by Name and Signature
Ms.Babitha Lucin Rani, Assistant Professor Mr.P.Padmanaaban, Assistant Professor (SG)	

Subject Code	Subject Name (Lab course)	Category	L	T	P	C
BA23221	Computer Applications For Business	EEC	0	0	4	2

Objectives:	
	• To have hands-on experience on business document and report preparation
	• To enhance the analytical capability of the students using spread sheets
	• To Understand the basic concepts of statistical data analysis and visualization.

Sl No	List of Experiments
MS-Word	
1	Resume creation using Tables, Bullets & Formatting tools
2	Mail Merger
MS-Power Point	
3	Slide Creation
MS-Excel	
4	Application of Mathematical Functions in a table (Sum, Average, Max, Min, Count, etc)
5	Application of Logical Functions (If, Countif, Sumif, AND, OR etc)
6	Application of Financial Functions (PV, FV, PMT, PPMT, IPMT)
7	Conditional Formatting and Ranking
SPSS	
8	Descriptive Statistics
9	One sample t -test
10	Two sample (Independent) T -test
11	Paired sample (dependent)T -test
12	One - way ANOVA
13	Two - way ANOVA
14	Pearson Correlation coefficient
15	Regression
16	Chi square test for goodness of fit
17	Chi square test for test of association
18	Mann Whitney U test
19	Kruskal-Wallis H-test
20	Spearman's Rank Correlation
	Total Hours : 60

Course Outcomes: After completing the course, the Learners should be able to :	
•	Understand to create documents, report and to send it to numerous
•	Use and apply presentation slide to convey the information
•	Understand how to organize, manage, and present data.
•	Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
•	Effectively interpret results of statistical analysis

SUGGESTED EVALUATION METHODS	
•	Assignments
•	Mini Project
•	Class Presentation

Text & Reference Books(s) / Web links:	
1	Wayne L. Winston, Microsoft Excel 2019: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2019.
2	Office 2019 All-in-One For Dummies - Peter Weverka
3	Essential PowerPoint 2016 (Computer Essentials), Kevin Wilson
4	David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
5	KiranPandya and SmritiBulsari, SPSS in simple steps, Dreamtech, 2011.
6	Levin, Rubin, (2013), Statistics for Management, 13th edition, Pearson Education. Anderson D.R, Sweeney D.J, Williams T.A, (2013), Statistics for Business and Economics, 11th edition, Cengage Learning.
7	https://ptgmedia.pearsoncmg.com/images/9781509305872/samplepages/9781509305872_Sample.pdf

CO-PO Mapping

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23221.1	3	3	3	2	1	3	2	1
BA23221.2	3	3	3	2	-	-	2	2
BA23221.3	3	3	3	3	1	3	2	1
BA23221.4	3	3	3	3	1	1	1	1
BA23221.5	3	3	3	2	-	1	2	1
Average	3	3	3	2.4	0.6	1.6	1.8	1.4

Prepared by Name and signature	Approved by Name and Signature
Ms.K.P.Sajana, Assistant Professor Dr.S.Suresh, Assistant Professor (SG) Ms.Devi Komathy, Assistant Professor	

Subject Code	Subject Name (Lab course)	Category	L	T	P	C
BA23222	Business Ethics (Seminar)	EEC	0	0	2	1

Objectives:	
•	To enable the learners to have exposure on business ethics and ethical business perspectives

The following is the list of topics suggested for preparation and presentation by the students during the semester.

