



**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

**PEO 1:** To have a thorough understanding of the core aspects of the business.

**PEO2:** To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.

**PEO 3:** To prepare them to have a holistic approach towards management functions.

**PEO 4:** 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, analyze and communicate global, economic, legal and ethical aspects of business.

**PO5:** Ability to lead themselves and others in the achievement of organizational 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 :** Recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

**PEO / PO Mapping**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>PEO I</b>	3	3	2	2	2	1	1	-
<b>PEO II</b>	3	3	3	1	3	1	1	-
<b>PEO III</b>	-	-	-	-	-	3	3	3
<b>PEO IV</b>	-	1	1	3	2	1	1	2

**COURSE WISE PO MAPPING**

		Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	
<b>I YEAR</b>	<b>SEMESTER I</b>	Management Concepts and Organizational Behavior	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	
	<b>SEMESTER II</b>	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	
		Business Analytics/ Information Management	2.4	2.2	2	2.8	2	1.6	1.8	2.8	
			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)	1.2	1.2	2.8	2.4	1.6	1.4	2.6	1	

		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	Project Work	3	3	3	3	3	3	3	3

Stream/ Specialization: Non- Functional Electives										
BA23P61	E – Retailing	1.6	1.6	2.4	2.2	2	1.8	1.6	1.8	
BA23P62	Tourism and Hospitality Management	1.6	1.8	2	2.2	2	1.2	1.8	2	
BA23P63	International Business Management	1.8	2	2	2.8	2	2	3	1.6	
BA23P65	Total Quality Management	2	1.8	1.6	2.8	2.2	2.8	2.6	2.4	

**Stream/Specialization: Functional Electives**

BA23P01	Customer Relationship Management	2.2	2.4	2.6	2.8	2.8	2.8	3	3
BA23P02	Digital and Social Media Marketing	2.4	2.8	1.6	2.6	1.8	2.6	2.8	2.8
BA23P03	Services Marketing	2	2.2	2	2.2	1.8	2.6	2.2	2.2
BA23P04	Advertising, Sales and Distribution Management	2.4	2.6	2.8	3	3	2.8	3	3
BA23P05	Brand Management	1.6	1.8	2	2	2	1	1.8	2
BA23P11	Financial Markets and Institutions	2.2	2.2	2.6	2.4	2.2	2.8	2.6	2.8
BA23P12	Fintech And Blockchain Applications in Finance	1.8	1.8	2	2.4	2	3	2.4	2.2
BA23P13	Security Analysis & Portfolio Management	2.6	2.4	2.4	2.6	2.6	3	2.6	2.4
BA23P14	Managing Banks and Financial Institutions	1.8	1.8	2	2.4	2	3	2.4	2.2
BA23P15	Strategic Financial Management	2	1.4	2	2.4	2	2	1.8	1.8
BA23P16	Financial Risk Management	2.6	2.6	1.8	2.4	1.4	2.2	2	2
BA23P17	Behavioral Finance	2.2	1.2	2	2.4	2	3	2.3	2
BA23P21	Organizational Change and Development	3	2	1	3	1	2	3	2
BA23P22	Learning and Development	2.4	2.6	2.0	2.2	3	2.4	2.4	2.4
BA23P23	Industrial Relations and Labor Laws	2	1.8	1.75	1.5	1.75	1.6	2	1.6
BA23P24	Talent and Competency Management	1.8	1.6	1.75	1.4	1.8	1.5	1.5	1.5
BA23P25	Sustainable Human Resource Management	2	1.8	1.8	2	2	1.8	2	1.6
BA23P26	Emotional Intelligence for Managerial Effectiveness	1.6	2.4	2.2	2.4	3	2	2	2
BA23P27	Strategic Human Resource Management	1.6	2.4	2.2	2.4	3	2	2	2
BA23P31	HR Analytics	2.4	3	-	1.6	1.4	3	2.2	1.6
BA23P32	Marketing and Social Media Web Analytics	2.2	1.2	2	2.4	2	3	2	2
BA23P33	Operations and Supply Chain Analytics	2.2	2.4	2.6	2.8	2.8	2.8	3	3
BA23P34	Financial Analytics	2.2	1.2	2	2.4	2	3	2.2	2

BA23P35	Business Forecasting	2.4	3	-	1.6	1.4	3	2.2	1.6
BA23P41	Logistics & supply Chain Management	1.8	2	1.8	1.5	1.8	1.6	1.5	1.4
BA23P42	Service Operations Management	2.2	2.4	2.6	2.8	2.8	2.8	3	3
BA23P43	Project Management	2.8	2.8	2.5	3	3	3	3	2.8
BA23P44	Strategic Sourcing Management	2	-	-	-	2	2	2	2
BA23P45	Lean Six Sigma	2.2	1.2	2	2.4	2	3	2	2

**RAJALAKSHMI ENGINEERING COLLEGE**  
**(AUTONOMOUS)**  
**CHOICE BASED CREDIT SYSTEM**  
**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)**  
**CURRICULUM R-23**  
**I TO IV SEMESTERS**  
**Regulation 2023 | Total Credits: 94**

S.No	Cours Code	Course Title	Category	Periods /Week				
				L	T	P	Total	Credits
<b>SEMESTER – I</b>								
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
<b>TOTAL</b>				<b>21</b>	<b>2</b>	<b>8</b>	<b>31</b>	<b>27</b>

<b>SEMESTER – II</b>								
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/ BA23218	Information Management Business Analytics	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
<b>TOTAL</b>				<b>23</b>	<b>2</b>	<b>4</b>	<b>30</b>	<b>27</b>

<b>SEMESTER – III</b>								
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
<b>TOTAL</b>				<b>24</b>	<b>0</b>	<b>8</b>	<b>32</b>	<b>28</b>

SEMESTER – IV								
1	BA23421	Project work (EEC)	EEC	0	0	24	24	12
<b>TOTAL</b>				<b>0</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>12</b>

**TOTAL CREDITS: 94**

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

### FUNCTIONAL ELECTIVES

MARKETING							
Course Code	COURSE TITLE (Theory course)	Category	L	T	P	C	
BA23P01	Customer Relationship Management	FE	3	0	0	3	
BA23P02	Digital and Social Media Marketing	FE	3	0	0	3	
BA23P03	Services Marketing	FE	3	0	0	3	
BA23P04	Advertising, Sales and Distribution Management	FE	3	0	0	3	
BA23P05	Brand Management	FE	3	0	0	3	

FINANCE							
Course Code	COURSE TITLE (Theory course)	Category	L	T	P	C	
BA23P11	Financial Markets and Institutions	FE	3	0	0	3	
BA23P12	Fintech And Blockchain Applications in Finance	FE	3	0	0	3	
BA23P13	Security Analysis and Portfolio Management	FE	3	0	0	3	
BA23P14	Managing Banks and Financial Institutions	FE	3	0	0	3	
BA23P15	Strategic Financial Management	FE	3	0	0	3	
BA23P16	Financial Risk Management	FE	3	0	0	3	
BA23P17	Behavioral Finance	FE	3	0	0	3	

HUMAN RESOURCES							
Course Code	COURSE TITLE (Theory course)	Category	L	T	P	C	
BA23P21	Organizational Change and Development	FE	3	0	0	3	
BA23P22	Learning and Development	FE	3	0	0	3	
BA23P23	Industrial Relations and Labor Laws	FE	3	0	0	3	
BA23P24	Talent and Competency Management	FE	3	0	0	3	



BA23P25	Sustainable Human Resource Management	FE	3	0	0	3
BA23P26	Emotional Intelligence for Managerial Effectiveness	FE	3	0	0	3
BA23P27	Strategic Human Resource Management	FE	3	0	0	3

<b>BUSINESS ANALYTICS</b>						
<b>Course Code</b>	<b>COURSE TITLE (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P31	HR Analytics	FE	3	0	0	3
BA23P32	Marketing and Social Media Web Analytics	FE	3	0	0	3
BA23P33	Operations and Supply Chain Analytics	FE	3	0	0	3
BA23P34	Financial Analytics	FE	3	0	0	3
BA23P35	Business Forecasting	FE	3	0	0	3

<b>OPERATIONS</b>						
<b>Course Code</b>	<b>COURSE TITLE (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P41	Logistics & supply Chain Management	FE	3	0	0	3
BA23P42	Service Operations Management	FE	3	0	0	3
BA23P43	Project Management	FE	3	0	0	3
BA23P44	Strategic Sourcing Management	FE	3	0	0	3
BA23P45	Lean Six Sigma	FE	3	0	0	3

<b>DEPARTMENT OF MANAGEMENT STUDIES</b>							
	<b>COURSE CATEGORY</b>	<b>Credits Per Semester</b>				<b>Credits Total</b>	<b>Percentage %</b>
	<b>Semester</b>	<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>		
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%
	<b>TOTAL</b>	27	27	28	12	94	100%

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

Course 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.

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

Course Outcomes: After completing the course, the Learners will be able to:	
•	Gain practical experience in the field of Management and Organization Behaviour

<ul style="list-style-type: none"> <li>Acquire the conceptual knowledge of Management, various functions of Management and theories in Organizational Behaviour.</li> </ul>
<ul style="list-style-type: none"> <li>Apply managerial and behaviour knowledge in real world situations.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a greater understanding about Management and Behavioural aspects to analyse the concepts related to individual behaviour, attitude, perception and personality.</li> </ul>
<ul style="list-style-type: none"> <li>Understand and demonstrate their exposure to comparative management.</li> </ul>

#### 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):

- Koontz - Essentials of Management -McGraw Hill 11e, 2020
- Chandrani Singh and Aditi Khatri -Principles and Practices of Management and Organisational Behaviour - Sage Publication, 2016
- 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	<a href="https://www.civilserviceindia.com/subject/Management/notes/evolution-of-management-thoughts.html">https://www.civilserviceindia.com/subject/Management/notes/evolution-of-management-thoughts.html</a>
Leadership theories and case studies	<a href="https://www.cambridgescholars.com/resources/pdfs/978-1-5275-0937-5-sample.pdf">https://www.cambridgescholars.com/resources/pdfs/978-1-5275-0937-5-sample.pdf</a>
Personality- theories and types	<a href="https://www.verywellmind.com/what-is-personality-2795416">https://www.verywellmind.com/what-is-personality-2795416</a>
Team Building and Group Dynamics	<a href="https://www.outbackteambuilding.com/blog/team-building-training-case-studies/">https://www.outbackteambuilding.com/blog/team-building-training-case-studies/</a>
Creativity & Innovation	<a href="https://online.stanford.edu/creativity-and-innovation-management">https://online.stanford.edu/creativity-and-innovation-management</a>

**CO-PO Mapping**

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

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

Course 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.

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

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.
•	Learn competitive strategies and optimizing techniques in different markets.
•	Differentiate the costing, pricing and its relation with demand and supply.
•	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 ,MarkBettner and Joseph Carcello, Financial and Managerial Accounting – The basis for business Decisions, 19<sup>th</sup> edition, Tata McGraw Hill Publishers, 2020.
- Managerial Economics: Principles And Worldwide Applications, 9E, 2021
- Dornbushch, 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	● <a href="https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_1_5497.pdf">https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_1_5497.pdf</a>
Principles of Managerial Economics Text Book -2	● <a href="https://www.free-ebooks.net/business-textbooks/Managerial-Economics">https://www.free-ebooks.net/business-textbooks/Managerial-Economics</a>
Economic Survey and Indian Fiscal Policy details	● <a href="https://www.indiabudget.gov.in/economicsurvey/">https://www.indiabudget.gov.in/economicsurvey/</a>
Economics Case Studies-1	● <a href="https://symbiosiscollege.edu.in/assets/pdf/e-learning/syba/Economics/Article-for-SYBA-Special-Economics1.pdf">https://symbiosiscollege.edu.in/assets/pdf/e-learning/syba/Economics/Article-for-SYBA-Special-Economics1.pdf</a>
Economics Case Studies-2	● <a href="http://www.mcrhrdi.gov.in/crashcourse/presentations/E-%20Law%20of%20Demand%20,%20Law%20of%20Supply%20and%20Markets.pdf">http://www.mcrhrdi.gov.in/crashcourse/presentations/E-%20Law%20of%20Demand%20,%20Law%20of%20Supply%20and%20Markets.pdf</a>
Pricing Decisions	● <a href="https://www.wsj.com/articles/SB117496231213149938">https://www.wsj.com/articles/SB117496231213149938</a>
Key Economic Indicators	● <a href="https://eaindustry.nic.in/Key_Economic_Indicators/Key_Macro_Economic_Indicators.pdf">https://eaindustry.nic.in/Key_Economic_Indicators/Key_Macro_Economic_Indicators.pdf</a>

**CO-PO Mapping**

<b>PO/CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
BA23112.1	1	1	1	1	2	1	2	2
BA23112.2	2	3	2	3	3	2	3	2
BA23112.3	2	3	3	2	3	2	3	3
BA23112.4	3	3	3	2	3	3	3	3
BA23112.5	3	3	3	3	2	3	2	3
<b>Average</b>	<b>2.2</b>	<b>2.6</b>	<b>2.4</b>	<b>2.2</b>	<b>2.6</b>	<b>2.2</b>	<b>2.6</b>	<b>2.6</b>



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)

Course 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
<b>Research:</b> Definition, need, process and types of research. <b>Research design:</b> Types, Principles- their application in Management. Variables-types of variables.		
UNIT II	SAMPLING AND DATA COLLECTION	12
<b>Sampling:</b> characteristics - meaning, concept. Types of sampling- Probability sampling and non-probability sampling determination of sample size. - Concept of Hypotheses.		
<b>Data collection:</b> 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
<b>Statistical methods</b> Concept of Validity and Reliability in Research, Qualitative and Quantitative data. <b>Statistical analysis:</b> Descriptive statistics- Measures of Central Tendency.(Elementary problems)		
UNIT IV	STATISTICAL ANALYSIS TOOLS AND INTERPRETATION	15
<b>Statistical Analysis Tools:</b> Hypothesis Testing – Parametric Test-t test, z test, Non-Parametric Test -Chi square test, ANOVA, Correlation Analysis and Regression Analysis. <b>Interpretation of data:</b> significance and Precautions in data interpretation.(Elementary problems)		
UNIT V	RESEARCH REPORTING AND CONTEMPORARY PRACTICES	10
<b>Research Report Writing:</b> Importance, Essentials, Structure/ layout, Types, <b>References and Citation Methods:</b> APA (American Psychological Association), CMS (Chicago Manual Style), MLA (Modern Language Association), Footnotes and Bibliography <b>Contemporary Practices:</b> Ethical Norms in Research, Plagiarism, and Role of IT in Research.		
		<b>Total Contact Hours</b> : 45+ 15

<b>Course Outcomes:</b> 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

<b>References:</b>	
<b>1.</b>	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, Tata Mc Graw Hill, New Delhi, 2018
<b>2.</b>	Research Methodology by C.R. Kothari (Author), Gaurav Garg (Author), New Age International Publishers, 4 <sup>th</sup> Edition, 1 September 2019
<b>3.</b>	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
<b>Web Links</b>	
Types of Research ,Research methods	<a href="https://www.javatpoint.com/research-tools">https://www.javatpoint.com/research-tools</a>
Statistics Analysis	<a href="https://www.khanacademy.org/math/statistics-probability">https://www.khanacademy.org/math/statistics-probability</a>
Hypothesis Testing	<a href="https://www.statssolver.com/">https://www.statssolver.com/</a>
Writing Guides	<a href="https://www.aresearchguide.com/">https://www.aresearchguide.com/</a>

### **CO/PO MAPPING**

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

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

**Course 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.

<b>UNIT-I</b>	<b>INTRODUCTION TO MARKETING</b>	<b>12</b>
	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.	
<b>UNIT-II</b>	<b>CONSUMER MARKETS AND BUSINESS MARKETS</b>	<b>12</b>
	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	
<b>UNIT-III</b>	<b>MARKETING MIX: PRODUCT &amp; PRICING</b>	<b>12</b>
	Marketing Mix: 4Ps & 7Ps of Marketing - Product – Product Levels, Customer Value Hierarchy-Product & Service Differentiation, Product Mix, Product Line, Product Life Cycle, Basics of New Product and Service, Consumer Adoption, Brand Management, Packaging & Labeling Decisions, Pricing decision – factors affecting price determination – Pricing policies and strategies.	
<b>UNIT-IV</b>	<b>MARKETING MIX: DISTRIBUTION &amp; PROMOTION DECISIONS</b>	<b>12</b>
	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.	
<b>UNIT-V</b>	<b>MARKETING CONTROL – MODERN TRENDS IN MARKETING</b>	<b>12</b>
	Marketing Control – Marketing Metrics, Marketing Audit, Marketing Challenges in Globalized Era, Emerging Trends: Digital Marketing, Network Marketing –Content marketing, Green Marketing, Disruptive Marketing, Influencer Marketing, Social Commerce.	
<b>Total Contact Hours:</b>		<b>60</b>

**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	<a href="https://www.mbatuts.com/consumer-behavior-buying-decision/">https://www.mbatuts.com/consumer-behavior-buying-decision/</a>
2	New product Development	<a href="https://maze.co/collections/product-development/new/">https://maze.co/collections/product-development/new/</a>
3	M commerce	<a href="https://www.techtarget.com/searchmobilecomputing/definition/m-commerce">https://www.techtarget.com/searchmobilecomputing/definition/m-commerce</a>

4	Marketing plan	<a href="https://corporatefinanceinstitute.com/resources/management/marketing-plan/">https://corporatefinanceinstitute.com/resources/management/marketing-plan/</a> , <a href="https://visme.co/blog/marketing-plan/">https://visme.co/blog/marketing-plan/</a>
5	Marketing Control	<a href="https://theinvestorsbook.com/marketing-control.html">https://theinvestorsbook.com/marketing-control.html</a>
6	Nano marketing for small business	<a href="https://quickbooks.intuit.com/in/resources/marketing/nano-marketing-small-businesses/">https://quickbooks.intuit.com/in/resources/marketing/nano-marketing-small-businesses/</a>

### CO-PO Mapping

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

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

Course 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.

<b>UNIT-I</b>	<b>INTRODUCTION TO ACCOUNTING</b>	<b>12</b>
	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	
<b>UNIT-II</b>	<b>ACCOUNTING PROCESS</b>	<b>12</b>
	Accounting cycle- Journal, Ledger and Trial Balance ( Formats Only) - Trading accounts-profit and loss account- balance sheet – with adjustments. ( Elementary Problems)	
<b>UNIT-III</b>	<b>FINANCIAL STATEMENT ANALYSIS AND INTERPRETATION</b>	<b>12</b>
	Common Size Statement; Comparative Balance Sheet, Trend Analysis and Ratio Analysis – Case study on Financial Performance Analysis ( Mini Project)	
<b>UNIT-IV</b>	<b>FUNDS FLOW AND CASH FLOW ANALYSIS</b>	<b>12</b>
	Fund Flow Analysis: Meaning – uses . Cash Flow Analysis (as per Accounting Standard(AS) 3: Meaning – uses – Preparation of Cash Flow Statement. (Elementary Problems).Difference between funds flow statement and cash flow statement.	
<b>UNIT-V</b>	<b>COST ACCOUNTING</b>	<b>12</b>
	Cost- Meaning- Cost types- 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).	
<b>Total Contact Hours:</b>		<b>45+15</b>

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 <sup>th</sup> Edition, Tata McGraw Hill, 2021.
2	R.Narayanaswamy, Financial Accounting – A managerial perspective, 7 <sup>th</sup> 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 <sup>th</sup> edition, Tata McGraw Hill Publishers, 2020.
2	Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, 17 <sup>th</sup> 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,3 rd edition PHI Learning, 2018
5	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012

#### Web links

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



**CO-PO Mapping**

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

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

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

<b>UNIT-I</b>	<b>THE INDIAN CONTRACT ACT 1872</b>	
	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. Case Study.	9
<b>UNIT-II</b>	<b>SALE OF GOODS ACT 1930</b>	9
	Nature of Sales contract – Classification of Goods - Sale Vs Agreement to Sell - Conditions and Warranties - Performance of sales contracts - rights of an unpaid seller. Case Study.	
<b>UNIT-III</b>	<b>CONSUMER PROTECTION ACT, CYBER LAWS And GST:</b>	9
	Consumer Protection Act 2018– Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction to GST. Case Study.	
<b>UNIT-IV</b>	<b>COMPANY LAW I (COMPANIES ACT 2013)</b>	9
	Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus. Case Study.	
<b>UNIT-V</b>	<b>COMPANY LAW II (COMPANIES ACT 2013):</b>	9
	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. Case Study.	
<b>Total Contact Hours</b>		<b>: 45</b>

<b>Course Outcomes:</b> 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

<b>Text Book (s):</b>	
•	N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 38 <sup>th</sup> 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 <sup>th</sup> Edition, 2022,TaxMann
•	Taxmann, Taxmann's GST Acts with Rules & Forms, 5 <sup>th</sup> Edition, 2022, Taxmann

<b>Reference Books(s) / Web links:</b>	
•	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.

<b>Weblinks</b>	
Balfour-Vs-Balfour case-analysis	<a href="https://www.legalserviceindia.com/legal/article-4531-balfour-vs-balfour-case-analysis-1919-2kb-571.html">https://www.legalserviceindia.com/legal/article-4531-balfour-vs-balfour-case-analysis-1919-2kb-571.html</a>
Durga Prasad Vs Baldeo	<a href="https://www.casemine.com/judgement/in/5ac5e3264a93261a1a739608">https://www.casemine.com/judgement/in/5ac5e3264a93261a1a739608</a>
State Of Gujarat vs Ramanlal Sankalchand & Co	<a href="https://indiankanoon.org/doc/1250550/">https://indiankanoon.org/doc/1250550/</a>
State-of-Bihar Versus-Bengal Chemical &-Pharmaceutical Works Ltd	<a href="https://lawyerservices.in/State-of-Bihar-Versus-Bengal-Chemical-and-Pharmaceutical-Works-Ltd-1953-05-08">https://lawyerservices.in/State-of-Bihar-Versus-Bengal-Chemical-and-Pharmaceutical-Works-Ltd-1953-05-08</a>
National Insurance Co.Ltd vs Hindustan Safety Glass Works Ltd	<a href="https://indiankanoon.org/doc/89780746/">https://indiankanoon.org/doc/89780746/</a>
Case Study on Cyber security	<a href="https://www.indiancybersecurity.com/case_study_nasscom_ajay_sood.php#:~:text=Nasscom%20vs.-">https://www.indiancybersecurity.com/case_study_nasscom_ajay_sood.php#:~:text=Nasscom%20vs.-</a>
Salomon-Vs-Salomon Case	<a href="https://www.lawteacher.net/cases/salomon-v-salomon.php">https://www.lawteacher.net/cases/salomon-v-salomon.php</a>
Ashbury-railway-carrage-and-iron-co-vs-Riche Case	<a href="https://www.lawteacher.net/cases/ashbury-railway-carrage-and-iron-co-v-riche.php">https://www.lawteacher.net/cases/ashbury-railway-carrage-and-iron-co-v-riche.php</a>
NCLT case- Pankaj Kumar Mishra vs Roc Mumbai & Anr	<a href="https://indiankanoon.org/doc/198564130/">https://indiankanoon.org/doc/198564130/</a>
Case Study on Peveril-Goldmines-Ltd	<a href="https://indianlawportal.co.in/peveril-goldmines-ltd-re/">https://indianlawportal.co.in/peveril-goldmines-ltd-re/</a>

#### CO-PO Mapping

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

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.

<b>UNIT-I</b>	<b>FUNDAMENTALS OF COMMUNICATION</b>	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	
<b>UNIT-II</b>	<b>BUSINESS PRESENTATION</b>	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.	
<b>UNIT-III</b>	<b>NEGOTIATION AND PUBLIC SPEAKING</b>	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.	
<b>UNIT-IV</b>	<b>INTERPERSONAL AND CRISIS COMMUNICATION</b>	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	
<b>UNIT-V</b>	<b>VIRTUAL &amp; EMPLOYMENT COMMUNICATION</b>	12
	Online presence: Building online presence-Personal branding: Networking sites – Virtual resume. Employment communication: Interview preparation and presentation- physical & online.	
<b>Total Contact Hours</b>		<b>: 60</b>

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 <sup>nd</sup> Edition, Pearson Education India.
2	Courtland L. Bovee, John V. Thill and AbhaChatterjee, 2018 Business Communication Today, 13 <sup>th</sup> Edition, Pearson Publication.