Sl No	List of Topics
1	Individual Culture and Ethics
2	Ethical codes of conduct and value Systems
3	Loyalty and Ethical Behaviour, Ethical decision making
4	Ethical business issues and solutions
5	Corporate Social Responsibilities of Business
	Total Hours : 30

Course Outcomes: After completing the course, the Learners will be able to :	
•	Apply the basic concepts of Indian ethos and value systems at work
•	Handle issues of business ethics and offer solutions in ethical perspectives
•	Manage business towards well being of the society.
•	Undertake business responsibilities in socially effective way
•	Understand value systems and culture

SUGGESTED EVALUATION METHODS
This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

NON –
FUNCTIONAL
ELECTIVES

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P61	E – Retailing	NFE	3	0	0	3

Objectives:	
•	To provide an overview of E Retailing, its application in modern business era.
•	To equip the students on E-Commerce Fundamentals
•	To provide an overview of Customer loyalty in the age of E-retailing

UNIT-I	FOUNDATION OF E-RETAILING	
	Meaning, Definition, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing.	9
UNIT-II	E-RETAILING	
	The Application Domain: e-Retailing Practices, e-Retailing Application Perspective, e-Retailing Online Merchandising Techniques, Online Store Front, Creating Look & Feel, Online Brand Management, Online Purchasing. The Current Trends: Analysis and Measures, Current Status of Online Retailing.	9
UNIT-III	E-COMMERCE	
	Procedures and Methods: Meaning and Usage, B2B Model, B2C Model, C2C Model, B2G Model, P2P Model, M- Commerce, e-Commerce Payment Systems, E-Payment Security Challenges, E-Payment Business Risks, E-Commerce Security Solutions.	9
UNIT-IV	MARKETING MIX IN THE AGE OF E-RETAILING	
	The roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Concept of online pricing; factors affecting online pricing; different methods of on line pricing; price discrimination in E-retailing; pricing strategies for information goods; dynamics pricing for E-retailing. Promotional strategies of E-retail business.	9
UNIT-V	E-CRM	
	Customer loyalty in the age of E-retailing; role of E-CRM ; Third party assurance in retailing; Element of trust in E-retailing; ERP and E-retailing; Challenges in successful implementation of ERP in E-retailing; E-fulfilment meaning, scope of process of E-fulfilment; Impact of E-retailing on traditional transportation system-issues and opportunities.	9
		Total Contact Hours : 45

Course Outcomes: After completing the course, the Learners will be able to	
•	Familiarise the students with the various aspects of E Retailing
•	Understand the concept on line retailing and its application of business.
•	Develop an insight on the B2B,B2C,B2G and P2P model.
•	The students will understand the marketing mix in the age of E retailing.
•	The students will get the clear knowledge on E –CRM practices in retailing sector.

SUGGESTED ACTIVITIES

Case study (for all units)

Flipped classroom

SUGGESTED EVALUATION METHODS

Assignments

Quizzes

Class Presentation/Discussion

Text Book(s)

1	Michael Levy, Ajay pandit, Barton weitz, Retailing management-, 11 th edition, Tata McGraw Hill Ltd, 2023
2	Gibson G. Vedamani ,Retail management-, 5 th edition, Pearson, 2017
3	John Fernie, Suzanne fernie, Christopher Moore , Principles of retailing-, Routledge; 2nd edition Paperback, 2015

Reference Books(s) / Web links:

1	Swapana Pradhan- Retailing Management, Tata McGraw Hill Ltd, 2020
2	David Gilbert- Retail Marketing, Financial Times, 2 nd Edition, 2021
3	Barry Berman, Joel R Evans- Retail Management; A Strategic Approach, 11 th Edition, 2022

Concepts of e-retailing	https://www.optimizely.com/insights/blog/what-is-e-retail/
e-retailing principles	https://corporatefinanceinstitute.com/resources/management/electronic-retailing-e-tailing/

CO-PO Mapping

PO								
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P61.1	1	1	2	1	1	1	2	1
BA23P61.2	1	2	2	2	3	2	1	2
BA23P61.3	2	2	3	3	3	2	2	2
BA23P61.4	2	2	2	3	0	2	2	2
BA23P61.5	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

Prepared by Name and signature	Approved by Name and Signature
Mr.K.Kumar, Assistant Professor	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P62	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