**Reference Books(s) :**

1	Nira Konar, 2022 Communication Skills for Professionals, 3 <sup>rd</sup> 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 <sup>st</sup> Edition, Kindle.
4	Shalini Verma, 2018 Business Communication Essential Strategies for Twenty-First Century Managers, 2 <sup>nd</sup> Edition, Vikas Publishing House.
5	Ober Newman, 2018 Communicating in Business, 8 th Edition, Cengage.

**Weblinks**

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

**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
<b>Average</b>	<b>2</b>	<b>1.8</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>2</b>

Course Code	Course Name ( Lab Course)	Category	L	T	P	C
BA23122	Rural Community Engagement	EEC	0	0	4	2
<b>Objectives:</b>						
•	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
	<b>Total Hours</b>	<b>60</b>

<b>Course Outcomes:</b> 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

<b>Reference Books(s) / Web links:</b>	
•	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/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
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
<b>Average</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.2</b>	<b>2.8</b>	<b>2.6</b>	<b>2.4</b>

# II SEMESTER



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

Course 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.

<b>UNIT-I</b>	<b>FOUNDATIONS OF STRATEGIC MANAGEMENT</b>	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.	
<b>UNIT-II</b>	<b>ENVIRONMENTAL SCANNING , PORTFOLIO ANALYSIS</b>	12
	<b>Environmental appraisal</b> - Internal and External environment - Environmental sectors - Environmental scanning - Appraising the environment – ETOP, Porter’s Five Forces Model  <b>Organizational appraisal</b> – Dynamics of Internal environment - Organisation Capability Factors - Methods : Internal Analysis, Comparative Analysis, Comprehensive Analysis - SWOT analysis.  Competitive Advantage.	
<b>UNIT-III</b>	<b>STRATEGY FORMULATION AND ANALYSIS</b>	12
	Corporate Level Strategies : Stability, Expansion, Retrenchment and Combination strategies - Concentration, Integration, Diversification, Internationalisation  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)  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.	

<b>UNIT-IV</b>	<b>STRATEGIC IMPLEMENTATION</b>	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.	
<b>UNIT-V</b>	<b>STRATEGY EVALUATION AND OTHER STRATEGIC ISSUES</b>	12
	Strategic Evaluation and Control : Nature - Importance - Participants - Barriers , 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)	
<b>Total Contact Hours: 60</b>		

<b>Course Outcomes:</b> 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

<b>Text Book(s):</b>
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

<b>Reference Books(s):</b>
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

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

### CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
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
<b>Average</b>	<b>2.4</b>	<b>1.8</b>	<b>2</b>	<b>2.2</b>	<b>1.8</b>	<b>2</b>	<b>2.6</b>	<b>2</b>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23212	Entrepreneurship Development	CC	3	0	0	3

Course Objectives:	
•	To promote the spirit and develop the entrepreneurial skills amongst students.
•	To equip and develop the learners entrepreneurial skills and qualities essential to undertake business
•	To impart the learners entrepreneurial competencies needed for managing business efficiently and effectively

<b>UNIT-I</b>	<b>INTRODUCTION</b>	9
	Entrepreneur - Definition, Evolution, Types, Traits, Myths, Significance, Functions, Roadmap and Challenges, Role of entrepreneurship in building employability skills for intrapreneurs and Case Study.	
<b>UNIT-II</b>	<b>BUSINESS ENVIRONMENT</b>	9
	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.	
<b>UNIT-III</b>	<b>CREATIVITY AND ENTREPRENEURSHIP</b>	9
	Creativity and Innovation: Exercises, Ideation, Customer requirements, Intellectual Property Rights, Test marketing, Product launch, Scale-Up, commercialization and Funding.	
<b>UNIT-IV</b>	<b>BUSINESS PLANNING PROCESS</b>	9
	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.	
<b>UNIT-V</b>	<b>SOCIAL ENTREPRENEURSHIP</b>	9
	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.	
		<b>Total Contact Hours : 45</b>

<b>Course Outcomes:</b> 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.

<b>SUGGESTED ACTIVITIES</b>	
Case study (for all units)	

<b>SUGGESTED EVALUATION METHODS</b>	
Assignments	
Quizzes	

	<b>Text Book(s) :</b>
1	Hisrich, Entrepreneurship (11 <sup>th</sup> 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.

<b>Reference Books(s) :</b>	
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

<b>Weblinks</b>	
<b>Overview of Start-Ups</b>	<a href="http://www.editn.in">www.editn.in</a>
<b>Schemes of State Government to support start-ups</b>	<a href="http://MSME (tn.gov.in)">MSME (tn.gov.in)</a>
<b>Schemes of Central Government to support start-ups</b>	Ministry of Micro, Small & Medium Enterprises ( <a href="http://msme.gov.in">msme.gov.in</a> )

**CO-PO Mapping**

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

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

(50 % PROBLEMS 50% THEORY)

Course 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.

<b>UNIT-I</b>	<b>FOUNDATIONS OF FINANCE</b>	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( Problems)-Introduction to risk and return of a single asset and of a portfolio (Elementary Problems).	
<b>UNIT-II</b>	<b>LONG TERM SOURCES OF FINANCE</b>	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	
<b>UNIT-III</b>	<b>INVESTMENT DECISIONS</b>	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)	
<b>UNIT-IV</b>	<b>CAPITAL STRUCTURE AND DIVIDEND DECISION</b>	12
	Leverages - Operating and Financial leverage – Combined leverage, EBIT – EPS Analysis- Capital structure-designing capital structure(only theory)-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)	
<b>UNIT-V</b>	<b>WORKING CAPITAL MANAGEMENT</b>	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.	
		<b>Total Contact Hours</b>
		<b>45+ 15</b>

<b>Course Outcomes:</b> 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.

<b>SUGGESTED ACTIVITIES</b>	
•	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

<b>SUGGESTED EVALUATION METHODS</b>	
•	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

<b>Text Book (s):</b>	
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 <sup>th</sup> Edition,2021.

<b>Reference Books(s) :</b>	
1	Stephen A Ross, Corporate Finance 12 <sup>th</sup> Edition, McGraw Hill, 2021
2	Dr. R.P.Rustagi–Fundamentals of Financial Management–Taxmann ,17 <sup>th</sup> Edition,2022.
3	Kaplan,FinancialManagementTheoryandPractice,14th edition, Kaplan Publishing,2023
4	Prasanna Chandra, Financial Management Theory and Practice,11th edition, Tata McGraw Hill, 2022.



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

### CO-PO Mapping

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

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.

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

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<sup>th</sup> 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 Biju Varkkey, Human Resource Management, 17<sup>th</sup> 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:

- <https://www.zoho.com/people/>
- 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	<a href="https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf">https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf</a>
Human Resource Management – eBook	<a href="https://open.lib.umn.edu/humanresourcemanagement/">https://open.lib.umn.edu/humanresourcemanagement/</a>
Creating an Empowered Workforce – RIL	<a href="https://www.ril.com/ar2020-21/human-capital.html">https://www.ril.com/ar2020-21/human-capital.html</a>
Roles @ SBI	<a href="https://sbi.co.in/web/careers/roles-sbi">https://sbi.co.in/web/careers/roles-sbi</a>

UPSC Recruitment	<a href="https://www.upsc.gov.in/recruitment-1">https://www.upsc.gov.in/recruitment-1</a>
Hyundai training	<a href="https://hyundaiindia.net/about-us/training">https://hyundaiindia.net/about-us/training</a>
ICSI Executive Development Program	<a href="https://www.icsi.edu/student-n/training/executive-development-program-edp/">https://www.icsi.edu/student-n/training/executive-development-program-edp/</a>
Report of the committee of Allowances	<a href="https://doe.gov.in/sites/default/files/Committee%20on%20Allowances%20Report27042017.pdf">https://doe.gov.in/sites/default/files/Committee%20on%20Allowances%20Report27042017.pdf</a>
Reliance Jio's open-office model bags Herman Miller-REACH award	<a href="https://telecom.economictimes.indiatimes.com/news/reliance-jios-open-office-model-bags-herman-miller-reach-award-pictures/52427743">https://telecom.economictimes.indiatimes.com/news/reliance-jios-open-office-model-bags-herman-miller-reach-award-pictures/52427743</a>
10 IT giants who changed their appraisal system	<a href="https://economictimes.indiatimes.com/corporate-industry/10-it-giants-who-changed-their-appraisal-system/infosys/slideshow/51922885.cms">https://economictimes.indiatimes.com/corporate-industry/10-it-giants-who-changed-their-appraisal-system/infosys/slideshow/51922885.cms</a>
13 Reasons Google Deserves Its 'Best Company Culture' Award -	<a href="https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=2365a2603482">https://www.forbes.com/sites/forbestechcouncil/2018/02/08/13-reasons-google-deserves-its-best-company-culture-award/?sh=2365a2603482</a>

### CO-PO Mapping

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

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

Course 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.

<b>UNIT-I</b>	<b>INTRODUCTION</b>	9
	Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.	
<b>UNIT-II</b>	<b>DATABASE AND INFORMATION MANAGEMENT</b>	9
	DBMS – types and evolution, DBMS and Decision Making, Hybrid DBMS, Data warehousing, Data Mart, Data mining, Data Science.	
<b>UNIT-III</b>	<b>KNOWLEDGE MANAGEMENT AND DECISION MAKING</b>	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	
<b>UNIT-IV</b>	<b>INTEGRATED SYSTEMS, SECURITY AND CONTROL</b>	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.	
<b>UNIT-V</b>	<b>NEW IT TRENDS AND INFORMATION SYSTEM SECURITY</b>	9
	Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Types Machine Learning-Expert Systems-Neural Networks	
<b>Total Contact Hours: 45</b>		

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):

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

### Reference Books(s) / Web links:

- Waman S Jawadekar and Sanjiva Shankar Dubey - Management Information Systems: Text and Cases, Tata McGraw Hill, 6<sup>th</sup> 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	<a href="http://dssresources.com/">http://dssresources.com/</a>
World Information Technology and Services Alliance (WITSA)	<a href="https://witsa.org/">https://witsa.org/</a>
MIS research	<a href="http://www.brint.com/ISResearch.htm">http://www.brint.com/ISResearch.htm</a>

### CO-PO Mapping

PO/C O	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
<b>Average</b>	<b>1.8</b>	<b>1.6</b>	<b>2</b>	<b>2</b>	<b>1.6</b>	<b>1.4</b>	<b>2.2</b>	<b>1</b>

Subject Code	Course Name (Theory course)	Category	L	T	P	C
BA23216	Operations Management	CC	3	1	0	4
70 % Theory and 30% Problems						
<b>Course Objectives:</b>						
•	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.					

<b>UNIT I</b>	<b>INTRODUCTION TO OPERATIONS MANAGEMENT</b>	12	
	Operations Management - Definition, significance, historical development, Production - a system perspective- Types of Production System, , functions, challenges, recent trends; Operations Strategy - Strategic fit , framework; Supply Chain Management . Case Studies.		
<b>UNIT II</b>	<b>DEMAND FORECASTING AND OPERATIONS PLANNING</b>	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 – Meaning , importance ,benefits. Facility Layout - Principles, Types, Planning tools and techniques . Case Studies.		
<b>UNIT III</b>	<b>DESIGNING OPERATIONS</b>	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.		
<b>UNIT IV</b>	<b>MATERIALS MANAGEMENT</b>	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.		
<b>UNIT V</b>	<b>PROJECT MANAGEMENT AND SEQUENCING</b>	12	
	Project Management - Scheduling Techniques, PERT, CPM. Multiple Project Management. Sequencing - Johnson’s Algorithm - Gantt chart. Report on project management (Exercise)		
		<b>Total Contact Hours</b>	<b>: 60</b>

<b>Course Outcomes:</b> 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

**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 <sup>th</sup> Edition, 2010.

**Reference Books(s) / Web links:**

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

**Web links**

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



**CO-PO Mapping**

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

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23218	Business Analytics	CC	3	0	0	3

Course Objectives:	
•	To make the students to understand how the managers apply business analytics for decision making
•	To apply the appropriate analytics and generate solutions
•	To apply model and analyse the business situation using analytics

<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS ANALYTICS</b>	9
	Introduction- Meaning of Business Analytics – Scope of Business Analytics- Types of Analytics - Modelling and Models – Decision Making – Tools – Framework – Applications of Business Analytics in functional areas – Case Studies	
<b>UNIT-II</b>	<b>DESCRIPTIVE ANALYTICS</b>	9
	Introduction – Data, Information and Knowledge – Business Intelligence – Data Warehouse – Dashboard – Reporting – Data Visualization – Descriptive Statistics- Practical applications.	
<b>UNIT-III</b>	<b>PREDICTIVE ANALYTICS</b>	9
	Introduction – Regression – Time Series Analysis and Forecasting – Data Mining – Data MiningTasks (Descriptive, Predictive) – Learning methods (Unsupervised and Supervised) – Simulation	
<b>UNIT-IV</b>	<b>PRESCRIPTIVE ANALYTICS</b>	9
	Introduction – Optimization – Classification of optimization problems – Operations Research Techniques for Analytics- Mathematical Model – Linear programming – Transportation Problems	
<b>UNIT-V</b>	<b>MANAGEING RESOURCES FOR BUSINESS ANALYTICS</b>	9
	Managing Business Analytics Personnel, Data and Technology. Organisational Structures aligning Business Analytics. Managing Information policy, data quality and change in Business Analytics	
<b>Total Contact Hours: 45</b>		

Course Outcomes: Learners will 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 how to manage the resources for business analytics

**SUGGESTED ACTIVITIES**

- UNIT-1 : Applications of Business Analytics in functional areas – Case Study
- UNIT-2 : Descriptive Statistics- Practical applications.
- UNIT-3 : Data MiningTasks
- UNIT-4 : Prescriptive Analytics case study
- UNIT- 5 : Managing Technology – Case Analysis

**SUGGESTED EVALUATION METHODS**

- Assignments
- Case study
- Class Presentation
- Discussion

**Text Book(s):**

1. S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning Publication, 7th Edition, 2020
2. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 3<sup>rd</sup> Edition, 2021
3. Jeffrey D. Camm, James J. Cochran, Michael J. Fry and Jeffrey W. Ohlmann, Business Analytics, 4<sup>th</sup> Edition, Cengage Learning Publication, 2021

**Reference Books**

- Regi Mathew, Business Analytics for Decision Making, Pearson, 2024
- U. Dinesh Kumar, Business Analytics, The science of Data- Driven Decision Making, 2<sup>nd</sup> Edition, Wiley, 2021
- Ramesh Sharda, Dursun Delen and Efraim Turban, Business Intelligence, Analytics and Data Science, Pearson Publications, 4<sup>th</sup> Edition, 2021

**Weblinks**

Enhanced BI and Analytical capabilities, unlocking business value for a large Healthcare company – Case Study Published by Infosys	<a href="https://www.infosys.com/services/data-analytics/case-studies/unlocking-business-value.html">https://www.infosys.com/services/data-analytics/case-studies/unlocking-business-value.html</a>
HBR’s Case Study on Time Dependency, Data Flow and Competitive Advantage	<a href="https://hbswk.hbs.edu/item/time-dependency-data-flow-and-competitive-advantage">https://hbswk.hbs.edu/item/time-dependency-data-flow-and-competitive-advantage</a>
Voice Analytics – White Paper published at Wharton School of Business	<a href="https://ai.wharton.upenn.edu/white-paper/voice-analytics-and-artificial-intelligence-future-directions-for-a-post-covid-world/">https://ai.wharton.upenn.edu/white-paper/voice-analytics-and-artificial-intelligence-future-directions-for-a-post-covid-world/</a>

**CO-PO Mapping**

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
BA23218.1	3	1	2	3	2	0	2	2
BA23218.2	3	3	3	3	2	1	2	3
BA23218.3	2	3	2	3	2	2	1	3
BA23218.4	3	2	2	3	1	2	2	3
BA23218.5	1	2	1	2	3	3	2	3
Average	<b>2.4</b>	<b>2.2</b>	<b>2</b>	<b>2.8</b>	<b>2</b>	<b>1.6</b>	<b>1.8</b>	<b>2.8</b>

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

Course 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
<b>MS-Word</b>	
1	Resume creation using Tables, Bullets & Formatting tools
2	Mail Merger
<b>MS-Power Point</b>	
3	Slide Creation
<b>MS-Excel</b>	
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
<b>SPSS</b>	
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

<b>Course Outcomes:</b> 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

<b>SUGGESTED EVALUATION METHODS</b>	
	Assignments
	Mini Project
	Class Presentation

<b>Text &amp; Reference Books(s) / Web links:</b>	
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	<a href="https://ptgmedia.pearsoncmg.com/images/9781509305872/samplepages/9781509305872_Sample.pdf">https://ptgmedia.pearsoncmg.com/images/9781509305872/samplepages/9781509305872_Sample.pdf</a>

**CO-PO Mapping**

<b>PO / CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23221.1</b>	3	3	3	2	1	3	2	1
<b>BA23221.2</b>	3	3	3	2	-	-	2	2
<b>BA23221.3</b>	3	3	3	3	1	3	2	1
<b>BA23221.4</b>	3	3	3	3	1	1	1	1
<b>BA23221.5</b>	3	3	3	2	-	1	2	1
<b>Average</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2.4</b>	<b>1</b>	<b>2</b>	<b>1.8</b>	<b>1.2</b>

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

Course 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

**CO-PO MAPPING**

<b>PO / CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23222.1</b>	2	1	3	2	1	1	3	1
<b>BA23222.2</b>	1	2	3	3	1	1	2	1
<b>BA23222.3</b>	1	1	3	3	1	2	3	1
<b>BA23222.4</b>	1	1	3	2	3	2	2	1
<b>BA23222.5</b>	1	1	2	2	2	1	3	1
<b>Average</b>	<b>1.2</b>	<b>1.2</b>	<b>2.8</b>	<b>2.4</b>	<b>1.6</b>	<b>1.4</b>	<b>2.6</b>	<b>1</b>



# NON – FUNCTIONAL ELECTIVES

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

Course 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	PRICING CONCEPTS IN 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
<b>Total Contact Hours</b>		<b>: 45</b>

Course Outcomes: After completing the course, the Learners will be able to	
•	Analyze the transition from traditional marketing to e-marketing, and identify the advantages and shortcomings of e-retailing.
•	Evaluate various e-retailing practices, online merchandising techniques, and current trends in online retailing to determine their effectiveness and impact on consumer behavior.

•	Develop efficient e-commerce models (B2B, B2C, C2C, B2G, P2P, M-Commerce) and propose solutions for e-payment security challenges and business risks.
•	Apply different online pricing methods and strategies, including price discrimination and dynamic pricing, to real-world e-retailing scenarios.
•	Develop comprehensive E-CRM strategies to enhance customer loyalty, incorporate third-party assurance, and successfully implement ERP systems in e-retailing.

#### SUGGESTED ACTIVITIES

Case study (for all units)

Flipped classroom

#### SUGGESTED EVALUATION METHODS

Assignments

Quizzes

#### 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 <sup>th</sup> edition, Pearson, 2017
3	John Fernie, Suzanne fernie, Christopher moore , Principles of retailing-, Routledge; 2nd edition Paperback, 2015
<b>Reference Books(s) / Web links:</b>	
1	Swapana Pradhan- Retailing Management, Tata McGraw Hill Ltd, 2020
2	Dravid Gilbert- Retail Marketing, Financial Times, 2 <sup>nd</sup> Edition, 2021
3	Barry Berman, Joel R Evans- Retail Management; A Strategic Approach, 11 <sup>th</sup> Edition, 2022

<b>Concepts of e-retailing</b>	<a href="https://www.optimizely.com/insights/blog/what-is-e-retail/">https://www.optimizely.com/insights/blog/what-is-e-retail/</a>
<b>e-retailing principles</b>	<a href="https://corporatefinanceinstitute.com/resources/management/electronic-retailing-e-tailing/">https://corporatefinanceinstitute.com/resources/management/electronic-retailing-e-tailing/</a>

**CO-PO Mapping**

<b>PO</b>								
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P61.1</b>	1	1	2	1	1	1	2	1
<b>BA23P61.2</b>	1	2	2	2	3	2	1	2
<b>BA23P61.3</b>	2	2	3	3	3	2	2	2
<b>BA23P61.4</b>	2	2	2	3	0	2	2	2
<b>BA23P61.5</b>	2	1	3	2	3	2	1	2
<b>Average</b>	<b>1.6</b>	<b>1.6</b>	<b>2.4</b>	<b>2.2</b>	<b>2.5</b>	<b>1.8</b>	<b>1.6</b>	<b>1.8</b>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P62	Tourism And Hospitality Management	NFE	3	0	0	3

Objectives:	
•	To comprehend the conceptual dimensions of tourism industry
•	To impart knowledge on travel industry and its types
•	To Study the flow of activities and functions in lodging services

<b>UNIT-I</b>	<b>INTRODUCTION TO TOURISM PRINCIPLES AND PRACTICES</b>	9
	Concept of Tourism: Nature- Scope- Characteristics – Components, Significance of Tourism , Models-, Forms of Tourism- Inbound, Outbound, National, International- Tourism Organizations: UNWTO, ITDC, TTDC.	
<b>UNIT-II</b>	<b>TOURISM PRODUCTS IN INDIA</b>	9
	Tourism products: Definition, Concept, Characteristics and Classifications , Natural resources and tourist destinations in India, Major tourism circuits: Interstate and Intra state Circuits, Man- made Destinations in India- Contemporary destinations India- UNESCO heritage sites in India, Medical Tourism.	
<b>UNIT-III</b>	<b>TRAVEL MANAGEMENT</b>	9
	Travel industry – modes of travel – Air, Rail, Road, Sea , Classification of Travels – Inbound & Outbound , Meaning of Travel Agency – Types of travel agents : Full service agency, Commercial agency, Implant agency, Group/Incentive agency – Types of Tour operators: Inbound, Outbound, Domestic, Ground and Specialized- IATA, IRCTC ,Strategic trends in travel industry.	
<b>UNIT-IV</b>	<b>TOUR OPERATIONS</b>	9
	Tour operation business - Definition , Types of tours: Inbound, outbound, escorted and guided - Tour packages- Itinerary preparation- Tour formulation and designing process- Components of travel management: International & National travel Formalities- Foreign exchange regulations- Passports & Visa- IATO, TAAI - Marketing and promotion of tour: Preparation of tour brochure.	
<b>UNIT-V</b>	<b>HOSPITALITY MANAGEMENT</b>	9
	Introduction to Hospitality Management – Business Models in Hospitality: Classification of hotels – Other types of Lodging – Restaurants/ food Outlets– Customer Service in Hospitality- Front office: Room reservation, Registration- Walk-in guest- Pricing strategies in the hospitality industry, Tariff- Current Trends and Challenges in Hospitality, Global challenges and opportunities.	
<b>Total Contact Hours</b>		<b>: 45</b>

<b>Course Outcomes:</b> Upon completion of the course, the students will be able to	
•	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.
•	Identify the role of transportation in tourism Industries, Road, Airways and Seaways, Multi Transit Module like Indrail /Euro Rail etc.
•	Understand various Types of Travel Agencies, documentation, Like Pass Port, Boarding Pass, Varieties of VISA, Health Regulations, Plastic Money, Currency Exchange etc.
•	Assess global challenges and opportunities in the hospitality industry by understanding the impact of globalization, sustainability initiatives, and emerging markets .

### SUGGESTED ACTIVITIES

- Case study (for all units) Flipped classroom
- Strategic trends in travel industry: Disinvestment, Takeovers, Consolidations & Acquisitions in travel industry.
- Preparation of tour brochure.
- Trend and Innovative ideas in hospitality industry.
- Design an itinerary plan for a destination

### SUGGESTED EVALUATION METHODS

- Assignments
- Quizzes
- Class Presentation/Discussion
- Create a marketing plan for a new tourism product or service.
- Develop a social media campaign to promote a tourism destination. Plan and execute a conference or event.
- Conduct research on a tourism or hospitality trend and write a report on their findings.

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

### CO-PO Mapping

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
<b>BA23P62.1</b>	1	1	2	2	2	2	2	2
<b>BA23P62.2</b>	2	2	2	3	2	1	2	2
<b>BA23P62.3</b>	2	2	2	2	2	1	2	2
<b>BA23P62.4</b>	2	2	2	3	2	1	2	2
<b>BA23P62.5</b>	1	2	2	1	2	1	1	2
<b>Average</b>	<b>1.6</b>	<b>1.8</b>	<b>2</b>	<b>2.2</b>	<b>2</b>	<b>1.2</b>	<b>1.8</b>	<b>2</b>

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

<b>Objectives:</b> 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

<b>UNIT-I</b>	<b>INTRODUCTION</b>	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	
<b>UNIT-II</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>	9
	International business environment —Political, economic, cultural environment and Legal Environment in International Business- BRICS, G20 Environment. A Case of AIDS – Case Study	
<b>UNIT-III</b>	<b>INTERNATIONAL STRATEGIC MANAGEMENT</b>	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	
<b>UNIT-IV</b>	<b>PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS</b>	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	
<b>UNIT-V</b>	<b>CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT</b>	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	
<b>Total Contact Hours</b>		<b>45</b>



<b>Course Outcomes:</b> 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

<p><b>SUGGESTED ACTIVITIES</b></p> <p>UNIT-1 Case analysis &amp; Class discussion</p> <p>UNIT-2 Case Study analysis &amp; submission as Assignment UNIT-3 Case Study Presentation</p> <p>UNIT-4: Case Study analysis &amp; Class discussion</p> <p>UNIT-5:Case Study analysis &amp; presentation</p>
--

<b>Text Book (s)</b>	
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.

<b>Reference Books(s) / Web links</b>	
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
<b>Weblinks</b>	
4	<a href="https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas">https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas</a>
5	<a href="https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20business">https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20business</a>
6	<a href="https://som.yale.edu/news/2021/03/top-40-most-popular-case-studies-of-2020">https://som.yale.edu/news/2021/03/top-40-most-popular-case-studies-of-2020</a>

**CO-PO Mapping**

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

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA23P65	TOTAL QUALITY MANAGEMENT	NFE	3	0	0	3

(80% theory 20% Problems)

Course Objectives:	
•	To Understand various approaches to TQM and Statistical Quality for management.
•	To learn the quality philosophies and tools in the managerial perspective.
•	To explore the opportunities for learning Tools of Quality and implementation

<b>UNIT-I</b>	<b>INTRODUCTION</b>	9
	Introduction - Need for quality - Evolution of quality - Definitions of quality –Difference between goods and services - Dimensions of product and service quality - Basic concepts of TQM - Quality statements, Barriers to TQM..Concepts of Quality circle, Kaizen, Japanese 5S principles.	
<b>UNIT-II</b>	<b>PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT</b>	9
	Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Ishikawa, Taguchi techniques, Feigenbaum, Cost of Quality.	
<b>UNIT-III</b>	<b>STATISTICAL QUALITY CONTROL</b>	9
	Statistical Quality Control Techniques (OLD AND NEW), Control Charts for Process Variability, Business Process Reengineering (BPR), Mistake Proofing (POKA YOKE). (Elementary Problems in Control Chart)	
<b>UNIT-IV</b>	<b>TOOLS AND TECHNIQUES FOR QUALITY</b>	9
	Bench Marking, Six Sigma, Total Productive Maintenance (TPM), House of Quality (HOQ), Quality Function Deployment (QFD), FMEA - Stages, Types.	
<b>UNIT-V</b>	<b>TQM IMPLEMENTATION AND QUALITY SYSTEMS</b>	9
	Planning the implementation of TQM, Quality Audits. ISO – Purpose, Benefits of ISO Registration - ISO 9000 Series of Standards, ISO 9001 Standards, and TQM Framework.	
<b>Total Contact Hours</b>		<b>: 45</b>

Course Outcomes: Learners should be able to :	
CO1	Explain the various approaches of TQM.
CO2	Understand quality related concepts and practices.
CO3	Apply quality control techniques.
CO4	Understand various tools and techniques of quality.

CO5	Execute and implement quality concepts.
-----	---

<b>Text Book (s):</b>	
•	Besterfield, D.H., Besterfield, C., Besterfield, G.H., Besterfield, M., Hemant, U. and Rashmi, U., Total Quality Management, 5 <sup>th</sup> edition, 2018, Pearson Education.
•	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2 <sup>nd</sup> Edition 2017.

<b>Reference Books(s) / Web links:</b>	
•	James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 8th Edition, First Indian Edition, Cengage Learning, 2012
•	Gryna, F., Chua, R. and Defeo, J., Juran's Quality Planning and Analysis for Enterprise Quality, ed.v, 2017, McGraw Hill Education.
•	Poornima M. Charantimath, Total Quality Management, 3 <sup>rd</sup> edition, Pearson Education, 2017.
•	P.L. Jain, Quality Control and Total Quality Management, First Edition, Tata McGraw Hill.
•	Subburaj Ramasamy, S., Total Quality Management, 2 <sup>nd</sup> edition, 2017, McGraw Hill Education.

### Web links

<b>TQM concepts</b>	<a href="https://www.techtarget.com/searchcio/definition/Total-Quality-Management#:~:text=Total%20Quality%20Management%20(TQM)%20is,%2C%20thus%2C%20delivering%20customer%20satisfaction.">https://www.techtarget.com/searchcio/definition/Total-Quality-Management#:~:text=Total%20Quality%20Management%20(TQM)%20is,%2C%20thus%2C%20delivering%20customer%20satisfaction.</a>
<b>PHILOSOPHIES OF QUALITY MANAGEMENT</b>	<a href="https://www.pharmatutor.org/articles/concept-philosophy-total-quality-management">https://www.pharmatutor.org/articles/concept-philosophy-total-quality-management</a>
<b>STATISTICAL QUALITY CONTROL</b>	<a href="https://www.pharmdguru.com/2-concept-of-statistical-quality-control/">https://www.pharmdguru.com/2-concept-of-statistical-quality-control/</a>
<b>QUALITY FUNCTION DEPLOYMENT</b>	<a href="https://theinvestorsbook.com/quality-function-deployment-qfd.html">https://theinvestorsbook.com/quality-function-deployment-qfd.html</a>
<b>QUALITY SYSTEMS</b>	<a href="https://www.simplerqms.com/quality/qms/what-is/">https://www.simplerqms.com/quality/qms/what-is/</a>

<b>SUGGESTED ACTIVITIES</b>
<ul style="list-style-type: none"> <li>• Flipped classroom</li> <li>• Survey on TQM impact of implementation</li> <li>• Problem solving sessions – Control Charts</li> <li>• Activity Based Learning – QFD</li> <li>• Implementation of small module for TQM implementation.</li> </ul>

<b>SUGGESTED EVALUATION METHODS</b>
<ul style="list-style-type: none"> <li>• Tutorial problems</li> <li>• Assignments</li> <li>• Quizzes</li> <li>• Class Presentation/Discussion</li> </ul>

### **CO-PO Mapping**

<b>PO</b>								
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P65.1</b>	2	2	2	2	3	3	3	1
<b>BA23P65.2</b>	2	3	2	3	2	3	3	2
<b>BA23P65.3</b>	2	1	2	3	2	2	2	3
<b>BA23P65.4</b>	2	2	1	3	2	3	2	3
<b>BA23P65.5</b>	2	1	1	3	2	3	3	3
<b>Average</b>	<b>2</b>	<b>1.8</b>	<b>1.6</b>	<b>2.8</b>	<b>2.2</b>	<b>2.8</b>	<b>2.6</b>	<b>2.4</b>

### **SUGGESTED ARTICLE READINGS:**

1. Impact of TQM on organisational performance: The case of Indian manufacturing and service industry, Operations Research Perspectives Volume 5, 2018, Pages 199-217, <https://www.sciencedirect.com/science/article/pii/S2214716017301288>
2. The Implementation of Total Quality Management in Order to Improve Production Performance and Enhancing the Level of Customer Satisfaction, Procedia Technology, Volume 19, 2015, Pages 1016-1022, <https://www.sciencedirect.com/science/article/pii/S2212017315001462>
3. Investigating the Effect of the Mediating Role of Process Re- engineering and Total Quality Management on the Business Value of Information Technology, Oct 2024, <https://www.researchgate.net/publication/384861583> Investigating the Effect of the Mediating Role of Process Reengineering and Total Quality Management on the Business Value of Information Technology
4. An Empirical Study of the Contribution of Total Quality Management to Occupational Safety and Health Performance in Saudi Organizations, Int J Environ Res Public Health, 2023 Jan 13;20(2):1495. doi: [10.3390/ijerph20021495](https://doi.org/10.3390/ijerph20021495), <https://pmc.ncbi.nlm.nih.gov/articles/PMC9859297/>
5. Investigation into the use of is/is-not for writing problem descriptions for root cause analysis, Matthew Barsalou, André Carvalho & Rogério Puga-Leal, Published online: 30 Sep 2024, <https://www.tandfonline.com/doi/full/10.1080/14783363.2024.2406873>



# **SEMESTER III**

## **FUNCTIONAL ELECTIVES**

# **MARKETING**



## MARKETING ELECTIVES

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P01	Customer Relationship Management	FE	3	0	0	3
BA23P02	Digital and Social Media Marketing	FE	3	0	0	3
BA23P03	Services Marketing	FE	3	0	0	3
BA23P04	Advertising, Sales and Distribution Management	FE	3	0	0	3
BA23P05	Brand Management	FE	3	0	0	3

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P01	Customer Relationship Management	FE	3	0	0	3

#### Course Objectives:

- The course focuses on recognizing the key elements need to be addressed and reflects the need to create an integrated cross-functional focus that emphasizes retaining as well as winning customers
- The Course will help to Identify and explain the key components of CRM, including customer data management, sales automation, and customer service.
- The course helps in developing metrics for evaluating the success of CRM implementations and explores methods for continuous improvement based on performance metrics.

UNIT-I	EMERGING CONCEPTS IN CUSTOMER RELATIONSHIP MANAGEMENT	09
Unit I: CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.		
UNIT-II	CRM AS A BUSINESS STRATEGY	09
CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.		
UNIT-III	PLANNING FOR CRM	09
Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy Development Process, Customer Strategy Grid.		
UNIT-IV	CRM AND MARKETING STRATEGY	09
CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector. Application of cloud based CRM Software		
UNIT-V	CRM IMPLEMENTATION	09
Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.		
<b>Total Contact Hours: 45</b>		

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

CO1: To be aware of the nuances of customer relationship

CO2: To analyze the CRM link with the other aspects of marketing

CO3: To impart the basic knowledge of the Role of CRM in increasing the sales of the company

CO4: To make the students aware of the different CRM models in service industry

CO5: To make the students aware and analyze the different issues in CRM

#### SUGGESTED ACTIVITIES

- **UNIT I : Discussion** on “CRM Myths”
- **UNIT II: Discussion** on “Customer Touch Points”.
- **UNIT III : Discussion** on “ Customer Strategy Grid “
- **UNIT IV : Discussion** on Sales Force Automation”
- **UNIT V: Discussion** on “CRM Metrics”

<b>Text Book(s):</b>
1. Buttle, Francis. (2009). <i>Customer Relationship Management</i> , (2 <sup>nd</sup> Edition). Elsevier Publishing
2. Kumar, V., Reinartz, Werner <i>Customer Relationship Management Concept, Strategy and Tools</i> , 1st edition, Springer Texts, 2014
3. Shainesh.G 2018 <i>Customer Relationship Management: A Data based Approach</i>
4. Kumar,V 2020 <i>Customer Relationship Management: Concepts and Cases"</i>

<b>Reference Books(s) / Web links:</b>
Greenberg, Paul. (2004). <i>CRM at the Speed of Light</i> , (3rd Edition): Essential Customer Strategies for the 21st Century. McGraw Hill
Ken Burnett, the Handbook of Key “Customer Relationship Management”, 2010, Pearson Education.
Brown, Stanley A 2001, <i>Customer Relationship Management</i> , John Wiley & Sons
G Shainesh & Jagdish N Sheth, <i>Customer Relationship Management – A Strategic Approach</i>
Anderson, Kristin, 2002, <i>Customer Relationship Management</i> , Tata McGraw Hill
Zikmund, McLeod, Gilbert, <i>Customer Relationship Management</i>
J N Sheth, Atul Parvatiyar, G. Shainesh, 2001, <i>Customer Relationship Management</i> , Tata McGraw Hill
● <a href="https://www.zoho.com/en-in/crm/">https://www.zoho.com/en-in/crm/</a>
● <a href="https://www.destinationcrm.com/">https://www.destinationcrm.com/</a>
● <a href="https://www.salesforce.com/blog/">https://www.salesforce.com/blog/</a>
● <a href="https://customerthink.com/">https://customerthink.com/</a>
● Harvard Business Review website

### CO-PO Mapping

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P01.1</b>	2	2	2	2	2	3	3	3
<b>BA23P01.2</b>	2	2	2	3	3	2	3	3
<b>BA23P01.3</b>	2	2	3	3	3	3	3	3
<b>BA23P01.4</b>	2	3	3	3	3	3	3	3
<b>BA23P01.5</b>	3	3	3	3	3	3	3	3
<b>Average</b>	<b>2.2</b>	<b>2.4</b>	<b>2.6</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>3</b>	<b>3</b>

### Suggested Article Readings:

1. Band, W. (2008). “*CRM Best Practices*”, Forrester Research. Retrieved December 26, 2009 from <http://business.bt.com/assets/pdfs/CRM-best-practices-adoption-paper.pdf>
2. “*Customer Relationship Management: The Winning Strategy in a Challenging Economy*”. (2009). Microsoft. Retrieved December 26, 2009 from [http://crm.dynamics.com/docs/CRM\\_Investment\\_in\\_a\\_Down\\_Economy\\_FINAL.pdf](http://crm.dynamics.com/docs/CRM_Investment_in_a_Down_Economy_FINAL.pdf)
3. Wardley, M. (2008). “*Oracle Vertical CRM Applications: Realizing Business Benefit Through Industry Best Practices*”. IDC. Retrieved December 26, 2009 from <http://www.oracle.com/applications/crm/siebel/resources/industry-best-practices-white-paper.pdf>
4. “*Social CRM Comes of Age*”. (2009). Oracle. Retrieved December 26, 2009, from <http://www.oracle.com/ocom/groups/public/@ocompublic/documents/webcontent/036062.pdf>
5. “*CRM and Social Networking: Engaging the Social Customer*”. (2009). Microsoft. Retrieved December 26, 2009 from [http://crm.dynamics.com/docs/CRM\\_and\\_Social\\_Networks.pdf](http://crm.dynamics.com/docs/CRM_and_Social_Networks.pdf)
6. “*Analytical CRM*”. SAP. Retrieved December 26, 2009 from [http://www.sap.com/solutions/business-suite/crm/pdf/AnalyticalCRM\\_50046585.pdf](http://www.sap.com/solutions/business-suite/crm/pdf/AnalyticalCRM_50046585.pdf)
7. “*CRM at a Glance: Salesforce.com vs. Siebel*”. (2007). TSG Retrieved December 26, 2009 from <http://www.tsgonestop.com/sfdevssiebel.pdf>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P02	Digital and Social Media Marketing	FE	3	0	0	3

### Course Objectives:

- The course spotlights the necessity of digital transformation of business in marketing area and make the student to impart knowledge and Practices Online / Digital and social Media Marketing, and prepare students for its fast-paced world.
- The Course will help the students to Identify and explain the digital marketing strategies and evaluating the Performances.
- The course to develop and empower students with the digital skills and knowledge needed to take control of their careers and maximize their potential

UNIT-I	FUNDAMENTALS OF DIGITAL MARKETING	09
Introduction to Digital Marketing - Evolution of digital marketing, Technology and frame works for digital marketing – Digital Marketing Strategy and formulation, Digital Marketing Mix, Digital consumer life cycle- Phases & stages of customer experience funnel-Trust in Internet Marketing-Ethical and Legal Issues Build web presences – Website creation (using WordPress.com), Choosing web designer/developer-Future of digital marketing.		
UNIT-II	SEARCH, EMAIL AND MOBILE MARKETING	09
Online Advertising /Marketing – Objectives and different online marketing Channels, New Trends in online marketing /advertising. Online Search Marketing –Organic Search: Search Engine Optimization (using relevant tool) – working principles, types and Keyword search, Paid Search: Pay-Per-Click campaigns, back links, . Email Marketing– Understanding Email Marketing and Developing marketing campaign and built the email list – selecting a plat form, metrics to measure. Mobile Marketing- Strategies, Mobile Search Ads – Mobile websites and applications- Measure metrics.		
UNIT-III	SOCIAL MEDIA MARKETING AND CUSTOMER ENGAGEMENT	09
Social media marketing-social media strategy & customer engagement- Setting up a Social Media for a Business - Identifysocialmediachannelsthatarerelevanttobusiness-Socialmediaforcustomerservice, support and delight- Social listening and Social selling: Using social platforms including Facebook, Twitter, YouTube to gain insights- What is Viral Marketing- Understanding About Trends, Searching Trends, Creating Content Go Viral, Omni Channel Approach.Social and Business Networking-Product Opinion or Review Sites –Setting up a Facebook and Instagram AD campaign.		
UNIT-IV	CONTENT MARKETING, AFFILIATE MARKETING & DIGITALADS	09
Content marketing- Strategy and Principles, Content Marketing for social engagement. Blog Marketing – Creating and writing a blog, use blog as a marketing tool. Podcast - Reasons for Podcast in a marketing strategy. Influencer marketing Affiliate Marketing –Types and Strategies, Affiliate marketing & strategic partnerships- Affiliate Marketing vs Aggregator Marketing, Affiliate and drop shipping, Affiliate and Syndication on the Internet. Digital Ads-Analyzing the response and optimizing the campaign, Google Display Network, Google AdWords – Building a campaign using Google AdWords console		
UNIT-V	BUSINESS DIGITAL TRANSFORMATION AND WEB ANALYTICS	09
Customers acquisition on the Web- The Digital Distribution Challenge-The technology behind Internet Marketing- Digital transformation of Traditional Offline Businesses, Common Snares in Online Marketing Running an Internet Marketing Services –Success criteria for various online campaigns –Performance Marketing-Measuring Internet Marketing Effectiveness: Metrics and Website Analytics – using Facebook and Google analytics.		
<b>Total Contact Hours: 45</b>		

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

- CO1: To enable the students to understand the evolution of the digital marketing and the need of web presence
- CO2: To explore the Search Engine Optimization, Mobile and email marketing, and the working principles.

CO3: To acquire the knowledge of the Social Media marketing Campaign and Customer Engagement in social platforms.
CO4: To make the students aware and analyze the Content Marketing, Blogging, affiliate marketing and Digital Ads
CO5: To make the students evaluate and measure the performance of marketing campaign using web analytics.

<b>SUGGESTED ACTIVITIES</b>
<b>UNIT I</b> : Discussion on “Digital marketing Ethics” and “Creating a Website”
<b>UNIT II</b> : “Using Key words & back links to optimizing in Search engines”
<b>UNIT III</b> : “Creating or Using Social Media Account for Marketing”
<b>UNIT IV</b> : Practicing Blogging and Podcasting , Create Digital Ad using Google Ads
<b>UNIT V</b> : Measuring the internet marketing performance through Google & Facebook analytics
<b>SUGGESTED EVALUATION METHODS</b>
<b>UNIT I &amp; II:</b> Finding functionality of Website (created) and optimizing the website using organic search, Evaluate the mock email marketing campaign and mobile ads (within the working group),
<b>UNIT III:</b> Assess the Social Media Marketing campaign, social listening and Customer engagement (mock Practices)
<b>UNIT IV &amp; V:</b> Measure the Blog performances, Assignment & Presentation about the Affiliate Marketing, aggregator, drop shipping working principles and the strategies. Practical presentation on Web analytics.

<b>Text Book(s):</b>
Social Media Marketing and Branding, The Micro MBA, Ankit Srivastava, BPB Publications, 1ed, 2019.
Understanding Digital marketing, Danian Ryan, Kogan Page 4ed, 2017.
Applications of Digital Marketing for Success in Business, Abhishek Das, BPB Publications.
Digital Marketing – Strategy, Implementation and Practice, Dave Chaffey, Fiona Ellis – Chadwick, 6th edition, Pearson

<b>Reference Books(s) / Web links:</b>
Digital marketing excellence: planning, optimizing and integrating online marketing. Chaffey, D., & Smith, P. R. (2017). Taylor & Francis.
Doing Business on the Internet E-Commerce (Electronic Commerce for Business) S. Jaiswal, Galgotia Publications.
Pay-Per-Click Search Engine Marketing: An Hour a Day, David Szetela, Joseph Kerschbaum, John Wiley & Sons,
Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee)
Tom Corson –Knowless, Email Marketing Mastery. TCK Publishing
Tuten, T.L. and Solomon, M.R., 2017. Social media marketing. Sage
Dodson, I., 2016. The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
SEO 2020 : learn search engine optimization with smart internet marketing strategies, Clarke, Adam
Digital Marketing Strategy: An Integrated Approach to Online Marketing, By Simon Kingsnorth, Kogan Page Limited, 2022
<a href="https://www.evinex.com/resources/articles/mobile-marketing/">https://www.evinex.com/resources/articles/mobile-marketing/</a>
<a href="https://www.henrystewartpublications.com/jdsm">https://www.henrystewartpublications.com/jdsm</a>
<a href="https://www.mygreatlearning.com/blog/successful-digital-marketing-case-studies/">https://www.mygreatlearning.com/blog/successful-digital-marketing-case-studies/</a>
Harvard Business Review website
<a href="https://www.singlegrain.com/digital-marketing/9-successful-digital-marketing-case-studies/">https://www.singlegrain.com/digital-marketing/9-successful-digital-marketing-case-studies/</a>
<a href="https://www.linkedin.com/pulse/top-10-digital-marketing-case-studies-india-vinay-disodia/">https://www.linkedin.com/pulse/top-10-digital-marketing-case-studies-india-vinay-disodia/</a>

## PO-CO Mapping

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P02.1</b>	2	3	2	3	1	3	3	3
<b>BA23P02.2</b>	2	3	1	2	2	3	3	3
<b>BA23P02.3</b>	3	2	1	3	2	2	3	2
<b>BA23P02.4</b>	2	3	2	3	2	2	3	3
<b>BA23P02.5</b>	3	3	2	2	2	3	2	3
<b>Average</b>	<b>2.4</b>	<b>2.8</b>	<b>1.6</b>	<b>2.6</b>	<b>1.8</b>	<b>2.6</b>	<b>2.8</b>	<b>2.8</b>

### Suggested Article Readings:

<https://www.sciencedirect.com/science/article/pii/S0268401220308082>

<https://www.sciencedirect.com/science/article/abs/pii/S0007681320301567>

[https://link.springer.com/chapter/10.1007/978-3-030-48332-6\\_17](https://link.springer.com/chapter/10.1007/978-3-030-48332-6_17)

<https://iopscience.iop.org/article/10.1088/1757-899X/940/1/012065/meta>

<https://journal.pandawan.id/itee/article/view/314>

<https://www.emerald.com/insight/content/doi/10.1108/EBR-02-2023-0045/full/html>

<https://www.emerald.com/insight/content/doi/10.1108/JIBR-08-2021-0313/full/html>

<https://www.inderscienceonline.com/doi/abs/10.1504/IJIMA.2019.097896>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P03	Services Marketing	FE	3	0	0	3

**Course Objectives:**

To Identify the key characteristics of services and their implications for marketing.

To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

To develop an understanding of the “state of the art” service management thinking

To promote a customer service-oriented mindset.