UNIT-I	INTRODUCTION TO TOURISM PRINCIPLES AND PRACTICES	9
	Birth of Tourism – Concept of Tourism: Nature- Scope- Characteristics – Components- Significance of Tourism- Forms of Tourism: Inbound, Outbound, National, International- Tourism Demand and Supply- Sustainable tourism - Tourism Organizations: UNWTO, IATA	
UNIT-II	TOURISM PRODUCTS IN INDIA	9
	Tourism products: Definition, Concept, Characteristics and Classifications – Cultural Heritage of India- Natural resources and tourist destinations in India- Major tourism circuits: Interstate and Intra state Circuits- Manmade Destinations in India	
UNIT-III	TOURISM MARKETING	9
	Understanding Tourism marketing – Nature and marketing process- Tourism marketing 7Ps: Product, Price, Place, Promotion, Process, People & Physical evidence- Tourism markets – Types; Tourist Behaviour – Tourist decision making model – Demand forecasting; Market segmentation – Targeting – Market positioning for Competitive Advantage	
UNIT-IV	TRAVEL MANAGEMENT	9
	Travel industry – modes of travel – Air, Rail, Road, Sea – Classification of Travels – Inbound & Outbound tours – Meaning of Travel Agency – Types of travel agents – Types of Tour operators – Strategic trends in travel industry: Disinvestment, Takeovers, Consolidations & Acquisitions in travel industry	
UNIT-V	ACCOMMODATION AND HOUSE KEEPING	9
	Hotel Industry – Classification of hotels – Other types of Lodging – Types of rooms – Front office: Room reservation, Types – Guest services – Housekeeping: Departmental structure – Duties and Responsibilities of Executive House Keeper – Infrastructure: Elements of interior decoration & Designs, catering services – Concierge services – Trend and Innovative ideas in hospitality industry	
		Total Contact Hours : 45

Course Outcomes: Upon completion of the course, the students will be able .	
•	Understand various Tourism and Hospitality Industries, Concept of Tourism and Scope of Tourism and Impact of Tourism.
•	Explain the methods and elements of Tourism, Characteristics of Types of Tourism Product and Hospitality, Hotel Chains, Tourist Guide and Escorts.
•	Understand various Types of Travel Agencies, documentation, Like Pass Port, Boarding Pass, Varieties of VISA, Health Regulations, Plastic Money, Currency Exchange etc.
•	Identify the role of transportation in tourism Industries, Road, Airways and Seaways, Multi Transit Module like Indrail /Euro Rail etc.
•	Identify important Popular tourist destinations, Multi Tourism like Eco, Medical, Cultural and Sports Tourism

SUGGESTED ACTIVITIES

Case study (for all units)

Flipped classroom

SUGGESTED EVALUATION METHODS

Assignments

Quizzes

Class Presentation/Discussion

Text Book(s)

- Charles R. Goeldner and J. R. Brent Ritchie, Tourism: Principles, Practices, Philosophies, 12th Edition, Wiley, 2016
- James, Hotel Front Office Management, 5th Edition, Wiley, 2014.

Reference Books

- Marketing Tourist Destinations in Emerging Economies: Towards Competitive and Sustainable Emerging Tourist Destinations, Ishmael Mensah, Kandappan Balasubramanian, Mohd Raziff Jamaluddin, Gina Alcoriza, Vanessa Gaffar, S. Mostafa Rasoolimanesh Springer Nature, 2021
- Marketing Tourism and Hospitality Concepts and Cases, Richard George, 2021

<ul style="list-style-type: none"> Introduction to Hospitality Management By Dennis E. Reynolds, Dennis R. Reynolds, Imran Rahman, Clayton W. Barrows · 2021 	
Weblinks:	
<ul style="list-style-type: none"> Sustainable Development of UNWTO 	https://www.unwto.org/sustainable-development
<ul style="list-style-type: none"> Emerging trends in tourism industry 	https://www.hotelmize.com/blog/travel-trends-for-2023-that-people-in-the-industry-need-to-know/

CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23P62.1	1	1	2	1	2	0	2	2
BA23P62.2	2	2	2	3	2	1	2	2
BA23P62.3	2	2	2	2	2	1	2	2
BA23P62.4	2	2	2	3	2	1	2	2
BA23P62.5	1	2	2	1	2	0	1	2
Average	1.6	1.8	2	2	2	1	1.8	2