<b>UNIT-I</b>	<b>INTRODUCTION TO SERVICES MARKETING</b>	09
<p><b>Introduction</b>– Definition– Evolution and growth of service sector – Nature and Scope of Services –Classification of Services - Difference between services and tangible products– The impact of services on economies – Challenges and issues in Services Marketing. .</p> <p><b>Service Marketing Opportunities:</b> Assessing service market potential – Advanced approaches to IMO Framework – Expanded marketing mix – Tasks faced by Service Companies and Management –Service marketing – Environment and trends</p>		
<b>UNIT-II</b>	<b>MANAGING CONSUMER BEHAVIOR</b>	09
<p>Consumer and Organizational Behavior in Services – Understanding Our Customers &amp;Collaborators in services, stages of service consumption – Customer expectations and perceptions of service quality – The service encounter and customer satisfaction – Importance of customer relationship management (CRM) in services – Strategies for building customer loyalty - Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value.</p>		
<b>UNIT-III</b>	<b>DESIGNING, DEVELOPING &amp; MANAGING SERVICES AND QUALITY</b>	09
<p>Service design and development process - Service blueprinting- New service development – The service-profit chain - Product bundling and service differentiation strategies - Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures.</p> <p><b>Service Quality</b> -Service Life Cycle – Service Quality- Levels &amp;Dimensions;– Service Quality Models - SERVQUAL, GAP Model and Critical Incident Model – Measuring service quality by SERVQUAL– Service Quality function development- Nature of Complaining Behavior-Complaint Resolution</p>		
<b>UNIT-IV</b>	<b>DELIVERY AND PROMOTION OF SERVICES &amp; STRATEGIES</b>	09
<p>Bases for Segmentation of Services; Selecting Target Market &amp; Approaches; Techniques of Positioning Services - Designing service delivery System - The role of human resources in service delivery - Service Channel – Pricing of services, methods – Service marketing triangle – Managing demand, Managing supply, managing Demand and Supply of Service–Integrated Service marketing communication.</p> <p>Service Marketing Strategies for Small and Medium Enterprises: Importance &amp; Challenges. Services Marketing Mix strategies</p>		
<b>UNIT-V</b>	<b>MARKETING OF SERVICE</b>	09
<p>New Paradigm and Perspectives – Customer as the Centre of Attention – Services as Key Differentiators. New Service Opportunities – Emergence of Work from Home, Automation &amp;New Technologies in Services – The impact of technology on service delivery and marketing (online services, social media, etc.) – Service innovation and new service development – Applications of Service Marketing Strategies for : Marketing in Tourism – Retail – Hospitality – Airlines – Telecom – IT &amp; ITES – Sports &amp; Entertainment – Logistics – Health Care Sector – Event Management Services – Banks &amp; Financial Sectors – Non Profit Organisations. Global services marketing – The future of services marketing..</p>		
<b>Total Contact Hours</b>		<b>45</b>

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

CO1: Demonstrate an extended understanding of the similarities and differences in service-based and product based marketing activities and Opportunities.

CO2: Develop the customer satisfaction and loyalty, complaint management in services, and CRM strategies



CO3: Design and Develop blueprint for the services sector and integrative knowledge of marketing issues associated with service productivity, perceived quality.

CO4: Develop a better appreciation of the necessary strategies to create a service excellence and delivery and promotion services.

CO5: Application of Marketing strategies for various service sectors.

#### **SUGGESTED ACTIVITIES**

**UNIT I :** Discussion on Services industries, varieties of services and Opportunities.

**UNIT II:** Assignment on Services Consumer Relationship Management in Service Sectors

**UNIT III :** Prepare and Presenting Service Blueprint

**UNIT IV :** Quiz on Services Delivery and Promotions, and Strategies

**UNIT V:** Seminar on Marketing of Services

#### **SUGGESTED EVALUATION METHODS**

**UNIT I :** Class test to evaluate the students understanding on the concepts of services and marketing

**UNIT II:** Market research on Customer Loyalty

**UNIT III & IV:** Group discussion on the Services development, identifying the metric to measure the quality and delivery of services in marketing aspects.

**UNIT V:** Mockup of Current trends and issues in service marketing for various services sectors.

#### **Text Book(s):**

1. Service Marketing Concepts Applications & Cases Mk Rampal,SI Gupta, Galgotia PublishingCompany

2. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8thedition (2017)

3. Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition

4. Services Marketing: Global Editionby Christopher Lovelock (Author), Jochen Wirtz, PearsonEducation; 7 Edition

5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit,Mcgrawhill Suggested

#### **Reference Books(s) / Web links:**

Services Marketing by Rajendra Nargundkar, McGraw-Hill

Services Marketing: Concepts and Practices by Ramneek Kapoor, Justin Paul &BiplabHalder, McGraw Hill

Services Marketing, 2nd Edition by Rao –Pearson

Service Marketing - by C. Bhattacharya,Excel Books

Vinnie Jauhari&kirti Dutta (2017), Services Marketing, Text and cases, 2nd edition.

Services Marketing – K. Rama Mohana Rao, Pearson; 2 edition (2011)

Services Marketing, - John.E.G.Bateson, K.Douglas Hoffman, South Western Cengage learning, 4th Edition, 2011.

Service Management: Operations, Strategy, and Information Technology, James A.Fitzsimmons, Mona J. Fitzsimmons, McGraw-Hill/Irwin, 2006

<https://www.310creative.com/blog/services-marketing>

<https://onlinelibrary.wiley.com/doi/full/10.1002/9781444316568.wiem01055>



## PO-CO Mapping

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P03.1</b>	2	1	1	2	2	3	2	2
<b>BA23P03.2</b>	2	2	2	2	2	3	2	2
<b>BA23P03.3</b>	3	2	3	2	2	3	3	2
<b>BA23P03.4</b>	2	3	3	3	2	2	2	3
<b>BA23P03.5</b>	1	3	1	2	1	2	2	2
<b>Average</b>	<b>2</b>	<b>2.2</b>	<b>2</b>	<b>2.2</b>	<b>1.8</b>	<b>2.6</b>	<b>2.2</b>	<b>2.2</b>

### Suggested Watch

<https://www.youtube.com/watch?v=5MBEHY7Q0Ls>

<https://www.youtube.com/watch?v=xFvbgddv7C4>

<https://www.youtube.com/watch?v=1zYsQSJvbog>

<https://www.youtube.com/watch?v=MnsVEKEqVoM>

### Suggested Article Readings:

<https://www.sciencedirect.com/science/article/abs/pii/S001985012030907X>

<https://journals.sagepub.com/doi/abs/10.1177/002224298504900203>

<https://doi.org/10.13106/jafeb.2021.vol8.no3.0585>

<https://www.taylorfrancis.com/chapters/edit/10.4324/9781003176039-3/marketing-robot-services-hospitality-tourism-role-anthropomorphism-jamie-murphy-ulrike-gretzel-juho-pesonen>

[https://scholar.google.co.in/citations?view\\_op=view\\_citation&hl=en&user=-5Y\\_QeoAAAAJ&citation\\_for\\_view=-5Y\\_QeoAAAAJ:WF5omc3nYNoC](https://scholar.google.co.in/citations?view_op=view_citation&hl=en&user=-5Y_QeoAAAAJ&citation_for_view=-5Y_QeoAAAAJ:WF5omc3nYNoC)

<https://www.emerald.com/insight/content/doi/10.1108/08858629810226645/full/html>

<https://onlinelibrary.wiley.com/doi/full/10.1002/9781444316568.wiem01055>

<https://www.emerald.com/insight/content/doi/10.1108/08876049910282619/full/html>

<https://www.emerald.com/insight/content/doi/10.1108/08876040310467899/full/html>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P04	Advertising, Sales and Distribution Management	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>The course focuses on recognizing the key elements of advertising, portraying and showcasing products and services to customers through media</li> </ul>
<ul style="list-style-type: none"> <li>The Course will help to Identify and explain the key components of ethical issues in advertising, business promotion, sales promotion strategies</li> </ul>
<ul style="list-style-type: none"> <li>The course helps in understanding sales information, SCM, Logistics</li> </ul>

UNIT-I	INTRODUCTION TO ADVERTISING	09
Unit I: Introduction of advertising concepts- functions - Types of advertising - Creative advertising messages - Factors determining opportunities of a product/service/Idea, Types of advertising – Basic characteristics of a typical advertisement –Reaching target groups - Local advertising – Feedback on impact of advertisement - Business promotion.		
UNIT-II	ROLE OF ADVERTISING AGENCIES	09
Role of advertising agencies and their responsibilities - scope of their work and functions - - Ethical issues - Identifying target groups -Laws in advertising. Advertising Statutory Bodies in India - Role of AAI (Advertising Agencies Association of India), ASCI (Advertising Standard Council of India)		
UNIT-III	SALES PROMOTIONS AND OTHER TOOLS OF ADVERTISING	09
Concept and Rationale of Sales Promotion, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, IMC and other Tools: Personal Selling, Public Relations, Event Marketing, Direct Marketing, Surrogate Advertising, Social Media Marketing, Relationship Marketing		
UNIT-IV	SALES AND SALES FORCE MANAGEMENT	09
Introduction to Sales Management, The Selling process, Managing Sales Information, Sales Organization, Managing of sales, territory, Management of Sales Quota, Recruitment and Selection of Sales force, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force		
UNIT-V	DISTRIBUTION, SCM AND LOGISTICS	09
Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising, Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, Performance Measures.		
<b>Total Contact Hours: 45</b>		

Course Outcomes: On successful completion of the course students will be able to:
<b>CO1</b> - Understand the advertising concepts to effectively enhance brand visibility
<b>CO2</b> - Assess the role of advertising agencies, their work, ethical issues that govern advertising in India
<b>CO3</b> - To design and implement effective sales promotion strategies
<b>CO4</b> - Effectively manage and lead a sales team by mastering the selling process
<b>CO5</b> - Optimize distribution channels and logistics to enhance efficiency and performance in supply chain management

**SUGGESTED ACTIVITIES**

- UNIT I: Discussion** on reaching target groups  
**UNIT II: Quiz** on statutory bodies of advertising  
**UNIT III: Seminar** on tolls of IMC  
**UNIT IV: Debate** on automation versus job loss in sales  
**UNIT V: Activity** on Franchising

**SUGGESTED EVALUATION METHODS**

- UNIT I:** Class test for evaluating students on their understanding the concepts of advertising  
**UNIT II:** Slip test for evaluating students for their understanding advertising agencies.  
**UNIT III:** Go for a field visit and identify which tools are used for sales promotion  
**UNIT IV:** Simulation of Salesforce automation software through videos  
**UNIT V:** Oral test in Logistics and SCM

**Textbook(s):**

- Advertising and Promotion: An Integrated Marketing Communications Perspective George Belch and Michael Belch, 2021, 15th Edition, McGraw Hill Education.  
 Contemporary Advertising, 2022, 18th Edition, William Arens, Michael Weigold and Christian Arens, Hill Higher Education  
 Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press  
 Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

**Reference Book (s) / Web links:**

- Integrated Advertising, Promotion, and Marketing Communications, Kenneth E. Clow and Donald E. Baack, 12th Edition, 2021 – Pearson Education Limited  
 Philip Kotler and Eduardo Roberto, Social Marketing, Strategies for Changing Public Behaviour, 2019, The Free Press, New York.  
 Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition 2021  
 Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, 2018 edition  
 Sales & Distribution Management, Dr. S. L. Gupta, Excel, 2019 edition  
<https://www.google.com/>  
<https://www.salesforce.com/blog/>  
<https://logistics.com/>  
 Harvard Business Review website

**PO-CO Mapping**

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P04.1</b>	3	2	2	3	3	3	3	3
<b>BA23P04.2</b>	2	3	3	3	3	2	3	3
<b>BA23P04.3</b>	2	2	3	3	3	3	3	3

<b>BA23P04.4</b>	2	3	3	3	3	3	3	3
<b>BA23P04.5</b>	3	3	3	3	3	3	3	3
<b>Average</b>	<b>2.4</b>	<b>2.6</b>	<b>2.8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**Suggested Article Readings:**

1. The Effect of Social Media Advertising and Sales Promotion on Online Purchase Intention with Gender as a Moderation Variable on Consumers Street Boba ...
2. A Study on Sales Promotional Activities in Retail Stores of Jabalpur District Using Sales Promotion Tools and Strategies
3. A STUDY ON THE EFFECT OF SALES PROMOTIONAL ACTIVITIES OF POPULAR INDUSTRIES ON DEALERS
4. The value of point of sales information in upstream supply chain forecasting: an empirical investigation
5. RETRACTED ARTICLE: Impact of COVID-19 pandemic on franchise performance from franchisee perspectives: the role of entrepreneurial orientation, market.

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P05	Brand Management	FE	3	0	0	3

**Course Objectives:**

- To provide students with a comprehensive understanding of marketing strategy and brand management concepts.
- Provide an understanding of the key issues in building and maintaining brands and brand equity.
- To increase understanding of the key issues in crafting and evaluating brand strategies.

<b>UNIT-I</b>	<b>Introduction to Brand Management</b>	
	Brands & Branding- Brand Management: Brand- Elements of Brand- Core brand values and Brand Mantras-Brand Management Process- Brand Choice Decisions and Models-Brand Value chain- Brand Value Proposition- Re-branding and re-launching-.	9
<b>UNIT-II</b>	<b>Brand Communication and Brand Extension:</b>	
	Brand loyalty programs – Brand promotion Methods – Role of Brand ambassadors and celebrities – On line Brand promotions-Brand positioning- Brand extension- Developing successful brand extensions.	9
<b>UNIT-III</b>	<b>Strategic Brand Management:</b>	
	The concept of Brand Equity and its elements - brand awareness, brand image, brand knowledge, brand identity, brand personality, brand associations – Brand Extension Strategies- Brand portfolio management- Managing brands across geographical locations.	9
<b>UNIT-IV</b>	<b>Brand Identity &amp; Personality</b>	
	Brand Identity: - Building brand identity-Managing brand identity – Brand identity prism-Elements of Brand identity- Co branding and Ingredient branding Brand Personality: Brand personality dimensions and traits- Drivers of Brand personality-Luxury brands- Cult brands	9
<b>UNIT-V</b>	<b>New Product Development Process</b>	
	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- Commercialization	9
		<b>Total Contact Hours : 45</b>

<b>Course Outcomes:</b> On completion of the course, the students will be able to:
CO1: Comprehend the fundamental concepts of branding and brand management
CO2: Develop effective brand communication strategies & to understand the impact of branding on business metrics, such as brand awareness, brand preference, and brand loyalty.
CO3: Develop effective brand communication strategies
CO4: Evaluate brand reputation and identity
CO5: Identify and Comprehend the fundamental concepts of product development and process

<b>SUGGESTED ACTIVITIES</b> Case study (for all units) Flipped classroom Activity: Brand Identity Audit Group Project: Brand Extension Proposal
---

<b>SUGGESTED EVALUATION METHODS</b> Assignments Quizzes Class Presentation/Discussion Case Study Discussions
--

<b>Text Book(s)</b>
Kotler, P., Keller, K. L., Brady, M., & Armstrong, G. (2023). Marketing management (17th ed.). Pearson.
Keller, K. L., Hartley, S. W., & Lehmann, D. R. (2022). Strategic brand management: Creating, measuring, and managing brand equity (7th ed.). Pearson.

<b>Reference Books</b>
Kapferer, J.-N. (2012). The new strategic brand management: Advanced insights into customer-based brand equity, branding strategy, and brand communication. Routledge.
Simons, A., & Argenti, P. (2013). Building a winning brand: The new rules for creating, building, and valuing your brand in today's market. Jossey-Bass.
Building Brand Value : Five Steps of Building Powerful Brands, M. G.Pameswaran, 2006, New Delhi: Tata McGraw Hill
Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House

**Suggested Articles Reading:**

Topic	Link
Case Study	<a href="https://www.thinkwithgoogle.com/collections/brand-marketing-case-studies-learn-more">https://www.thinkwithgoogle.com/collections/brand-marketing-case-studies-learn-more</a>
How Brands Can Counter Critics with Empathy	<a href="https://brandingstrategyinsider.com/how-brands-can-counter-critics-with-empathy/">https://brandingstrategyinsider.com/how-brands-can-counter-critics-with-empathy/</a>
Branding in the Age of Social Media	<a href="https://hbr.org/2016/03/branding-in-the-age-of-social-media">https://hbr.org/2016/03/branding-in-the-age-of-social-media</a>
Inter brand	<a href="https://interbrand.com/">https://interbrand.com/</a>
How You Create a Successful Brand Management Strategy and Process	<a href="https://filestage.io/blog/brand-management/">https://filestage.io/blog/brand-management/</a>
Product & Brand Management	<a href="https://www.emerald.com/insight/publication/issn/1061-0421">https://www.emerald.com/insight/publication/issn/1061-0421</a>

PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO								
<b>BA23P05.1</b>	2	2	2	3	2	1	2	2
<b>BA23P05.2</b>	2	2	2	2	2	1	2	2
<b>BA23P05.3</b>	1	2	2	1	2	-	1	2
<b>BA23P05.4</b>	2	2	2	3	2	1	2	2
<b>BA23P05.5</b>	1	1	2	1	2	-	2	2
<b>Average</b>	<b>1.6</b>	<b>1.8</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1.8</b>	<b>2</b>

# **FINANCE**



## FINANCE ELCTIVES

<b>Course Code</b>	<b>Course Title (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P11	Financial Markets and Institutions	FE	3	0	0	3
BA23P12	Fintech And Blockchain Applications in Finance	FE	3	0	0	3
BA23P13	Security Analysis and Portfolio Management	FE	3	0	0	3
BA23P14	Managing Banks and Financial Institutions	FE	3	0	0	3
BA23P15	Strategic Financial Management	FE	3	0	0	3
BA23P16	Financial Risk Management	FE	3	0	0	3
BA23P17	Behavioral Finance	FE	3	0	0	3

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P11	Financial Markets and Institutions	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>● Making the students understand with the Indian financial System and capital market.</li> <li>● Helping students to acquire knowledge on primary market, its operations, instruments, regulations etc.</li> <li>● Familiarizing the students with the operations of secondary market mechanism.</li> <li>● To make the students to understand Mutual fund operations.</li> <li>● To give insight about debt and money market.</li> </ul>

<b>UNIT-I</b>	<b>INDIAN FINANCIAL SYSTEM &amp; MARKETS</b>	<b>09</b>
Structure of Indian Financial System: An overview of the Indian financial system, major reforms- Financial Liberalization and Literacy, Indian financial markets, Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.		
<b>UNIT-II</b>	<b>CAPITAL MARKET - PRIMARY MARKET</b>	<b>09</b>
Introduction to capital market in India- SEBI: Objectives and functions - Primary Market System - Issue of Capital: Process, Regulations, Pricing of Issue, Methods of Issue, Book-building, Intermediaries in Issue Management – Underwriters, Brokers, Merchant Bankers, Commercial Banks, Registrar, Ad Agencies.		
<b>UNIT-III</b>	<b>CAPITAL MARKET - SECONDARY MARKET</b>	<b>09</b>
Secondary Market System and Regulations in India - Stock Exchanges in India: Evolution and importance - Stock Exchange Mechanism: Trading, Settlement, Risk Management – Bull and Bears in stock markets - Stock Exchange Regulations-Listing of Scripts. BSE & NSE-Indices- SENSEX & NIFTY. Commodity Markets – Structure, Operations and trends-Introduction to FOREX and F&O Markets.		
<b>UNIT-IV</b>	<b>MUTUAL FUND</b>	<b>09</b>
Mutual Funds: Portfolio management services Vs Mutual fund-Mutual Fund: Concept –Process, types: SIP investment , REITs, Mechanism – SEBI Guidelines on Mutual Funds – Top funds of the year. Venture Capital Funds concept, stages of investment – Private equity.		
<b>UNIT-V</b>	<b>DEBT AND MONEY MARKETS</b>	<b>09</b>
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-Credit rating agencies in India.		
<b>Total Contact Hours: 45</b>		

Course Outcomes: On successful completion of the course students will be able to:
CO1: Identify and Comprehend the structure of financial system and financial markets in India & global market.
CO2: Assess the primary market, its operations, instruments, regulations etc.
CO3: Evaluate Mutual fund operations & venture capital financing
CO4: Evaluate brand reputation and identity
CO5: Develop idea into debt and money market.

**Suggested Activities:**

Unit 1 Discussion on Indian financial markets with global financial markets.  
 Unit 2 Case study on Punjab National Bank Housing Finance Company Limited on book building process.  
 Unit 3 Case study on Harshad Mehta Scam in 1992.  
 Unit 4 Discussion on SIP Investment.  
 Unit 5 Recent case studies on Money market instrument.

**Suggested Evaluation Methods:**

Assignments  
 Quizzes  
 Presentation / Discussion

**Textbook(s):**

1. M.Y.Khan, Financial Services – Tata McGraw –Hill, 3rd Edition, 2005.
2. Machiraju, Indian Financial System - Vikas Publishing House, 2nd 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 6<sup>th</sup> Edition–2008.
7. Meir Kohn —Financial Institutions and Markets, Oxford, 2nd Edition–2007.

**Reference Books:**

1. Khan, M.Y. Financial Services (8th ed). Mc Graw Hill Education.
2. Pathak, B. Indian Financial System (4th ed). Pearson Publication.
3. Saunders, A. & Cornett, M.M. on Financial Markets and Institutions (3rd Ed.). Tata McGraw Hill.

**Weblinks**

1	Reforms in Indian financial system	<a href="https://carnegieendowment.org/files/reform_indian_financial_system.pdf">https://carnegieendowment.org/files/reform_indian_financial_system.pdf</a>
2	SEBI regulation for issue of capital	<a href="https://www.sebi.gov.in/legal/regulations/may-2023/securities-and-exchange-board-of-india-issue-of-capital-and-disclosure-requirements-regulations-2018-last-amended-on-may-23-2023-72390.html">https://www.sebi.gov.in/legal/regulations/may-2023/securities-and-exchange-board-of-india-issue-of-capital-and-disclosure-requirements-regulations-2018-last-amended-on-may-23-2023-72390.html</a>
3	Listed companies in BSE and NSE	<a href="https://www.businesstoday.in/stocks">https://www.businesstoday.in/stocks</a>
4	Top 10 Asset management companies in India	<a href="https://groww.in/blog/top-amc-asset-management-company-india-biggest">https://groww.in/blog/top-amc-asset-management-company-india-biggest</a>
5	Money market instrument	<a href="https://corporatefinanceinstitute.com/resources/fixed-income/what-is-money-market/">https://corporatefinanceinstitute.com/resources/fixed-income/what-is-money-market/</a>

**PO-CO Mapping**

PO/CO	P01	P02	P03	P04	P05	P06	P07	P08
BA23P11.1	2	2	2	3	2	2	3	3
BA23P11.2	2	2	3	2	3	3	2	3
BA23P11.3	2	3	3	2	2	3	2	3
BA23P11.4	2	2	3	3	2	3	3	2
BA23P11.5	3	2	2	2	2	3	3	3
Average	2.2	2.2	2.6	2.4	2.2	2.8	2.6	2.6

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P12	Fintech And Blockchain Applications in Finance	FE	3	0	0	3

Course Objectives:	
•	To provide a broad introduction to the field of FinTech and Blockchain and its application in the field of Financial sector.
•	To get insight into the Fintech landscape and get proficiency in Block chain technology for integration and implementation in financial system.
•	To develop strategic insights for leveraging fintech and blockchain in Business models

<b>UNIT-I</b>	<b>INTRODUCTION TO FINTECH</b>	9
Overview of Fintech and its impact on traditional financial services, Evolution of Fintech - Regulatory landscape and challenges in Fintech ,Components of Fintech, Global trends in Fintech.		
<b>UNIT-II</b>	<b>FINTECH APPLICATIONS IN FINANCE</b>	9
Robo-advisors and algorithmic trading, Insurtech and digital insurance, Peer-to-peer lending and crowdfunding. API (Application Programming Interface), BIG data - IOT -m-POS, Smart card, Artificial Intelligence (AI), and machine learning in finance. Decentralized Finance (DeFi)- Understanding the rise of DeFi platforms, Smart contracts for lending, borrowing, and decentralized exchanges. Case studies on successful Fintech implementations		
<b>UNIT-III</b>	<b>BLOCKCHAIN BASICS</b>	9
Understanding the basics of blockchain: blocks, nodes, and consensus mechanisms, Decentralization and distributed ledgers, Cryptocurrencies and their role in the financial ecosystem. Cryptocurrencies and Digital Assets-Exploration of popular cryptocurrencies (e.g., Bitcoin, Ethereum) Analysis of digital assets and their role in the financial landscape.		
<b>UNIT-IV</b>	<b>FINTECH &amp; BLOCKCHAIN APPLICATIONS IN FINANCE SECTOR</b>	9
The impact of Fintech on traditional banking operations- Blockchain applications in improving banking processes - Central bank digital currencies (CBDCs) and their implications, Cross-border payments, remittances, Real-time Settlements, Identity verification-KYC, e-KYC, Re-KYC,PMLA- reducing fraud. Case studies on how banks are adopting Fintech and blockchain solutions		
<b>UNIT-V</b>	<b>CHALLENGES AND FUTURE TRENDS</b>	9
Regtech in India - Ethical considerations in the use of Fintech and blockchain, Block chain security- cybersecurity in blockchain applications, Addressing potential risks and mitigating vulnerabilities Future trends and emerging technologies in Fintech - The role of artificial intelligence in shaping the future of finance		
		<b>Total Contact Hours</b> : <b>45</b>

Course Outcomes: On successful completion of the course students will be able to:
CO1: Identify and apply the Knowledge in fintech Landscape and blockchain technology.
CO2: Explain the application of fintech in the areas of finance.
CO3: Understand the basics of blockchain technology and their role in financial system
CO4: Demonstrate the application of blockchain and fintech in traditional banking system
CO5: Explore the regulatory, ethical challenges and future trends in the area of fintech & blockchain technology in finance

## SUGGESTED ACTIVITIES

Case studies that highlight real-world applications of fintech and blockchain in finance. Discuss the challenges, benefits, and potential implications of each case.

Cryptocurrency Trading Game

Regulatory Compliance Exercise- To explore the regulatory landscape

Pitch Sessions

Industry reports on application of fintech & blockchain technology.

Class discussion on ethical dilemma.

## SUGGESTED EVALUATION METHODS

Case study Method

Gaming

Pitch sessions

Class discussion

Report preparation

## Textbook(s):

1	Peter Borovykh-Block Chain Applications in Finance, Kindle Edition, Blockchain Driven; 2nd edition, 2018
2	Jaspal Singh, "Financial Technology (FinTech) and Digital Banking in India", New Century Publications-2022

## Reference Books

1	Daniel Drescher, Blockchain Basics: A Non-Technical Introduction in 25 Steps Paperback – APresser publication - 2017
2	Jacob William "FinTech: The Beginner's Guide to Financial Technology" Paperback - CreateSpace Independent Publishing Platform, 2016
3	Geetika Madaan, "Applications of Blockchain Technology in Finance" - IGI Global Publishing, 2023
4	S.L.Gupta,Pooja Kansra, Gagan Kukreja,"Applications, Challenges, and Opportunities of Blockchain Technology in Banking and Insurance", IGI Global Publishing, 2022
5	Manoj Kumar, Annappa B, Likewin Thomas, "Blockchain Technology and Applications", Roultdge, Taylor & Francis,2023

## Web links

1	Real world Fintech case studies	<a href="https://upplabs.com/blog/4-real-world-fintech-case-studies-by-upplabs/">https://upplabs.com/blog/4-real-world-fintech-case-studies-by-upplabs/</a>
2	India: Case Study on the Power of Fintech Innovation	<a href="https://insights.flagshipadvisorypartners.com/insights/india-case-study-on-the-power-of-fintech-innovation">https://insights.flagshipadvisorypartners.com/insights/india-case-study-on-the-power-of-fintech-innovation</a>
3	Case study of a Bank's strategic planning for an investment in a FinTech company	<a href="https://jfin-swufe.springeropen.com/articles/10.1186/s40854-016-0037-6">https://jfin-swufe.springeropen.com/articles/10.1186/s40854-016-0037-6</a>
4	Block chain uses for banks cases	<a href="https://theblockchaintest.com/uploads/resources/file-265154939225.pdf">https://theblockchaintest.com/uploads/resources/file-265154939225.pdf</a>
5	Blockchain Application in Banking System	<a href="https://www.scirp.org/journal/paperinformation.aspx?paperid=110541">https://www.scirp.org/journal/paperinformation.aspx?paperid=110541</a>
6	Ethics of Fintech	<a href="https://magazine.fintechweekly.com/articles/what-about-the-ethics-of-fintech">https://magazine.fintechweekly.com/articles/what-about-the-ethics-of-fintech</a>

**PO-CO Mapping :**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P12.1</b>	2	2	2	1	2	3	3	3
<b>BA23P12.2</b>	2	2	2	2	2	3	3	2
<b>BA23P12.3</b>	2	1	2	3	2	3	3	3
<b>BA23P12.4</b>	1	2	2	3	2	3	2	2
<b>BA23P12.5</b>	2	2	2	3	2	3	1	1
<b>Average</b>	<b>2.2</b>	<b>1.8</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2.4</b>	<b>2.2</b>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P13	Security Analysis and Portfolio Management	FE	3	0	0	3

Theory 60% Problems 40%

Course Objectives :	
•	To Make the students Understand the insights into investment avenues
•	Give exposure on functioning of capital markets
•	Understand the techniques involved in deciding upon purchase or sale of securities.
•	Understand the significance of personal financial planning.

UNIT-I	INVESTMENT	09
<b>Investment:</b> Basic of Investment- Meaning of Investment - Characteristics and objectives of Investment - Financial and economic meaning – Types of Investment – Alternatives of Investment – <b>Risk</b> - Concept – Sources – Types & Measurement <b>Return</b> - Concept and Measurement – <b>Discussion</b> on “Examining the Growth of different Investments if an initial investment of one lakh rupees was made a set period of time ago”.		
UNIT-II	SECURITIES MARKET	09
<b>Securities Market</b> – Concept, Functions and Types - <i>Public issue</i> - Methods of floating new issues – Steps - <b>Stock exchanges in India</b> - NSE, BSE, ISE, MCX-SX – Regulation – Trading System – <b>Indian Stock Market Indices:</b> Sensex- Nifty- Banknifty- Finnifty- BSE Sectoral Indices - SEBI - <b>Discussion</b> on “Understanding Stock Market Indices : Delving into the Methodology of Indian Stock Market Index Calculation”		
UNIT-III	FUNDAMENTAL & TECHNICAL ANALYSIS	09
<b>Security Analysis</b> – Concept, Methods , <b>Fundamental Analysis</b> – Concept - Economic Analysis – Industry Analysis - Company Analysis - <b>Technical Analysis</b> : Introduction- Assumptions - Advantages and Challenges – <b>Methods</b> : Dow theory – Charts – Candlestick - Chart Patterns - Market Indicators - Trend and Trend reversals – Moving Averages – Oscillators – RSI - Efficient Market theory - Elliot Wave Theory - <b>Discussion on</b> “Unveiling the Nuances of Book Value and Market Value of Equity shares”		
UNIT-IV	PORTFOLIO MANAGEMENT	09
<b>Portfolio Management:</b> Meaning, Process, Selection, Revision and Diversification - CAPM- Markowitz Model – <b>Portfolio Evaluation:</b> Treynor, Sharpe, Jensen and Information Ratios – <b>Mutual Funds;</b> Concept and Types – <b>Discussion on</b> "How to review a portfolio and analyze the investment strategy, performance, and risk profile of a fund?"		
UNIT-V	FINANCIAL PLANNING	09
<b>Personal Financial Planning:</b> Significance - Golden rules - Financial goal setting- Tax Planning - Risk Planning - Long- and short-term planning - Retirement Planning. <b>Discussion on</b> "How to Calculate Income Tax in India?" Case Study -Income tax calculation based on old regime & new regime and provisions of IT Act.		
		<b>Total Contact Hours</b> : 45

Course Outcomes :
After completing the course, the students will be able to:
CO1: Demonstrate good knowledge in the characteristics and objective of investment.
CO2: Develop idea and get insights into various processes involved in securities market.
CO3: Develop thorough knowledge in fundamental & technical analysis.
CO4: Evaluate the importance of portfolio management.
CO5: Demonstrate the concept of Financial planning.

**SUGGESTED ACTIVITIES**

- UNIT-1: Examining the Growth of different Investments - Discussion & Assignment
- UNIT-2: Understanding Stock Market Indices - Discussion & Assignment
- UNIT-3 : Book Value and Market Value of Equity shares - Discussion & Assignment
- UNIT-4: Reviewing a portfolio and investment strategy - Discussion & Assignment
- UNIT-5: How to Calculate Income Tax in India - Discussion & Assignment

**SUGGESTED EVALUATION METHODS**

- Assignments
- Case study
- Class Presentation
- Discussion

**Textbook(s):**

1	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 6th Edition 2021.
2	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
3	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition 2011.

**Reference Book(s):**

1	S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 3rd Edition, 2022.
2	Zvi Bodie; Alex Kane; Alan J. Marcus; Pitabas Mohanty, Investments, Mc Graw Hill, 11th Edition, 2019
3	Punithavaty Pandian, Security Analysis and Portfolio Management, Vikas Publishing house, 2nd edition, 2011.
4	V.A. Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
5	V.K. Bhalla, Investment Management, S. Chand & Company Ltd., 2012.

**Web links:**

1	Real Vision Investment Case Study - <a href="https://www.economist.com/sites/default/files/stevensinstitute_ws.pdf">https://www.economist.com/sites/default/files/stevensinstitute_ws.pdf</a>
2	Working Knowledge: Harvard Business School - <a href="https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Investment">https://hbswk.hbs.edu/Pages/browse.aspx?HBSTopic=Investment</a>
3	Real World Market Valuation Fundamentals Case Studies – <a href="https://skillfine.com/stock-market-valuation-case-studies/">https://skillfine.com/stock-market-valuation-case-studies/</a>
4	Planview Product Portfolio Management Case Studies - <a href="https://www.planview.com/resources/articles/6-product-portfolio-management-case-study-examples/">https://www.planview.com/resources/articles/6-product-portfolio-management-case-study-examples/</a>
5	Financial Planning – Case Study <a href="https://www.fpgindia.org/2011/03/financial-planning-case-study.html">https://www.fpgindia.org/2011/03/financial-planning-case-study.html</a>

**CO-PO Mapping**

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P13.1	2	2	2	2	3	3	3	2
BA23P13.2	3	3	2	2	2	3	3	3
BA23P13.3	3	2	2	3	2	3	2	2
BA23P13.4	2	3	3	3	3	3	3	3
BA23P13.5	3	2	3	3	3	3	2	2
<b>Average</b>	<b>2.6</b>	<b>2.4</b>	<b>2.4</b>	<b>2.6</b>	<b>2.6</b>	<b>3</b>	<b>2.6</b>	<b>2.4</b>



Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P14	Managing Banks and Financial Institutions	FE	3	0	0	3

Course Objectives:	
<input type="checkbox"/>	To acquaint the students with concepts of Banks and Financial Institutions.
<input type="checkbox"/>	To identify and assess the various types of risks faced by financial institutions
<input type="checkbox"/>	To Understand about insurance and its significance

<b>UNIT-I</b>	<b>INTRODUCTION TO BANKS AND FINANCIAL INSTITUTIONS</b>	09
Overview of Indian Financial System, Definition, types and Functions of banks, Role of regulatory bodies in the financial sector, Key acts governing the functioning of Indian banking system : RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act1948 , SARFAESI Act		
<b>UNIT-II</b>	<b>BANKING PRODUCTS, SERVICES AND PERFORMANCE OF BANKS</b>	09
Banking Products and Services: Core banking Services, Deposits and loans, National payments Corporation of India (NPCI) and its Products, Current trends in banking, Banking-as-a-Service (BAAS), Introduction to forex ,Performance of banks: Metrics, KPI's, BASEL Norms – I,II & III, Asset Liability Management: Need , components, NPA's, financial distress : concept, causes, prediction models.		
<b>UNIT-III</b>	<b>RISK MANAGEMENT IN FINANCIAL INSTITUTIONS</b>	09
Types of Risks in Banking: Credit risk, market risk, operational risk, and liquidity risk, Understanding the interconnectedness of risks. Credit scoring models, Value at Risk (VaR) and stress testing, Regulatory Compliance and Risk: Basel III and its impact on risk management, Compliance with anti-money laundering (AML) regulations.		
<b>UNIT-IV</b>	<b>FINTECH IN BANKING</b>	09
Payment system in India – Paper based e-payments – Electronic banking –Digital Transformation in Banking: Online banking and mobile banking, SWIFT, Case studies on successful innovation in banking, Challenges and opportunities in adopting new technologies, Cyber threats-Challenges and Management.		
<b>UNIT-V</b>	<b>INSURANCE PRODUCTS AND SERVICES</b>	09
Insurance : Definition, need , The nature of risk and uncertainty, Insurance products- Life and Non-life, Insurance Pricing: Principles , Reinsurance, Current Issues in Insurance and Risk Management: Regulatory developments in the insurance industry, Insurtech, Actuarial Science		
<b>Total Contact Hours</b>		<b>: 45</b>

Course Outcomes: After completing the course, the students will be able to:
CO1:Understand the structure and functions of financial institutions.
CO2: Explore credit monitoring system and risk management followed in banks.
CO3:Analyse the new technological upgrades in Banking
CO4:Examine the financial markets and instruments.
CO5:Apply the concepts in life and non-life insurance.

**SUGGESTED ACTIVITIES**

1. Report Preparation: Visit a bank and observe the functioning of the bank and prepare a report
2. NPA Assessment: take a bank of students' choice and see the financial statement for NPA and identify the reasons for increase and decrease of NPA
3. Seminar: Seminar on various types of risks faced by banks and how it affects the performance of banks

**SUGGESTED EVALUATION METHODS**

Case study Method  
 Gaming  
 Pitch sessions  
 Class discussion  
 Report preparation

**Textbook(s):**

<b>1</b>	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
<b>2</b>	P.K.Gupta, "Insurance and Risk Management", Himalaya Publishing House, 2011.
<b>3</b>	Financial Markets and Institutions" by Frederic S. Mishkin and Stanley G. Eakins
<b>4</b>	Bank 4.0: Banking Everywhere, Never at a Bank" by Brett King

**Reference Books**

<b>1</b>	Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher
<b>2</b>	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.
<b>3</b>	Sethi Jyotsna, "Elements of Banking and Insurance", PHI Learning, 2nd Edition, 2012. 58
<b>4</b>	Operational Risk Management: A Complete Guide to a Successful Operational Risk Framework" by Philippa X. Girling

**PO-CO Mapping**

<b>PO/CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P14.1</b>	2	2	2	1	2	3	3	3
<b>BA23P14.2</b>	2	2	2	2	2	3	3	2
<b>BA23P14.3</b>	2	1	2	3	2	3	3	3
<b>BA23P14.4</b>	1	2	2	3	2	3	2	2
<b>BA23P14.5</b>	2	2	2	3	2	3	1	1
<b>Average</b>	<b>2.2</b>	<b>1.8</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2.4</b>	<b>2.2</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P15	Strategic Financial Management	FE	3	0	0	3

Theory 60% Problems 40%

Course Objectives:	
•	To provide the conceptual framework of financial management from strategic perspective
•	To provide basic insights into various Techniques and Models of Strategic Financial Management
•	To critically evaluate the technical, financial and statutory boundaries within which Strategic Financial Management can be practiced.

<b>UNIT-I</b>	<b>INTRODUCTION TO STRATEGIC FINANCIAL MANAGEMENT</b>	<b>09</b>
Financial Policy and Strategic Planning – Process of Financial Planning – Types of Financial Plan – Theoretical concepts of Strategic Financial Management (SFM) - Goals of SFM - Key features of SFM – Management of Corporate Debt – Case Study		
<b>UNIT-II</b>	<b>INVESTMENTS DECISIONS UNDER RISK AND UNCERTAINTY</b>	<b>09</b>
Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method-Sensitivity Analysis and Decision Tree Approach-Case Study		
<b>UNIT-III</b>	<b>CORPORATE RESTRUCTURING</b>	<b>09</b>
Corporate restructuring – different methods of restructuring – Merger & Acquisition process , regulatory measures- Five-stage model – due diligence— anti takeover defenses . Approaches to Valuation – DCF Valuation- Relative Valuation-Estimation of Share Swap Ratio-Gain/Loss of Merger - Case Study discussion		
<b>UNIT-IV</b>	<b>INDIRECT FINANCING</b>	<b>09</b>
Introduction to Financial Engineering – Methods of Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision- case study		
<b>UNIT-V</b>	<b>FINANCIAL STRATEGY &amp; SHAREHOLDER VALUE</b>	<b>09</b>
Financial Strategy – Innovative Sources of Finance – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper. Relationship between shareholder value and financial policies- Case Study		
<b>Total Contact Hours: 45</b>		

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

CO1: Comprehend the practical experience in the field of Strategic Financial Management

CO2:Apply tools and techniques of risk adjusted investment decisions

CO3:Analyze and apply takeover tactics and defenses.

CO4:Develop knowledge in various methods of indirect financing .

CO5:Critically evaluate shareholder value creation methods

**SUGGESTED ACTIVITIES**

- UNIT-1 : Cashflow Projection can be done through spreadsheet as a financial modelling exercise
- UNIT-2 : Risk Adjusted Investment Decisions Case Study
- UNIT-3 : Mergers & Acquisitions Case Discussion
- UNIT-4 : Leasing and Hire purchase case study
- UNIT- 5 : Shareholders Value Creation – Case Analysis

**SUGGESTED EVALUATION METHODS**

- Assignments
- Case study
- Class Presentation
- Discussion

**Textbook(s):**

1. Prasanna Chandra, Strategic Financial Management, 2<sup>nd</sup> Edition, Mcgraw Hill, 2020
2. I M Pandey, Financial Management, 12<sup>th</sup> Edition, Pearson, 2021
3. Stephen A Ross, Corporate Finance 12<sup>th</sup> Edition, McGraw Hill, 2021.

**Reference Books**

- Prasanna Chandra, Financial Management Theory and Practice, 11th edition, Tata McGraw Hill, 2022.
- Sheeba Kapil, Financial Valuation and Modelling, Pearson, 2021
- Aswath Damodaran – Corporate Finance-Theory and Practice – John Wiley & Sons.

**Weblinks**

Financial Modelling Tutorials	<a href="https://www.youtube.com/watch?v=QhBLvRu2XSIy">https://www.youtube.com/watch?v=QhBLvRu2XSIy</a> Step - YouTube
Risk Adjusted Investment Decisions Case Study	<a href="https://www.diva-portal.org/smash/get/diva2:631713/FULLTEXT01.pdf">https://www.diva-portal.org/smash/get/diva2:631713/FULLTEXT01.pdf</a>
Musk – Twitter: A Case Study of the Merger Agreement	<a href="https://www.pon.harvard.edu/free-videos/musk-twitter-a-case-study-of-the-merger-agreement/">https://www.pon.harvard.edu/free-videos/musk-twitter-a-case-study-of-the-merger-agreement/</a>

**CO-PO Mapping**

PO /CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P15.1</b>	2	2	2	3	2	2	2	1
<b>BA23P15.2</b>	2	1	2	3	1	2	1	2
<b>BA23P15.3</b>	1	1	2	2	3	2	2	2
<b>BA23P15.4</b>	2	1	2	2	3	2	2	2
<b>BA23P15.5</b>	3	2	2	2	1	2	2	2
<b>Average</b>	<b>2</b>	<b>1.4</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>2</b>	<b>1.8</b>	<b>1.8</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P16	Financial Risk Management	FE	3	0	0	3

Course Objectives:	
•	To provide students with a comprehensive understanding of financial risks, and equip them with the knowledge to classify, analyze, and manage these risks in various business contexts.
•	To develop the ability to apply financial risk management processes and methods of risk mitigation like hedging, diversification, and financial instruments to minimize potential financial losses.
•	To enhance students' problem-solving and decision-making skills by integrating real-world case studies, enabling them to design effective risk management strategies and frameworks that align with corporate financial goals and respond to dynamic market conditions.

<b>UNIT-I</b>	<b>Foundations of Financial risk Management</b>	<b>09</b>
Risk-Definitions of risk, Importance, Classification of risks, Risk likelihood and magnitude, Taxonomy of Financial risks, Financial Risk management- Definition, scope, importance, objectives. Case Study		
<b>UNIT-II</b>	<b>Types of financial risks</b>	<b>09</b>
Financial Risk Management Process. Major financial risks:, Interest rate risk-absolute interest rate risk - reinvestment risk-Basis risk- Yield curve risk, Commodity price risk-Commodity basis risk-Contango and Backwardation, Operational risk-Human error and fraud-Process and Procedural risk-Technology and Systems risk, Liquidity risk, Systemic risks, Case Study		
<b>UNIT-III</b>	<b>Foreign Exchange Risks &amp; Credit Risks</b>	
Foreign exchange risk-transaction exposure-Translation Exposure-Economic exposure, Credit Risk-Default risk-Counterparty Pre-Settlement risk-Counter party Settlement risk-Sovereign risk-Concentration risk-Legal risk, Equity Price risk-Liquidity risks-Systemic risks Case Study		
<b>UNIT-IV</b>	<b>Managing Financial risks</b>	<b>09</b>
Methods of handling financial risks- Risk avoidance- Risk Retention-Risk sharing, Loss prevention and Risk reduction - Financial derivatives-Options, Futures-Forwards-Swaps		
<b>UNIT-V</b>	<b>Handling of FX Risk , Interest Rate risk</b>	<b>09</b>
Managing Foreign exchange risks-Currency Netting-Natural hedging-Leading and Lagging-Forward contracts-Currency options-Diversification-Money Market hedge, Interest Rate Risks- interest rate swaps, options, futures, and forward rate agreements (FRAs). Case Study		
<b>Total Contact Hours: 45</b>		

Course Outcomes: After completing the course, the Learners will be able to:	
CO1	Identify and classify various types of financial risks and their significance in financial decision-making.
CO2	Analyze the magnitude and likelihood of financial risks in different business scenarios
CO3	Explain the role and scope of financial risk management in business operations.
CO4	Evaluate case studies on how risk definitions and classifications affect real-world financial strategies.
CO5	Formulate strategies to align financial risk management objectives with business goals.

**SUGGESTED ACTIVITIES**

- UNIT-1: Identification of financial risks faced by different organizations
- UNIT-2: Assessment of financial risk management- Case study
- UNIT-3: Exercise on risk impact analysis
- UNIT- 4: Activity on identification of financial risks for firms and banks
- UNIT- 5: Financial derivatives -Assignment

**SUGGESTED EVALUATION METHODS**

- Assignments
- Case study
- Class Presentation
- Class room Discussion

**Textbook(s):**

1. Karen A. Horcher -Essentials of Financial Risk Management-John Wiley & Sons, Inc.
2. Understanding Risk -The Theory and Practice of Financial Risk Management, CHAPMAN & HALL/CRC Financial Mathematics Series

**Reference Books**

- Risk Management- Indian Institute of banking and Finance, Macmillan Education,2023
- Peter F. Christoffersen -Elements of Financial Risk Management-Academic Press
- R K Arora, Financial Risk Management-Wiley ,2021

**Weblinks**

Financial Risks and Financial Risk Management	<a href="https://www.youtube.com/watch?app=desktop&amp;v=vT4eReSleng">https://www.youtube.com/watch?app=desktop&amp;v=vT4eReSleng</a>
Financial Risk Management	<a href="https://www.youtube.com/watch?v=2j7HP9cXeTA&amp;list=PL_V1gySvrP_vk-Wf8FOuHx3N-4c2782i2">https://www.youtube.com/watch?v=2j7HP9cXeTA&amp;list=PL_V1gySvrP_vk-Wf8FOuHx3N-4c2782i2</a>

**CO-PO Mapping**

PO /CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P16.1	3	2	1	2	1	1	2	2
BA23P16.2	3	3	2	2	1	2	2	2
BA23P16.3	2	2	1	3	1	2	2	2
BA23P16.4	2	3	2	3	1	3	2	2
BA23P16.5	3	3	3	2	3	3	2	2
Average	2.6	2.6	1.8	2.4	1.4	2.2	2	2

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P17	Behavioral Finance	FE	3	0	0	3

**Course Objectives:**

To gain knowledge about how individuals makes financial decisions

To improve financial decision making for themselves and others

To help students identify persistent or systematic behavioral factors that influence investment behavior

<b>UNIT-I</b>	<b>Introduction to Behavioral Finance</b>	<b>09</b>
Behavioral Finance: Evolution, Nature, Scope & Significance, Standard finance theory Vs Behavioral finance. Prospect theory, Investment Decision Cycle: Judgment under Uncertainty, Future Direction in Behavioural Finance. Case studies		
<b>UNIT-II</b>	<b>Behavioral Aspects of Investing</b>	<b>09</b>
<b>Investor Behavior: <i>Heuristics and Biases</i></b> - Heuristics: Representativeness Heuristic, Availability Heuristic, Anchoring Heuristic. <b><i>Cognitive Biases</i></b> : Overconfidence Bias, Confirmation Bias, Hindsight Bias, Framing Bias and <b><i>Emotional Biases</i></b> in Financial Decisions - Loss Aversion, Endowment Effect, Regret Aversion, Status Quo Bias, Self-Attribution Bias. Case Studies & Simulations.		
<b>UNIT-III</b>	<b>Investor Biases and Asset Allocation</b>	<b>09</b>
Rational man, Decoding Investor Goals, Noise traders, sentiment, and their impact on asset prices, Psychological Biases in Financial Decision-Making, Calculation based on probability approach, <b>Behavioral Portfolio Theory</b> : Models of Behavioral Finance- Barnewall Two-Way Model, BBK Five way model (Big Five Personality Tests) Simulation, Incorporating Behavioral Finance in Asset Allocation, How biases distort risk perception and diversification choices. Case studies.		
<b>UNIT-IV</b>	<b>Market Anomalies and Investor Behavior</b>	<b>09</b>
Efficient Market Hypothesis: Forms Of Efficiency, Market Anomalies: Price Anomaly, Calendar Anomaly, Value And Growth Anomalies, Small-Cap And Low-Volatility Anomalies, Fundamental Anomalies, Technical Anomalies. Challenges To Market Efficiency, Arbitrage, Limits Of Arbitrage. Case Studies		
<b>UNIT-V</b>	<b>Behavioral Corporate Finance</b>	<b>09</b>
Rational Managers with Irrational Investors Approach: Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions (M&A), Agency Conflicts and Corporate Governance, Corporate Risk Management and Behavioral Biases. Case studies		
<b>Total Contact Hours: 45</b>		

**Course Outcomes: Upon completion of the course, students can**

CO1: Understand the Foundations of Behavioral Finance

CO2: Analyze Behavioral Biases in Investment Decisions

CO3: Examine Investor Biases and Asset Allocation

CO4: Identify Market Anomalies and Their Impact on Investor Behavior

CO5: Apply behavioral finance concepts to real-world corporate finance issues.