Prepared by Name and signature	Approved by Name and Signature
Ms. Ishwarya Subburathinam, Assistant Professor	

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P63	International Business Management	NFE	3	0	0	3

Objectives: Facilitate student to :	
•	Gain the conceptual clarity of the theoretical aspects of international trade and finance
•	Get exposure to the business implications of international environment
•	Examine the broad strategies in the international business

UNIT-I	INTRODUCTION	9
	International Business –Definition – Internationalizing business-Advantages –factors causing Globalization of business- Theories of international trade. Regional trade blocks. GATT and World Trade Organization. Dixon Ticonderoga Victim Of Globalization? – Case Study	
UNIT-II	INTERNATIONAL BUSINESS ENVIRONMENT	9
	International business environment —Political, economic, cultural environment and Legal Environment in International Business- BRICS, G20 Environment. A Case of AIDS – Case Study	
UNIT-III	INTERNATIONAL STRATEGIC MANAGEMENT	9
	Global entry strategy – different forms of international business – advantages - organizational issues of international business – Global organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system. Dell’s Turnaround Strategy in 2008 – Case Study	
UNIT-IV	PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS	9
	Global production –Location –scale of operations- cost of production – Make or Buy decisions International Marketing Environment and global marketing strategy - Global Finance – International Sources of fund- Recent Changes in the International finance- Foreign exchange – Exchange rate risk and management- Global HR– selection of expatriate managers- Training and development – compensation. Expatriates At Royal Dutch Shell- Case Study	
UNIT-V	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT	9
	Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies -Ethical issues in international business The Ford Ethical- Case Study	
Total Contact Hours		45

Course Outcomes: After completing the course, the Learners will be able to:	
•	Gain the conceptual clarity of the theoretical aspects of international trade and finance
•	Get exposure to the business implications of international environment
•	Examine the broad strategies in the international business
•	Get the exposure to identify the business implications of various functions of international business organisation
•	Understand the Ethical Issues in International Business

SUGGESTED ACTIVITIES

UNIT-1 Dixon Ticonderoga Victim Of Globalization? – Case Study

UNIT-2 A Case of AIDS – Case Study

UNIT-3 Dell’s Turnaround Strategy in 2008 – Case Study

UNIT-4: Expatriates At Royal Dutch Shell- Case Study

SUGGESTED ACTIVITIES

UNIT-1 Case analysis & Class discussion

UNIT-2 Case Study analysis & submission as Assignment
UNIT-3 Case Study Presentation

UNIT-4: Case Study analysis & Class discussion

UNIT-5:Case Study analysis & presentation

Text Book (s)

1	Charles W.I. Hill, International Business, 11th edition, McGraw-Hill Education, 2022.
2	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2022.

Reference Books(s) / Web links

1	K. Aswathappa, International Business, 7th Edition, Tata Mc Graw Hill, New Delhi, 2022.
2	Subba Rao P, International Business (Text and Cases), Himalaya Publishing House – Tenth Revised Edition - 2022
3	International Business Management (A Global Perspective) –Pradip Kumar Sinha and Sanchari Sinha- Excel Books- New Delhi,2022

Weblinks	
4	https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas
5	https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20business
6	https://som.yale.edu/news/2021/03/top-40-most-popular-case-studies-of-2020

CO-PO Mapping

PO								
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P63.1	2	-	2	2	2	-	3	1
BA23P63.2	2	2	-	3	-	2	3	2
BA23P63.3	1	2	2	3	2	2	3	2
BA23P63.4	2	2	2	3	2	-	3	2
BA23P63.5	2	-	2	3	2	2	3	1
Average	1.8	2	2	2.8	2	2	3	1.6

Prepared by Name and signature	Approved by Name and Signature
Dr.CB.Ragothaman, Professor Dr.G.Sankararaman, Professor	