**SUGGESTED ACTIVITIES**

- Role playing
- Case Analysis
- Debate
- Behavioral Finance Simulation Game (Online Tool)
- Herding Behavior Simulation (Classroom/Group Activity)

**SUGGESTED EVALUATION METHODS**

- Assignments
- Case study
- Class Presentation
- Discussion

**Text Book(s):**

- BEHAVIORAL FINANCE H.Kent Baker and John R. Nofsinger, Editors Investors, Corporations, and Markets
- Behavioral Finance Understanding the Social, Cognitive, and Economic Debates Edwin T. Burton Sunit N. Shah- Wiley Finance

- Behavioral Finance and Wealth Management How to Build Optimal Portfolios That Account for Investor Biases  
MICHAEL M. POMPIAN- Wiley & Sons-2006

**Reference Books(s) / Web links:**

- James Montier -Behavioral Finance, Insights into Irrational minds and Markets, Wiley Finance Series
- Keith Redhead - Personal Finance and Investments A behavioral finance perspective, Routledge- Taylor & Francis Group
- Prasanna Chandra- Behavioral Finance McGraw Hill Education (India) Private Limited.

**CO-PO Mapping**

PO/ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P17.1</b>	2	2	2	1	2	3	3	2
<b>BA23P17.2</b>	2	1	2	2	2	3	3	3
<b>BA23P17.3</b>	3	1	2	3	2	3	2	2
<b>BA23P17.4</b>	2	1	2	3	2	3	1	1
<b>BA23P17.5</b>	2	1	2	3	2	3	2	2
<b>Average</b>	<b>2.2</b>	<b>1.2</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2.3</b>	<b>2</b>



# HUMAN RESOURCES MANAGEMENT

## HUMAN REOURCES MANAGEMENT ELECTIVES

<b>Course Code</b>	<b>Course Title (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P21	Organizational Change and Development	FE	3	0	0	3
BA23P22	Learning and Development	FE	3	0	0	3
BA23P23	Industrial Relations and Labor Laws	FE	3	0	0	3
BA23P24	Talent and Competency Management	FE	3	0	0	3
BA23P25	Sustainable Human Resource Management	FE	3	0	0	3
BA23P26	Emotional Intelligence for Managerial Effectiveness	FE	3	0	0	3
BA23P27	Strategic Human Resource Management	FE	3	0	0	3

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P21	Organizational Change and Development	FE	3	0	0	3

**Course Objectives:**

- To emphasize and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarize the concepts and techniques of OD
- To learn the interventions and issues in OD

<b>UNIT-I</b>	<b>ORGANIZATIONAL CHANGE</b>	<b>09</b>
Organizational Change: Meaning, Factors causing change - Resistance to change, overcoming resistance to change - Changing values - Organizing for the future - Implications for future managers. Case study and discussion.		
<b>UNIT-II</b>	<b>PLANNED CHANGE</b>	<b>09</b>
Dynamics of planned change - triggers for change - strategies for implementing organizational change - Theories for Planned Change - Lewin's three-step model - Kotter's eight-step plan - Burke-Litwin model - Porras & Robertson model - Normative-Re-educative Strategy. Case study and discussion.		
<b>UNIT-III</b>	<b>FOUNDATIONS OF ORGANIZATIONAL DEVELOPMENT</b>	<b>09</b>
Meaning and Nature of OD - Values, assumption and beliefs in OD - Approaches to OD - Steps involved in Organizational Development - Factors affecting Organizational Development - Action Research. Case study and discussion.		
<b>UNIT-IV</b>	<b>ORGANIZATIONAL DEVELOPMENT INTERVENTIONS</b>	<b>09</b>
Team Interventions - Inter-group and Third-party Peacemaking Interventions - Comprehensive Interventions - Structural Interventions Case study and discussion.		
<b>UNIT-V</b>	<b>KEY CONSIDERATIONS AND ISSUES</b>	<b>09</b>
Issues in Consultant-Client Relationships – System Ramifications - Power, Politics and Organizational Development - Future of OD - Research on OD. Case study and discussion.		
<b>Total Contact Hours: 45</b>		

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

CO1:Identify and manage change in the organization

CO2:Analyze and implement strategies for change

CO3:Apply action research in organizational development

CO4:Understand and decide organizational development interventions for various scenarios

CO5:Know and manage various issues that arise in organizational development programs

**Textbook(s):**

1. Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change: A multiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
2. Thomas G. Cummings and Christopher G. Worley (2008). Organizational Development and Change, South Western Cengage Learning.
3. Wendell L. French and Cecil N. Bell Jr., (2008),“Organization Development and Transformation” New Delhi, Prentice Hall.

**Reference Books(s)**

- Tkaczyk, B. (2020). Leading Positive Organizational Change: Energize - Redesign - Gel. United Kingdom: Taylor & Francis.
- Hodges, J., Crabtree, M. (2020). Reshaping HR: The Role of HR in Organizational Change. United Kingdom: Taylor & Francis.
- Singh, R., Ramdeo, S. (2020). Leading Organizational Development and Change: Principles and Contextual Perspectives. Germany: Springer International Publishing.
- Hodges, J. (2020). Organization Development: How Organizations Change and Develop Effectively. United Kingdom: Macmillan Education UK.
- Cases and Exercises in Organization Development & Change. (2016). United States: SAGE

Publications.

**Case studies / Websites:**

- <https://www.aihr.com/blog/organizational-development-examples/>
- <https://leading-resources.com/about/casestudies/organizational-development-case-study/>
- [https://www.researchgate.net/publication/366579356\\_A\\_Case\\_Study\\_of\\_McDonald's\\_Organizational\\_Development](https://www.researchgate.net/publication/366579356_A_Case_Study_of_McDonald's_Organizational_Development)

**SUGGESTED ACTIVITIES**

- Unit: I Case Studies
- Unit: II Case Studies; Comparison between different models of change
- Unit: III Case Studies
- Unit: IV Case Studies; Assignment on any one organization that has undergone change
- Unit: V Case Studies; Paper presentation

**SUGGESTED EVALUATION METHODS**

- Assignments
- Quizzes
- Class Presentation/Discussion
- Continuous Assessment Tests & Semester exam

**CO-PO MAPPING**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P21.1</b>	3	2	1	3	1	2	3	2
<b>BA23P21.2</b>	3	2	1	3	1	2	3	2
<b>BA23P21.3</b>	3	2	1	3	1	2	3	2
<b>BA23P21.4</b>	3	2	1	3	1	2	3	2
<b>BA23P21.5</b>	3	2	1	3	1	2	3	2
<b>Average</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P22	Learning and Development	FE	3	0	0	3

**Course Objectives:**

To equip students with the skills to design comprehensive learning programs tailored to organizational needs.
To introduce students to various learning theories and their application in organizational settings.
To explore global trends, challenges, and best practices in l &d across diverse cultural.

UNIT I	INTRODUCTION TO LEARNING AND DEVELOPMENT IN BUSINESS	9
Overview of Learning and Development: Definitions, Evolution, and Significance in Modern Business, Theoretical Foundations: Adult Learning Theories, Behavioral Theories, and Cognitive Learning Theories- Linking Learning to Organizational Goals: Understanding the Strategic Role of Learning and Development, Case Studies		
UNIT II	DESIGNING LEARNING PROGRAMS FOR ORGANIZATIONAL DEVELOPMENT	9
Organizational Needs and Learning Gaps, Instructional Design: Strategies, Methods, and Models, Technology in Learning: E-learning, Blended Learning, and Gamification, Evaluating Learning Effectiveness: Assessment Techniques and Metrics. Case Studies		
UNIT III	SKILL DEVELOPMENT AND MANAGEMENT	9
Identifying Key Skills for Business Success: Core Competencies and Skill Sets- Skill Development Strategies: Training Programs, Workshops, and On-the-Job Training- Competency Models: Developing and Implementing Competency Frameworks- Assessing and Measuring Competencies: Tools and Techniques for Competency Assessment- Continuous Skill Development: Lifelong Learning and Professional Development Plans. Case Studies		
UNIT IV	LEARNING AND DEVELOPMENT EFFECTIVENESS	9
Evaluation and Measurement of Learning: Kirkpatrick's Model Of Learning Evaluation: levels of assessment, designing assessment tools and methods to measure learning outcomes, Analyzing and interpreting data for continuous improvement in training programs. ROI in Learning and Development: Calculating return on investment (ROI) in training and development initiatives. Case Studies.		
UNIT V	GLOBAL PERSPECTIVES IN LEARNING AND DEVELOPMENT	9
Cross-cultural Learning and Development: Understanding Global Workforce Dynamics, Concepts of PCN, TCN and HCN International Training Programs: Challenges and Opportunities, Emerging Trends: Future of Learning Technologies and Practices, Case Studies.		
<b>Total Contact Hours</b>		<b>: 45</b>

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

CO1	Demonstrate major learning theories in designing effective learning programs within businesses.
CO2	Develop and present training modules addressing specific organizational requirements with learning principles.
CO3	Demonstrate the ability to formulate talent development strategies aligned with business objectives.
CO4	Apply the effectiveness on Evaluation of L&D strategies.
CO5	Assess the significance of fostering learning culture for organizational in diverse business environments.

**SUGGESTED ACTIVITIES**

- Unit: I Case Studies (learning and development initiatives)
- Unit: II Report comparing E-learning, Blended Learning, and gamification
- Unit: III Case study (Skill identification and recruitment)
- Unit: IV Presentation on ROI findings in a provided training and development initiative

- Unit: V Paper presentation

### SUGGESTED EVALUATION METHODS

- Unit: I Evaluate critical analysis skills and the ability to extract key learnings from case studies.
- Unit: II Assess presentation skills and depth of understanding of different technological approaches in learning
- Unit: III Assess problem-solving abilities and application of talent management strategies.
- Unit: IV Evaluate analytical skills and ability to communicate findings effectively.
- Unit: V Assess presentation skills and critical analysis of emerging trends in learning technologies.  
(Team of maximum 2 students.)

### Textbook(s):

1. Employee Training and Development | 9th Edition Paperback – 14 September 2023 by Raymond A. Noe (Author), Amitabh Deo Kodwani (Author)
2. The Six Disciplines of Breakthrough Learning Hardcover – 15 May 2015, Roy V. H. Pollock (Author), Andy Jefferson (Author), Calhoun W. Wick (Author), Publisher(s): Pfeiffer

### References:

- 1 Training Instruments in HRD and OD: Fourth Edition Paperback – 15 September 2018  
by Udai Pareek (Author), Surabhi Purohit (Author)
- 2 Training & Development for Dummies Paperback – 14 July 2015  
by Elaine Biech
- 3 Learning, Training, and Development in Organizations Edited by Steve W.J. Kozlowski, Eduardo Salas  
Copyright 2010

### Web Links

Learning and development effectiveness	<a href="https://www.aihr.com/blog/learning-and-development/#Effective">https://www.aihr.com/blog/learning-and-development/#Effective</a>
L&D Strategy	<a href="https://www.td.org/talent-development-glossary-terms/what-is-learning-and-development#:~:text=The%20term%2C%20learning%20and%20development,or%20talent%20development%20(TD)">https://www.td.org/talent-development-glossary-terms/what-is-learning-and-development#:~:text=The%20term%2C%20learning%20and%20development,or%20talent%20development%20(TD)</a>
Application of Adult Learning Theory	<a href="https://handbook.gitlab.com/handbook/people-group/learning-and-development/">https://handbook.gitlab.com/handbook/people-group/learning-and-development/</a>

### CO/PO MAPPING:

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P22.1</b>	3	3	2	2	3	2	2	2
<b>BA23P22.2</b>	2	2	2	3	3	3	3	3
<b>BA23P22.3</b>	3	3	2	2	3	2	2	2
<b>BA23P22.4</b>	2	2	2	2	3	3	2	2
<b>BA23P22.5</b>	2	3	2	2	3	2	3	3
<b>Average</b>	<b>2.4</b>	<b>2.6</b>	<b>2.0</b>	<b>2.2</b>	<b>3</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P23	Industrial Relations And Labor Laws	FE	3	0	0	3

Course Objectives:	
<ul style="list-style-type: none"> <li>• This course provides the conceptual and practical aspects of Industrial Relations.</li> <li>• The course focuses on acquainting students with concepts of Industrial Relations and labor welfare.</li> <li>• To realize various legislations related to Labor laws.</li> </ul>	

<b>UNIT-I</b>	<b>Industrial Relations</b>	9
	Industrial Relations: Meaning, evolution, Workers participation, Industrial Worker, Role of HR in IR, Trends in IR, Technological change and Industrial Relations. Case Studies.	
<b>UNIT-II</b>	<b>Labour welfare, Collective Bargaining, Employee Grievance</b>	9
	Labour Welfare - Introduction, Importance, Scope. Various statutory and non-statutory welfare measures. Collective bargaining meaning, process, agreements. Grievance- Definition, Nature, Causes, and procedure. Case Studies.	
<b>UNIT-III</b>	<b>Industrial Dispute and Employee Discipline</b>	9
	Meaning, Industrial Dispute Act 1947, Outcome of Industrial dispute - Strike, and Lockout. Retrenchment, Dispute Resolution and settlement Machineries. Employee Discipline: Definition – Code of discipline – Disciplinary procedure - Causes of indiscipline. Case Studies.	
<b>UNIT-IV</b>	<b>Labour Legislation in India I</b>	9
	The Factories Act, 1948, The Payment of Wages Act, 1936, Workmen Compensation Act, 1923 - The Inter-State Migrant Workmen (Regulation Of Employment And Conditions Of Service) Act, 1979, Equal Remuneration Act, 1976. Child Labour (Prohibition & regulation) Act 1986. The Contract Labour (Regulation and Abolition) Act, 1970. Case Studies	
<b>UNIT-V</b>	<b>Labour Legislation in India II : Employees State Insurance Act, 1948 - Employees Provident Fund and Misc. Provision Act, 1952 - Maternity Benefits Act, 1961 - The sexual Harassment of Women at Workplace (Prevention, Prohibition, Redressal) Act 2013 - Payment of Gratuity Act, 1972. Case Studies.</b>	9
		<b>Total Contact Hours : 45</b>

**Course Outcomes:** After completion of the course the students will be able to:

<b>CO1</b>	Identify the conceptual knowledge on industrial relations.
<b>CO2</b>	Develop an insight of the importance of labor welfare and collective bargaining, negotiation in industrial relations.
<b>CO3</b>	Apply the mechanism for resolving industrial disputes
<b>CO4</b>	Assess the legal framework of labor law.
<b>CO5</b>	Assess the role of the labor laws and its application in organization.

**SUGGESTED ACTIVITIES**

- Flipped classroom
- Case Study presentation and discussion
- Guest lectures
- Activity Based Learning – Industrial Disputes

**SUGGESTED EVALUATION METHODS**

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

**Textbook(s):**

1	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
2	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labor Laws. Tata McGraw Hill. 2017.
3	S N Misra, Labor & Industrial Laws, Central Law Publication, Edition 2019, Reprinted 2023.
4	Taxmann, Taxmann's Labor Laws, Taxmann Publications Pvt. Ltd.; 2023.
5	T N Chhabra, Industrial Relations and Labor Laws, Dhanpat Rai Publishing House, Edition 5 <sup>th</sup> Revised Edition, 2023.

**Reference Book(s) / Web links:**

1	S C Srivastava, Industrial Relations and Labor Laws, Vikas Publishing, 7E, 2020.
2	P.K. Padhi, Labor and Industrial Laws, PHI Learning Private Limited; Fourth edition, 2019.
3	P.N.Singh, Neeraj Kumar. Employee relations Management. PEARSON INDIA, 2011.
4	Industrial Relations and Labor Laws for Managers Parul Gupta Sage Publication India Pvt. Ltd 2019
5	Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.

**Web links**

<b>Industrial Relations</b>	<a href="https://www.vedantu.com/commerce/industrial-relations">https://www.vedantu.com/commerce/industrial-relations</a>
<b>Collective Bargaining</b>	<a href="https://www.legalserviceindia.com/legal/article-8300-collective-bargaining.html">https://www.legalserviceindia.com/legal/article-8300-collective-bargaining.html</a>
<b>Industrial Dispute</b>	<a href="https://blog.ipleaders.in/types-of-industrial-disputes/#:~:text=According%20to%20the%20Section%202,of%20e%20employment%20or%20with%20the">https://blog.ipleaders.in/types-of-industrial-disputes/#:~:text=According%20to%20the%20Section%202,of%20e%20employment%20or%20with%20the</a>
<b>Labor Laws</b>	<a href="https://www.india-briefing.com/doing-business-guide/india/human-resources-and-payroll/labor-law">https://www.india-briefing.com/doing-business-guide/india/human-resources-and-payroll/labor-law</a>

**CO-PO MAPPING**

PO/CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P23.1	3	2	2	-	1	2	3	1
BA23P23.2	2	1	2	2	2	2	2	3
BA23P23.3	1	2	2	1	3	2	1	1
BA23P23.4	1	2	-	2	1	1	2	2
BA23P23.5	3	2	1	1	-	1	2	1
<b>Average</b>	<b>2</b>	<b>1.8</b>	<b>1.75</b>	<b>1.5</b>	<b>1.75</b>	<b>1.6</b>	<b>2</b>	<b>1.6</b>

**Suggested Article Readings:**

1. Know the Examples of Employee Relations Responsibilities, Chauncey Crail, Jul 18, 2023. <https://www.forbes.com/advisor/business/what-is-employee-relations/>
2. Managing People - They're Not Employees, They're People by Peter F. Drucker , A version of this article appeared in the February 2002 issue of *Harvard Business Review*. <https://hbr.org/2002/02/theyre-not-employees-theyre-people>
3. Importance of Employee Discipline In Industrial Relations -A Theoretical Approach. October 2017, International Journal of Engineering Technology Science and Research, Sajal Mozumder , P Ramlal [https://www.researchgate.net/publication/340933063\\_Importance\\_of\\_Employee\\_Discipline\\_In\\_Industrial\\_Relations\\_-\\_A\\_Theoretical\\_Approach](https://www.researchgate.net/publication/340933063_Importance_of_Employee_Discipline_In_Industrial_Relations_-_A_Theoretical_Approach)
4. DISCIPLINARY ACTION AND POWERS OF INDUSTRIAL ADJUDICATOR: A CRITIQUE OF JUDICIAL INTERVENTION Bushan Tilak Kaul, Journal of the Indian Law Institute, Vol. 49, No. 3 (July-September 2007), pp. 309-364 (56 pages) Published By: Indian Law Institute, <https://www.jstor.org/stable/43952119>



Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P24	Talent and Competency Management	FE	3	0	0	3

**Course Objectives:**

- To understand the role of talent management and competency management in building sustainable competitive advantage to an organization.
- To identify and assess the talent needs of organizations.
- To understand the concept and importance of competency mapping.

<b>UNIT-I</b>	<b>INTRODUCTION TO TALENT MANAGEMENT</b>	<b>09</b>
Talent Management: Meaning, Scope, Need - Principles of talent management - Talent gap: Strategies to fill gap - Talent Value Chain - Role of HR in Talent Management - Case studies		
<b>UNIT-II</b>	<b>TALENT ACQUISITION AND DEVELOPMENT</b>	<b>09</b>
Identifying talent needs - Developing a talent acquisition strategy - Sourcing and recruiting top talent – Onboarding and integrating new hires - Talent retention: Retention determinants - Designing and delivering training and development programs - Case studies discussion		
<b>UNIT-III</b>	<b>TALENT MANAGEMENT STRATEGIES</b>	<b>09</b>
Talent Management Strategy – Meaning, Developing a Talent Management Strategy - Mapping Business Strategies and Talent Management Strategies - Talent Management and Succession Planning – Talent Management Model - Case studies		
<b>UNIT-IV</b>	<b>COMPETENCY MANAGEMENT AND COMPETENCY MAPPING</b>	<b>09</b>
Concept of Competency and Competence, Competence v/s Competency - Types of Competencies - Competency Management – Objectives, Challenges of Competency Management - Competency Development – Process - Competency Mapping - Importance, Methods, Steps - Case studies		
<b>UNIT-V</b>	<b>COMPETENCY MODELLING AND ANALYSIS</b>	<b>09</b>
Competency model: Iceberg Model of Competency - Competency gap analysis - Utilizing competency models for various HR functions: Recruitment, selection, training, and performance management - Case studies.		
<b>Total Contact Hours: 45</b>		

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

- CO1:Identify the key concepts of talent management
- CO2:Develop and implement effective talent acquisition plan
- CO3:Comprehend and implement talent management strategies
- CO4:Assessthe principles of competency management
- CO5:Develop competency-based models in various HR functions.

**Suggested Activities:**

- Flipped Classroom
- Case study (for all units)
- Guest Lecture
- AI tools

**Suggested Evaluation Methods :**

- Assignments
- Class Presentation / Discussion

<b>Textbook(s):</b>
1. Talent Management by Mamta Mohapatra, published by SAGE Publications Pvt. Ltd 2. Sasmita Misra, Role of Competency Mapping in Talent Management Paperback – 2021, Black Eagle Books 3. David G. Collings, Hugh Scullion, and Paula M. Caligiuri, Global talent management (20017) - Routledge

<b>Reference Book(s)</b>
<ul style="list-style-type: none"> <li>Lance A. Berger, Dorothy Berger (2020): Talent management , McGraw Hill New York</li> </ul>
<ul style="list-style-type: none"> <li>Sonal Minocha , Dean Hristov (2019) : Global Talent Management: An Integrated Approach, SAGE Publications Pvt. Ltd</li> </ul>
<ul style="list-style-type: none"> <li>Balewski and Andrzej Janowski (2021) Human Performance: Competencies, Effectiveness and Talent Management, LAP Lambert Academic Publishing</li> </ul>

<b>Weblinks</b>	
Talent acquisition strategy	<a href="https://www.greatplacetowork.com/resources/blog/talent-acquisition-strategy-definition-benefits-strategies">https://www.greatplacetowork.com/resources/blog/talent-acquisition-strategy-definition-benefits-strategies</a>
Talent management and succession planning	<a href="https://www.upwork.com/resources/talent-management-and-succession-planning">https://www.upwork.com/resources/talent-management-and-succession-planning</a>
Competency Mapping	<a href="https://www.geektonight.com/competency-mapping/">https://www.geektonight.com/competency-mapping/</a>
Competency Model	<a href="https://hrmhandbook.com/hrm/skills-competencies/competency-model/">https://hrmhandbook.com/hrm/skills-competencies/competency-model/</a>

### PO-CO Mapping

PO/ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P24.1</b>	3	2	1	1	1	-	1	-
<b>BA23P24.2</b>	1	1	1	2	2	2	-	1
<b>BA23P24.3</b>	2	1	2	1	3	1	2	1
<b>BA23P24.4</b>	1	2	-	2	1	2	1	2
<b>BA23P24.5</b>	2	2	3	1	2	1	2	2
<b>Average</b>	<b>1.8</b>	<b>1.6</b>	<b>1.75</b>	<b>1.4</b>	<b>1.8</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>

### **Suggested Article Readings:**

1. Towards a responsible talent management model. Retrieved January 2020 from <https://www.emerald.com/insight/content/doi/10.1108/EJTD-07-2019-0114/full/html>
2. Onboarding success, organizational fit, and turnover intention. Retrieved January 2020 from <https://www.sciencedirect.com/science/article/abs/pii/S016412121930216X>
3. Talent Management strategies. Retrieved December 2019 from <https://www.inderscienceonline.com/doi/abs/10.1504/EJIM.2011.042177>
4. Competency Mapping. Retrieved December 2009 from <https://go.gale.com/ps/i.do?id=GALE%7CA238426594>
5. Competency Mapping in Indian Industries - A Case Study. Retrieved October 2013 from <https://rblacademy.com/wp-content/uploads/2023/06/comp-mapping1.pdf>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P25	Sustainable Human Resource Management	FE	3	0	0	3

<b>Course Objectives:</b>
<ul style="list-style-type: none"> <li>To learn an in-depth knowledge of understanding of the conceptual foundations and practice of Sustainable Human Resources Management (S-HRM) in organizations.</li> <li>To expose students to various Sustainable HRM (S-HRM) practices</li> <li>To learn the concept of Green HRM (G-HRM)</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION</b>	<b>09</b>
Definition Need for sustainable HR system, Evolution, Triple bottom line approach, Increasing health and occupational hazards at workplace, Depleting human resources, Challenges of existing HR models.		
<b>UNIT-II</b>	<b>THEORETICAL BASES OF S-HRM</b>	<b>09</b>
Stakeholder theory, Corporate citizenship, Institutional theory, Competitive advantage through Sustainable-HRM system, Respect Openness Continuity (ROC)–Model, Corporate social responsibility (CSR)- Employer Branding and Employee-Emotional Bonding—The CSR Way to Sustainable HRM.		
<b>UNIT-III</b>	<b>CHARACTERISTICS OF S-HRM</b>	<b>09</b>
Defining sustainable recruitment & selection, Sustainable PMS, Sustainable rewards management, Sustainable career management, Sustainable HRM Practices – Case Study		
<b>UNIT-IV</b>	<b>DEVELOPING CONTEXT FOR S –HRM</b>	<b>09</b>
Sustainable work system, Sustainable organizational culture, Sustainable leadership, Creating ethical climate at workplace: Contribution of S- HRM practice. Case Study		
<b>UNIT-V</b>	<b>GREEN HRM</b>	<b>09</b>
Green Recruitment & Selection, Green Performance management system, Green Compensation, Green job involvement, Challenges in creating green organization through HRM practices.		
<b>Total Contact Hours:</b>		<b>45</b>

<b>Course Outcomes:</b> After completing the course, the Learners will be able to:
CO1:Identify the significance of Sustainable HRM
CO2:Identify the various Sustainable HRM practices
CO3:Evaluate the role of sustainable leadership and culture in the organization
CO4:Assess the Green HRM practices
CO5:Comprehend the impact of Green HRM

<b>Textbook(s):</b>
1.Sita Vanka, Madasu Bhaskara Rao, Swati Singh, & Mallika Rao Pulaparathi (2020). Sustainable Human Resource Management: Transforming Organizations, Societies and Environment. 1st Edition. Springer.
2.Sustainable Development of Human Resources in a Globalization Period (Advances in Human Resources Management and Organizational Development) Erum Shaikh and Muhammad Nawaz Tunio (2022), IGI Global publishers

**Reference Book(s):**

1. Ina Ehnert (2009). Sustainable Human Resource Management: A conceptual and exploratory analysis from a paradox perspective. Physica-verlag A springer company
2. Carolina Machado (2019) Sustainable Human Resource Management Policies and Practices. First Edition. River Publisher

**CO-PO MAPPING**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P25.1</b>	3	2	1	3	2	2	3	2
<b>BA23P25.2</b>	2	1	2	2	2	2	2	1
<b>BA23P25.3</b>	1	2	2	1	3	2	1	2
<b>BA23P25.4</b>	1	2	3	2	1	2	2	2
<b>BA23P25.5</b>	3	2	1	2	2	1	2	1
<b>Average</b>	<b>2</b>	<b>1.8</b>	<b>1.8</b>	<b>2</b>	<b>2</b>	<b>1.8</b>	<b>2</b>	<b>1.6</b>

Course Code	Course Name (Theory course)	Category	L	T	P	C
BA23P26	Emotional Intelligence for Managerial Effectiveness	FE	3	0	0	3

**Course Objectives:**

- To practice ethical values in achieving stakeholders welfare.
- To involve stakeholders and team members in executing decisions.
- To know how to work effectively.

<b>UNIT-I</b>	<b>Concept of Emotion</b>	9
	Understanding Emotions, Sources of Emotions, Types of Emotions, Bodily changes in emotions, Psychology of Emotions. Theories of emotion: James Lange, Schachter singer, Canon-Bard. Opponent Process: Moods and emotions.	
<b>UNIT-II</b>	<b>Concept of Emotional Intelligence</b>	9
	Concept of Emotional Intelligence. Training on EI through the use of Models - Daniel Goleman Model, Salovey and Mayer's model, Reuven Bar-On Model, Using techniques for Emotionally Intelligent Communication Johari Window, Neuro-Linguistic Programming (NLP)	
<b>UNIT-III</b>	<b>Dimensions of Emotional Intelligence</b>	9
	Competencies of Emotional Intelligence: Self-Awareness, Self-Regulation, Self-Motivation, Social Competence, Social Skills.	
<b>UNIT-IV</b>	<b>Application of E.I in Workplace</b>	9
	Recognizing and handling potentially emotional situations at workplace, Emotional Labour, promotions, rewards, grievance handling, industrial unrest, disciplinary approaches, transfers, migration and firing.	
<b>UNIT-V</b>	<b>Measuring Emotional Intelligence</b>	9
	Measuring Emotions, Emotional Quotient, Emotional Intelligence, Developing Emotional Intelligence. Social Intelligence - Tips to Develop Social Intelligence - Emotional and social competency inventory. Emotional self-awareness, expression and detection of emotions, emotional patterns in verbal communication.	
<b>Total Contact Hours</b>		<b>: 45</b>

**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 understand emotion and its role in being an effective manager
- They will be able to understand and analyse the emotions by learning emotional intelligence
- Students will be able to decide on the competencies and dimensions of EI

●	They will be able to decide on strategies in applications of EI in the workplace
●	After completion of course, students will be able to analyse themselves/others on EI.

<b>Text Book(s) :</b>	
1	Goleman, Daniel. (2011), The Brain and Emotional Intelligence: New Insights, 1 <sup>st</sup> edition, More Than Sound LLC.
2	Dianne Coleman (2016), Developing Emotional Intelligence: How to Improve Your EQ and Achieve Success, Kindle Edition, Amazon Digital Services LLC

<b>Reference Books(s) / Web links:</b>	
1	Paul Whitman, (2016), Emotional Intelligence: Develop Absolute Control Over Your Emotions and Your Life for Everlasting Success, Create space Independent Publishing Platform.
2	Robin Lawson, (2016), Emotional Intelligence: Learn What Emotional Intelligence Is, Why It Is Important, and Learn How to Improve It (Emotional Intelligence, Emotional Intelligence books, Emotional Intelligence at work), Kindle Edition, Amazon Digital Services LLC
3	Adele B. Lynn (2007), Quick Emotional Intelligence Activities for Busy Managers: 50 Team Exercises That Get Results in Just 15 Minutes, 1st edition, AMACOM.

<b>Web links:</b>	
1	<a href="https://hbr.org/topic/emotional-intelligence">https://hbr.org/topic/emotional-intelligence</a>
2	<a href="https://www.mindtools.com/pages/article/newLDR_45.htm">https://www.mindtools.com/pages/article/newLDR_45.htm</a>
3	<a href="https://www.danielgoleman.info/">https://www.danielgoleman.info/</a>
4	<a href="https://www.psychologytoday.com/basics/emotional-intelligence">https://www.psychologytoday.com/basics/emotional-intelligence</a>
5	<a href="https://www.eiconsortium.org/">https://www.eiconsortium.org/</a>

<b>Suggested activities:</b>	
•	Case studies
•	Self awareness activities
•	Reflection and feedback
•	Empathy exercises
•	Social skills and relationship management

<b>Suggested evaluation methods</b>	
•	Continuous Assessment Tests
•	End semester examination
•	Quiz
•	Assignments

### CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P26.1	1	2	2	2	3	2	2	2
BA23P26.2	2	3	2	3	3	2	2	2
BA23P26.3	1	2	2	2	3	2	2	2
BA23P26.4	2	2	3	2	3	2	2	2
BA23P26.5	2	3	2	3	3	2	2	2
<b>Average</b>	<b>1.6</b>	<b>2.4</b>	<b>2.2</b>	<b>2.4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

Subject Code	Subject Name (Theory course)	Category	L	T	P	C
BA23P27	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.

<b>UNIT-I</b>	<b>Strategic Role Of HR:</b> 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
<b>UNIT-II</b>	<b>HR Environment:</b> Human Resource Environment- Technology – Structure - Workforce diversity - Demographic changes - Temporary & contract labour - Global environment.	9
<b>UNIT-III</b>	<b>HR Strategies:</b> Human Capital Management - Recruitment Strategy – Talent Management Strategy – Engagement Strategy – Training & Development strategies.	9
<b>UNIT-IV</b>	<b>HR Strategies:</b> High Performance Strategy –Learning and Development Strategy – Reward Strategy – Employee Relations Strategy.	10
<b>UNIT-V</b>	<b>Human Aspects Of Strategy Implementation:</b> Behavioural Implementation : Leadership – Corporate Culture – Corporate Politics and Power – Personal Values – Business Ethics - Corporate Social Responsibility.	8
<b>Total Contact Hours</b>		<b>: 45</b>

**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, 5 <sup>th</sup> Edition, Kogan Page.
2	AzharKazmi. Strategic Management and Business Policy, Tata McGraw Hill, 5 <sup>th</sup> 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. 2 <sup>nd</sup> edition.

PO/ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P67.1	1	2	2	2	3	2	2	2
BA23P67.2	2	3	2	3	3	2	2	2
BA23P67.3	1	2	2	2	3	2	2	2
BA23P67.4	2	2	3	2	3	2	2	2
BA23P67.5	2	3	2	3	3	2	2	2
<b>Average</b>	<b>1.6</b>	<b>2.4</b>	<b>2.2</b>	<b>2.4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

# **BUSINESS ANALYTICS**



## BUSINESS ANALYTICS ELECTIVES

<b>Course Code</b>	<b>Course Title (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P31	HR Analytics	FE	3	0	0	3
BA23P32	Marketing and Social Media Web Analytics	FE	3	0	0	3
BA23P33	Operations and Supply Chain Analytics	FE	3	0	0	3
BA23P34	Financial Analytics	FE	3	0	0	3
BA23P35	Business Forecasting	FE	3	0	0	3

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P31	HR Analytics	FE	3	0	0	3

<b>Course Objectives:</b>
<ul style="list-style-type: none"> <li>To understand the various concepts relating to analytics in HR domain</li> </ul>
<ul style="list-style-type: none"> <li>To understand the various metrics used in HR analytics</li> </ul>
<ul style="list-style-type: none"> <li>To understand various metrics and its use in HR functions</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION</b>	09
<b>Introduction to HR Analytics:</b> Concept, Perspectives, Evolution Need, Importance, Benefits and Scope of HR Analytics, Changing HR Dynamics. Analytic Capabilities, Analytic Value Chain, Application of HR Analytics. Strategic Perspective of HR Analytics - Aligning HR Analytics & Organizational Strategy.		
<b>UNIT-II</b>	<b>HR METRICS - I</b>	09
<b>Talent Acquisition Metrics</b> - Fill-up ratio, Time to hire, Cost per hire - Early turnover, Termination during probation - Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires, Lateral hires - Offer reject and renege, Fulfilment ratio, Quality of hire - Talent Acquisition to HR cost. <b>Diversity Equity &amp; inclusion Metrics</b> - Workforce age profiling - Workforce service profiling - Churn over index - Workforce diversity index - Gender mix - Differently abled index - Implementation challenges.		
<b>UNIT-III</b>	<b>HR METRICS - II</b>	09
<b>Learning and Development Metrics</b> - Percent of employee trained - Internally and externally trained - Learning hours and cost per employee, ROI calculation <b>Career Progression Metrics</b> - Promotion index - Rotation index - Career path index - Level wise succession readiness index.		
<b>UNIT-IV</b>	<b>HR METRICS - III</b>	09
<b>Employee Engagement Metrics</b> - Engagement Survey Analysis (UWES & Gallup Scales) - ROI on employee engagement - Absenteeism - Customer happiness - Employee Net Promoter Score (eNPS) <b>Talent Retention Metrics and Talent Analytics Maturity Model</b> - Retention index - Voluntary and involuntary turnover - Turnover by department, grades, performance, and service tenure - Internal hired index		
<b>UNIT-V</b>	<b>HR BALANCED SCORE CARD &amp; HR VALUE CHAIN</b>	09
HR Balanced Scorecard : Learning and growth perspective - Customer perspective - Business process perspective - Financial perspective HR Bench Marking -HR Value Chain - Introduction to Agile HR. Introduction to Statistical software used for HR analytics: Spreadsheet and data visualisation tools.		
<b>Total Contact Hours: 45</b>		

<b>Course Outcomes:</b> After completing the course, the Learners will be able to
CO1: Identify and apply HR metrics to work settings.
CO2: Assess about the Talent acquisition and DEI metrics.
CO3: Develop knowledge about analytics of learning and development and career progression metrics.
CO4: Assess the engagement and retention metrics.
CO5: Resolve HR issues using people analytics

<b>SUGGESTED ACTIVITIES</b>
<ul style="list-style-type: none"> <li>Collect historical data on relevant HR Metrics.</li> <li>Conduct case studies involving various metrics.</li> <li>Introduce various tools for analysis</li> </ul>

<b>SUGGESTED EVALUATION METHODS (UNIT/ Module Wise) – could suggest topic</b>
<ul style="list-style-type: none"> <li>Case studies</li> <li>CAT &amp; Exam</li> <li>Quizzes</li> </ul>

- **Class Presentation/Discussion**

**Text Book(s):**

- Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London:Kogan Page.2016.
- Waters, S. D., Streets, V. N., Johnson-Murray, R., McFarlane, L. (2018). The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions. United States: Society for Human Resource Management.
- Ghatak, R. (2022). People Analytics: Data to Decisions. Singapore: Springer Nature Singapore.
- Boselie, P. (2014). Strategic Human Resource Management: A Balanced Approach. United Kingdom: McGraw-Hill Education.

**Reference Books(s) / Web links:**

- Diez, F., Bussin, M., Lee, V. (2019). Fundamentals of HR Analytics: A Manual on Becoming HR Analytical. United Kingdom: Emerald Publishing Limited.
- Dank, N., Hellström, R. (2020). Agile HR: Deliver Value in a Changing World of Work. United Kingdom: Kogan Page.

**CO/PO MAPPING**

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P31.1</b>	3	3	-	1	2	3	3	1
<b>BA23P31.2</b>	2	3	-	1	1	3	2	2
<b>BA23P31.3</b>	2	3	-	2	2	3	1	1
<b>BA23P31.4</b>	3	3	-	1	1	3	3	2
<b>BA23P31.5</b>	2	3	-	3	1	3	2	2
<b>Average</b>	<b>2.4</b>	<b>3</b>	<b>-</b>	<b>1.6</b>	<b>1.4</b>	<b>3</b>	<b>2.2</b>	<b>1.6</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P32	Marketing and Social Media Web analytics	FE	3	0	0	3

Course Objectives:	
●	To Understand the fundamentals of marketing in the context of social media.
●	To Learn various social media platforms and their unique features for marketing purposes.
●	To Explore techniques for leveraging web analytics to measure marketing performance.
●	To Analyze data collected from social media platforms to make informed marketing decisions.
●	To Develop skills in optimizing marketing strategies based on data-driven insights.

<b>UNIT-I</b>	<b>INTRODUCTION TO SOCIAL MEDIA MARKETING ANALYTICS</b>	<b>09</b>
Introduction to Social Media Marketing Analytics-Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application - Geographical Mapping, Data Exploration, Market Basket Analysis, Purpose of Marketing Analytics.		
<b>UNIT-II</b>	<b>SOCIAL MEDIA PLATFORMS AND COMMUNITY BUILDING</b>	<b>09</b>
In-depth Analysis of Social media Platforms, Platform Selection and Strategy, Content creation and sharing, Engagement and interaction, Community Management, Building Trust and Credibility, Community Building Campaigns, Adaptation and Evolution , Measuring Success.		
<b>UNIT-III</b>	<b>WEB ANALYTICS</b>	<b>09</b>
Web Analytics and its importance, Metrics for Measuring Marketing Performance, Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Common Mistakes in Web Analytics and Pitfalls.		
<b>UNIT-IV</b>	<b>ANALYSIS OF SOCIAL MEDIA DATA AND SOCIAL MEDIA ETHICS</b>	<b>09</b>
Collecting and interpreting Data from Social Media Platforms, Identifying KPIs for Social Media Platforms, Cross Channel Attribution, Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use, Ethics in Social Media and Transparency.		
<b>UNIT-V</b>	<b>EMERGING TRENDS AND SEARCH ANALYTICS</b>	<b>09</b>
Emerging Trends and Innovations in Social Media, Search engine optimization (SEO), Voice of Customer Analytics, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, content management system, data visualization, Mobile platforms, User centered design, Understanding search behaviors, User Analytics.		
<b>Total Contact Hours: 45</b>		

<b>Course Outcomes:</b> After completing the course, the Learners will be able to:
CO1:Gain practical experience in the field of Social Media
CO2:Acquire the conceptual knowledge of and unique features of Social Media
CO3:Apply knowledge for leveraging web analytics to measure marketing performance
CO4:Develop in depth analysis for decision making
CO5:Understand and demonstrate data driven insights

### SUGGESTED ACTIVITIES

- UNIT-1: Visit an organization and enquire about social media requirement
- UNIT-2: Schedule meeting with media managers
- UNIT-3 : Develop a few questions, interact with people in the field of analytics
- UNIT-4: Conduct an event and try understanding decision making
- UNIT-5:Identifythebest the latest trends

### SUGGESTED EVALUATION METHODS:

- Assignments
- Role Play
- Class Presentation
- Campaign

### Text Book (s):

1. Social Media Analytics by Genis/Kohirkar, Pearson Publications India, Third Edition, September 2020, ISBN: 9789332578463
2. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2019
3. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2024

### Reference Books

- Ric T. Peterson, Web Analytics Demystified, Celilo Group Media and CafePress, 2021
- Bittu Kumar, Social Networking, V & S Publishers, 2020
- Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7<sup>th</sup> Edition, 2016
- "The Six Sigma Handbook" by Thomas Pyzdek and Paul Keller: Often considered a comprehensive guide to Six Sigma methodologies, this book covers the DMAIC (Define, Measure, Analyze, Improve, and Control) process in detail, along with statistical tools and techniques commonly used in Six Sigma projects, Third Edition, Tata McGraw Hill Publication

### Web links:

Simplifying web analytics for Social Media Marketing	<a href="https://ieeexplore.ieee.org/abstract/document/7363968">https://ieeexplore.ieee.org/abstract/document/7363968</a>
B2B Market analysis using Social Media Web Analytics	<a href="https://www.proquest.com/openview/f20d1fb52aab2012702c9c227f977f/1?pq-origsite=gscholar&amp;cbl=2030962">https://www.proquest.com/openview/f20d1fb52aab2012702c9c227f977f/1?pq-origsite=gscholar&amp;cbl=2030962</a>
The Use of Web Analytics for Digital Marketing Performance Measurement	<a href="https://www.sciencedirect.com/science/article/abs/pii/S001985011500139X">https://www.sciencedirect.com/science/article/abs/pii/S001985011500139X</a>

### CO-PO Mapping

<b>PO/CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P32.1</b>	2	2	2	1	2	3	2	2
<b>BA23P32.2</b>	2	1	2	2	2	3	3	3
<b>BA23P32.3</b>	3	1	2	3	2	3	2	2
<b>BA23P32.4</b>	2	1	2	3	2	3	1	1
<b>BA23P32.5</b>	2	1	2	3	2	3	2	2
<b>Average</b>	<b>2.2</b>	<b>1.2</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P33	Operations and Supply Chain Analytics	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>To Understand the Fundamentals of Supply Chain Analytics</li> </ul>
<ul style="list-style-type: none"> <li>To Apply Advanced Mathematical Models in Warehousing and Inventory Management</li> </ul>
<ul style="list-style-type: none"> <li>To analyze ,optimize transportation networks, evaluate supply chain metrics and their financial implications.</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION</b>	<b>09</b>
Need, Importance and Scope of operations and supply chain management, Definition of supply chain analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.		
<b>UNIT-II</b>	<b>WAREHOUSING DECISIONS</b>	<b>09</b>
Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods		
<b>UNIT-III</b>	<b>INVENTORY MANAGEMENT</b>	<b>09</b>
Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.		
<b>UNIT-IV</b>	<b>TRANSPORTATION NETWORK MODELS</b>	<b>09</b>
Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.		
<b>UNIT-V</b>	<b>METRICS</b>	<b>09</b>
Supply Chain Metrics, Relationship between Supply Chain Metrics and other metrics, Financial Metrics in SCM, Time Varying Demands for analytics, Analysis of experimental design, JIT and Theory of Constraints, Case Study		
<b>Total Contact Hours: 45</b>		

Course Outcomes: After completing the course, the Learners will be able to:
CO1: Identify and explain the need, importance, and scope of operations and supply chain management, including barriers and roadmaps for implementation.
CO2: Demonstrate the ability to use mathematical programming models
CO3: Apply dynamic lot sizing and multi-echelon inventory models to manage inventory efficiently.
CO4: Design efficient transportation networks using various facility location techniques.
CO5: Evaluate and interpret supply chain metrics and their relationship with financial and operational performance .

**SUGGESTED ACTIVITIES**

- UNIT I: Case Studies Analysis
- UNIT II: Layout Design Project
- UNIT III: Risk Analysis Case Study
- UNIT IV: Facility Location Problem Solving using techniques.
- UNIT V: ANP and TOPSIS Case Study

**SUGGESTED EVALUATION METHODS**

- Unit: I Evaluate students based on a comprehensive written report analyzing the case study and an in-class presentation.
- Unit: II Assess students on a detailed design proposal including diagrams and justification for their warehouse layout.
- Unit: III Evaluate students through a written report analyzing the different types of supply chain risks and proposing mitigation strategies.
- Unit: IV Assess students based on their ability to accurately solve facility location problems using specified techniques.
- Unit: V Evaluate students on a detailed analytical report where they apply ANP and TOPSIS to a complex supply chain problem.

**Text Book(s):**

- Supply Chain Analytics Concepts, Techniques and Applications by Kurt Y. Liu 2022  
ISBN:9783030922245  
Page count:377 Published:7 April 2022 Publisher: Springer International Publishing
- Business Risk Management Models and Analysis Edward J. Anderson ISBN: 978-1-118-34946-5
- Production and Operations Analytics Eighth Edition By Steven Nahmias, Tava Lennon Olsen · 2020

**References:**

- Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.
- Muthu Mathi Rajan, Chandrasekharan Rajendran, Sowmya Narayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd., 2016.
- Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.
- Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013.
- Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, 2013.

**Web Links**

Descriptive, Predictive, and Prescriptive Analytic	<a href="https://business.adobe.com/blog/basics/descriptive-predictive-prescriptive-analytics-explained">https://business.adobe.com/blog/basics/descriptive-predictive-prescriptive-analytics-explained</a>
Mathematical Programming Models	<a href="https://www.gurobi.com/resources/lp-chapter-1-mathematical-programming/">https://www.gurobi.com/resources/lp-chapter-1-mathematical-programming/</a>
Inventory	<a href="https://nibmehub.com/opac-">https://nibmehub.com/opac-</a>



Aggregation Models and Risk Analysis	<a href="https://www.researchgate.net/publication/312123456/service/pdf/read/Business%20Risk%20Management%20Models%20and%20Analysis%20-Edward%20J.%20Anderson.pdf">service/pdf/read/Business%20Risk%20Management%20Models%20and%20Analysis%20-Edward%20J.%20Anderson.pdf</a>
Facility Location Techniques and Vehicle Routing	<a href="https://www.diva-portal.org/smash/get/diva2:1636661/FULLTEXT02.pdf">https://www.diva-portal.org/smash/get/diva2:1636661/FULLTEXT02.pdf</a>
MCDM Models	<a href="https://www.1000minds.com/decision-making/what-is-mcdm-mcda">https://www.1000minds.com/decision-making/what-is-mcdm-mcda</a>

### **CO-PO Mapping**

<b>CO / PO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
BA23P33.1	2	2	2	2	2	3	3	3
BA23P33.2	2	2	2	3	3	2	3	3
BA23P33.3	2	2	3	3	3	3	3	3
BA23P33.4	2	3	3	3	3	3	3	3
BA23P33.5	3	3	3	3	3	3	3	3
Average	<b>2.2</b>	<b>2.4</b>	<b>2.6</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>3</b>	<b>3</b>

### **Suggested Article Readings:**

- <https://pdfs.semanticscholar.org/0681/ec2cc101235753197f68b6056d5f14ffe714.pdf>
- A simultaneous facility location and vehicle routing problem arising in health care logistics in the Netherlands Marjolein Veenstra,1 , Kees Jan Roodbergen,\*, Leandro C. Coelho,a,b , Stuart X. Zhua
- <https://www2.cs.sfu.ca/~binay/mitacs/Research.html>
- Gaur, Saurabh & Ravindran, A. (2006). A bi-criteria model for the inventory aggregation problem under risk pooling. Computers & Industrial Engineering. 51. 482-501. 10.1016/j.cie.2006.08.009.

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P34	Financial Analytics	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>To prepare students for careers in finance, data analysis, and related fields</li> </ul>
<ul style="list-style-type: none"> <li>To equip students with the analytical skills necessary to understand and interpret financial data effectively.</li> </ul>
<ul style="list-style-type: none"> <li>To enhance students' ability to make informed financial decisions.</li> </ul>

UNIT-I	INTRODUCTION TO FINANCIAL ANALYTICS	09
Introduction to Financial Analytics- Importance of Financial Analytics – Types of Financial Analytics – Features of Financial Analytics – Implementation of Financial Analytics –Financial Analytics and Current Financial Challenges – Fraud & Risk.		
UNIT-II	FINANCIAL DATA ANALYSIS	09
Time series analysis- Trend analysis, seasonality Concepts of autocorrelation & stationarity, Volatility modelling-Historical volatility, implied volatility, Conditional volatility , Correlation and covariance analysis: Portfolio risk assessment, asset allocation- Monte Carlo simulation		
UNIT-III	FINANCIAL MODELING AND VALUATION	09
Introduction to financial modelling: Building blocks, principles, and best practices. Financial statement analysis: Ratio analysis, common-size analysis, DuPont analysis. Discounted cash flow (DCF) analysis: Valuation methodologies, free cash flow estimation, terminal value calculation. Equity valuation models: Dividend discount model (DDM), comparable company analysis (CCA), precedent transactions analysis (PTA).		
UNIT-IV	RISK MANAGEMENT & INVESTMENT ANALYSIS	09
Risk management fundamentals: Types of risk (market risk, credit risk, liquidity risk, etc.), risk assessment techniques. Value at Risk (VaR) & its limitations. Portfolio theory: Markowitz portfolio theory, efficient frontier, capital market line. Asset allocation strategies: Mean-variance optimization, risk parity, factor-based investing.		
UNIT-V	ADVANCED FINANCIAL ANALYTICS & APPLICATIONS	09
Machine learning applications in finance: Predictive modelling, classification, clustering, and reinforcement learning. Algorithmic trading strategies: Momentum trading, mean reversion, statistical arbitrage. High-frequency trading (HFT) and algorithmic trading platforms. Alternative data sources and their applications in financial analytics. Ethical considerations and regulatory frameworks in financial analytics.		
<b>Total Contact Hours: 45</b>		

Course Outcomes:
CO1: Demonstrate proficiency in analyzing financial data using statistical techniques and tools to derive meaningful insights and trends.
CO2: Construct robust financial models for investment evaluation, risk assessment, and valuation analyses.
CO3: Exhibit sound decision-making skills in finance, applying analytical techniques to make informed decisions across various financial domains.
CO4: Apply proficiency in portfolio optimization techniques, constructing diversified portfolios that align with risk-return objectives.
CO5: Understand and apply their exposure in advanced financial analytics.

<p><b>SUGGESTED ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>● Data Analysis Exercises</li> <li>● Portfolio Optimization Projects</li> <li>● Simulation games</li> <li>● Software Training Workshops</li> </ul>
<p><b>SUGGESTED EVALUATION METHODS</b></p> <ul style="list-style-type: none"> <li>● Assignments</li> <li>● Case study</li> <li>● Class Presentation</li> <li>● Discussion</li> </ul>

<b>Text Book(s):</b>
1. Mohanty-Financial Analytics –Wiley 1e, 2023
2. RueyS.T. (2010), Analysis of Financial Time Series, Third Edition, Wiley, 2010
3. Hilpisch, Y. (2014). Python for Finance: Analyze Big Financial Data. United States: O'Reilly Media

<b>Reference Books(s) / Web links:</b>
● Williams, E. E. (2017). Quantitative financial analytics: The path to investment profits. World Scientific Publishing Co Pte Ltd
● Shumway, R. H., & Stoffer, D. S. (2017). Time series analysis and its applications: With R examples. Springer.
● Hull, J. C. (2022). Options, futures, and other derivatives. Pearson Publications.
● Penman, S. H. (2017). Financial statement analysis and security valuation. McGraw Hill Education.
● Chan, E. P. (2013). Algorithmic trading: Winning strategies and their rationale. John Wiley & Sons Inc
● Guida, T., & Hilpisch, Y. (2019). Big data and machine learning in quantitative investment. Wiley

**CO-PO MAPPING**

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P34.1	2	2	2	1	2	3	3	2
BA23P34.2	2	1	2	2	2	3	3	3
BA23P34.3	3	1	2	3	2	3	2	2
BA23P34.4	2	1	2	3	2	3	1	1
BA23P34.5	2	1	2	3	2	3	2	2
<b>Average</b>	<b>2.2</b>	<b>1.2</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2.3</b>	<b>2</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P35	Business Forecasting	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>To understand the various concepts of the forecasting in application of business</li> </ul>
<ul style="list-style-type: none"> <li>To understand the various techniques of the forecasting</li> </ul>
<ul style="list-style-type: none"> <li>To explain about the techniques employed to measure the forecast accuracy</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION TO BUSINESS FORECASTING</b>	09
Business Forecasting – Meaning- Process –Importance - Applications. Business Forecasting Types- Qualitative Models& Quantitative Models. Business Forecasting Approaches- Best practices of Business forecasting.		
<b>UNIT-II</b>	<b>TIME SERIES ANALYSIS AND FORECASTING</b>	09
Time series data- Stationary and Non-Stationary- Components of Time Series Analysis- Naive forecasting- Moving Average Models – Simple Moving Average - Weighted Moving Average- Exponential Moving Average -human judgement in time series analysis- Practical Applications.		
<b>UNIT-III</b>	<b>EXPONENTIAL SMOOTHING AND FORECAST ACCURACY</b>	09
Exponential smoothing forecasting- Simple Exponential Smoothing - Holt’s Exponential smoothing- Winters’ exponential smoothing. Comparison of Moving Average Models- Measures of forecast accuracy- MAD-MAPE-MSE-RMSE.		
<b>UNIT-IV</b>	<b>CAUSAL METHODS OF FORECASTING</b>	09
Regression Analysis – Assumptions- Least Square Method ( Elementary Problems)- Criteria for best fit model. Multicollinearity- Detection of Multicollinearity- Multiple Regression Analysis( Elementary Problems) – Logistic Regression( Elementary Problems).		
<b>UNIT-V</b>	<b>INTRODUCTION TO ARMA MODELS</b>	09
AR Processes- MR Processes- ARMA Process-ARIMA Process. ( Elementary Problems) Auto Correlation Function (ACF) and Partial Auto Correlation Function- Introduction to Monte Carlo Simulation.		
<b>Total Contact Hours: 45</b>		

Course Outcomes: After completing the course, the Learners should be able to
CO1: Assess the Business Forecasting Fundamentals
CO2: Identify the components of time series analysis
CO3: Demonstrate the concept of exponential smoothing and its variants
CO4: Identify the criteria for selecting the best-fit regression model
CO5: Demonstrate the concept of ARIMA models.

SUGGESTED ACTIVITIES
<ul style="list-style-type: none"> <li>Collect historical data on relevant business metrics such as sales, revenue, expenses, market trends, and customer behavior. Analyze this data to identify patterns, trends, and seasonality.</li> <li>Conduct market research to gather information about industry trends, competitor strategies, customer preferences, and economic indicators.</li> <li>Develop multiple scenarios based on different assumptions about future events, market conditions, and business strategies</li> <li>Utilize quantitative forecasting methods such as time series analysis, regression analysis, and econometric modeling to predict future values based on historical data patterns</li> </ul>

SUGGESTED EVALUATION METHODS (UNIT/ Module Wise)
Tutorial problems
Assignment problems
Quizzes
Class Presentation/Discussion

<b>Reference Books(s) / Web links:</b>
<ul style="list-style-type: none"> <li>Forecasting Methods and Applications, Makridakis 3rd Edition, 2017, Willey</li> </ul>
<ul style="list-style-type: none"> <li>Introduction to Time Series Analysis and Forecasting, Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci, John Wiley &amp; Sons, 2015</li> </ul>
<ul style="list-style-type: none"> <li>Business Forecasting: Practical Problems and Solutions, Michael Gilliland, Len Tashman, Udo Sglavo, John Wiley &amp; Sons, 2016</li> </ul>
<ul style="list-style-type: none"> <li>Strategic Business Forecasting, Jae K Shim, Global Professional Publishing, 2009</li> </ul>

#### **Weblinks**

<p>Examples of business forecasting in action - Business Forecasting: How it Works &amp; Real-Life Examples   Upwork</p> <p>Forecasting Fundamentals: <a href="https://www.sas.upenn.edu/~fdiebold/Teaching221/Forecasting.pdf">https://www.sas.upenn.edu/~fdiebold/Teaching221/Forecasting.pdf</a></p> <p>Forecasting Case Studies : <a href="https://otexts.com/fpp2/case-studies.html">https://otexts.com/fpp2/case-studies.html</a></p> <p>Data Sets for Business Forecasting : <a href="https://data.world/datasets/forecasting">https://data.world/datasets/forecasting</a></p>
---

#### **CO/PO MAPPING**

<b>PO / CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
BA23P35.1	3	3	-	1	2	3	3	1
BA23P35.2	2	3	-	1	1	3	2	2
BA23P35.3	2	3	-	2	2	3	1	1
BA23P35.4	3	3	-	1	1	3	3	2
BA23P35.5	2	3	-	3	1	3	2	2
<b>Average</b>	<b>2.4</b>	<b>3</b>	<b>-</b>	<b>1.6</b>	<b>1.4</b>	<b>3</b>	<b>2.2</b>	<b>1.6</b>

# **OPERATIONS MANAGEMENT**

### OPERATIONS MANAGEMENT ELECTIVES

<b>Course Code</b>	<b>Course Title (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
BA23P41	Logistics & supply Chain Management	FE	3	0	0	3
BA23P42	Service Operations Management	FE	3	0	0	3
BA23P43	Project Management	FE	3	0	0	3
BA23P44	Strategic Sourcing Management	FE	3	0	0	3
BA23P45	Lean Six Sigma	FE	3	0	0	3

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P41	Logistics and Supply Chain Management	FE	3	0	0	3

Course Objectives:
<ul style="list-style-type: none"> <li>To familiarize students with the importance of efficient logistics and supply chain operations in contemporary business environments.</li> <li>To assess the role of technology in logistics and supply chain management.</li> <li>To explain about the strategies employed in the logistics and supply chain management.</li> </ul>

UNIT-I	INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT	09
Logistics management and Supply Chain management - Definition, Evolution, Importance - The Global Supply Chain Network - Types of Supply Chains - The Triple Bottom Line (TBL) in Supply Chains - Challenges and Opportunities in Logistics and Supply Chain Management.		
UNIT-II	STRATEGIC SUPPLY CHAIN MANAGEMENT	09
Supply Chain Design and Network Optimization - Sourcing and Cost Reduction Strategies - Customer Relationship Management (CRM) in Supply Chains - Sustainability in Supply Chain Management		
UNIT-III	TRANSPORTATION MANAGEMENT	09
Modes of Transportation (Road, Rail, Air, Water) - Intermodal Transportation - Transportation Cost Analysis - Carrier Selection and Contracting - International Transportation - Freight Forwarding and Customs Clearance - INCOTERMS- Case studies discussion		
UNIT-IV	WAREHOUSING AND DISTRIBUTION	09
Warehouse Management Systems (WMS) - Order Fulfillment and Picking Strategies - Distribution Network Design - Reverse Logistics and Returns Management - Case studies discussion		
UNIT-V	TECHNOLOGY AND INNOVATION IN SUPPLY CHAINS	09
The Role of Technology in Logistics and Supply Chain Management - Supply Chain Visibility - Supply Chain Considerations - Emerging Technologies: Blockchain, Artificial Intelligence, and Robotics in Supply Chains.		
<b>Total Contact Hours: 45</b>		

Course Outcomes: After completing the course, the Learners will be able to :
CO1:Analyze the role of logistics and supply chain management in the context of global business operations
CO2:Integrate sustainability considerations into supply chain decision-making.
CO3: Navigate the complexities of international trade and transportation.
CO4: Implement reverse logistics practices for managing returns
CO5:Discuss the transformative role of technology in logistics and supply chain management.

Suggested Activities:
<ul style="list-style-type: none"> <li>Flipped Classroom</li> <li>Case study (for all units)</li> <li>Guest Lecture</li> <li>AI tools</li> </ul>

Suggested Evaluation Methods :
<ul style="list-style-type: none"> <li>Assignments</li> <li>Class Presentation / Discussion</li> <li>Practical exercises and simulations</li> </ul>



<b>Text Book(s):</b>
3. Sunil Chopra and Dharam Vir Kalra, Supply Chain Management: Strategy, planning & Operation, 7th ed, Pearson.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2018.
5. Janat Shah, Supply Chain Management, Pearson Education India, 2nd Edition 2016.

<b>Reference Books(s)</b>
● Chopra, S., & Meindl, P. (2020). Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.
● Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2019). Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. McGraw-Hill Education
● Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2019). Supply Chain Logistics Management. McGraw-Hill Education.

<b>Weblinks</b>	
Triple Bottom Line (TBL)	<a href="https://www.ibm.com/topics/triple-bottom-line">https://www.ibm.com/topics/triple-bottom-line</a>
Reverse Logistics	<a href="https://www.netsuite.com/portal/resource/articles/inventory-management/reverse-logistics.shtml">https://www.netsuite.com/portal/resource/articles/inventory-management/reverse-logistics.shtml</a>
Intermodal Transportation	<a href="https://www.inboundlogistics.com/articles/intermodal-transportation/">https://www.inboundlogistics.com/articles/intermodal-transportation/</a>
Robotics in Supply Chains	<a href="https://www.apqc.org/blog/robotics-supply-chain">https://www.apqc.org/blog/robotics-supply-chain</a>

## CO-PO MAPPING

PO/ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P41.1</b>	3	2	1	2	1	2	1	1
<b>BA23P41.2</b>	1	2	2	2	2	2	-	1
<b>BA23P41.3</b>	2	2	3	1	3	1	2	1
<b>BA23P41.4</b>	1	2	2	-	1	2	1	2
<b>BA23P41.5</b>	2	2	1	1	2	1	2	2
<b>Average</b>	<b>1.8</b>	<b>2</b>	<b>1.8</b>	<b>1.5</b>	<b>1.8</b>	<b>1.6</b>	<b>1.5</b>	<b>1.4</b>

### **Suggested Article Readings:**

1. The evolution and future of logistics and supply chain management. Retrieved 3 July 2007 from <https://www.emerald.com/insight/content/doi/10.1108/09555340710760152/full/html>.
2. Supply Chain-Customer Relationship Management. Retrieved January 2020 from [https://www.researchgate.net/profile/Arun-Deshmukh\\_Conceptualization\\_and\\_Development\\_of\\_a\\_Supply\\_Chain-Conceptualization-and-Development-of-a-Supply-Chain-Customer-Relationship-Management-SC2R-M-Synergy-Mode.pdf](https://www.researchgate.net/profile/Arun-Deshmukh_Conceptualization_and_Development_of_a_Supply_Chain-Conceptualization-and-Development-of-a-Supply-Chain-Customer-Relationship-Management-SC2R-M-Synergy-Mode.pdf)
3. Design and optimization of green warehouse system based on case analysis. Retrieved 15 February 2023 from <https://www.sciencedirect.com/science/article/abs/pii/S0959652623001567>

<b>Course Code</b>	<b>Course Title (Theory course)</b>	<b>Category</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>BA23P42</b>	<b>Service Operations Management</b>	FE	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

70% Theory 30% Problems

<b>Course Objectives:</b>
<ul style="list-style-type: none"> <li>To Comprehend the Fundamental Principles of Service Operations Management.</li> </ul>
<ul style="list-style-type: none"> <li>To Apply Service Design Strategies to Enhance Service Delivery Efficiency.</li> </ul>
<ul style="list-style-type: none"> <li>To Analyze and Improve Service Quality Using Established Models and Techniques.</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION</b>	<b>09</b>
Service sector – nature, growth, Services – Importance, role in economy, Nature of services - distinctive characteristics, Service Package, Service classification. Service Strategy – winning customers; Technology in services – self-service, automation, ecommerce, e-business, stages in service firm competitiveness.		
<b>UNIT-II</b>	<b>SERVICE DESIGN</b>	<b>09</b>
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface–service decoupling.		
<b>UNIT-III</b>	<b>SERVICE QUALITY</b>	<b>09</b>
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design, Service Recovery, Service Guarantees.		
<b>UNIT-IV</b>	<b>SERVICE FACILITY</b>	<b>09</b>
Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, center of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.(Simple problems)		
<b>UNIT-V</b>	<b>TOOLS AND TECHNIQUES</b>	<b>09</b>
Capacity Management in Services – Queuing models - Waiting Lines –Simulation - Yield management. Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines , psychology of waiting; Managing for growth-Case discussion		
<b>Total Contact Hours: 45</b>		

<b>Course Outcomes:</b> After completing the course, the Learners will be able to:
CO1: Analyse Service Offerings
CO2: Demonstrate proficiency in creating comprehensive service blueprints
CO3: Identify Effective Service Quality Measurement
CO4: Assess the knowledge and skills to design efficient service facilities.
CO5: Proficient in utilizing capacity management tools and inventory management techniques

**SUGGESTED ACTIVITIES**

- UNIT I: Case Studies Analysis
- UNIT II: Service Blueprinting Exercise
- UNIT III: SERVQUAL Survey Project or Service Recovery Simulation
- UNIT IV: Location Analysis Project
- UNIT V: Inventory Management Game

**SUGGESTED EVALUATION METHODS**

- Unit: I Evaluate critical analysis skills and the ability to extract key learnings from case studies.
- Unit: II Assess service design principles through group presentations.
- Unit: III Evaluate students' understanding of service quality or recovery techniques by assessing their analysis of survey data or performance in service recovery scenarios.
- Unit: IV Assess students' comprehension of service facility location considerations through location analysis reports.
- Unit: V Evaluate students' proficiency, their performance and decision-making in the inventory management game

**Text Book(s):**

- ② Service Operations Management: Improving Service Delivery Paperback – 2 November 2020 by Robert Johnston (Author), Michael Shulver (Author), Nigel Slack (Author), Graham Clark (Author)
- ② McManus, John & Winroth, Mats & Angelis, Jannis. (2019). LATEST BOOK 2020 Service Operations Management: A Strategic Perspective.

**References:**

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

**Web Links :**

SOM	<a href="https://safetyculture.com/topics/service-operations-management/">https://safetyculture.com/topics/service-operations-management/</a>
Queuing-theory	<a href="https://www.investopedia.com/terms/q/queuing-theory.asp">https://www.investopedia.com/terms/q/queuing-theory.asp</a>
Service design	<a href="https://www.pearson.com/content/dam/one-dot-com/one-dot-com/us/en/higher-ed/en/products-services/course-products/foster-1e-info/pdf/sample-chapter--ch04.pdf">https://www.pearson.com/content/dam/one-dot-com/one-dot-com/us/en/higher-ed/en/products-services/course-products/foster-1e-info/pdf/sample-chapter--ch04.pdf</a>

**CO-PO Mapping**

PO / CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P42.1	2	2	2	2	2	3	3	3
BA23P42.2	2	2	2	3	3	2	3	3
BA23P42.3	2	2	3	3	3	3	3	3
BA23P42.4	2	3	3	3	3	3	3	3
BA23P42.5	3	3	3	3	3	3	3	3
Average	2.2	2.4	2.6	2.8	2.8	2.8	3	3

### Suggested Article Readings:

- ▣ Adenso-Díaz, B., González-Torre, P. and García, V. (2002), "A capacity management model in service industries", *International Journal of Service Industry Management*, Vol. 13 No. 3, pp. 286-302. <https://doi.org/10.1108/09564230210431983>
- ▣ Beveridge, Ivana. (2020). *Intercultural Marketing: Theory and Practice*. 10.4324/9781003025344.
- ▣ Machuca, José & González-Zamora, María-Del-Mar & Aguilar-Escobar, Victor. (2007). Service Operations Management research. *Journal of Operations Management - J OPER MANAG*. 25. 585-603. 10.1016/j.jom.2006.04.005.
- ▣ José A.D. Machuca, María del Mar González-Zamora, Víctor G. Aguilar-Escobar, Service Operations Management research, *Journal of Operations Management*, Volume 25, Issue 3, 2007, Pages 585-603, ISSN 0272-6963, <https://doi.org/10.1016/j.jom.2006.04.005>.

Course code	Course Name (Theory course)	Category	L	T	P	C
BA23P43	Project Management	FE	3	0	0	3

**Course Objectives:**

- To learn the fundamental principles and practices of managing projects.
- To apply and evaluate success parameters of cost, time and quality in project management.
- To enable student to conceive an idea, evaluate its feasibility and make it workable.

<b>UNIT-I</b>	<b>INTRODUCTION TO PROJECT MANAGEMENT</b>	9
	Project Management – Definition –Goal – Lifecycles - Types of Project Management. Project Environments - Essential Elements. Project Manager – Roles and Responsibilities. Case Study.	
<b>UNIT-II</b>	<b>PROJECT PLANNING, SELECTION AND RISK MANAGEMENT</b>	9
	The Planning Process – Work Break down Structure (WBS). Cost Estimation and Project Budgeting. Project Cost Management. Selection criteria and methods. Risk Analysis in Project Management. Case Study.	
<b>UNIT-III</b>	<b>PROJECT SCHEDULING &amp; RESOURCE ALLOCATION</b>	9
	Project Scheduling Techniques - PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and levelling. Simulation for resource allocation. Goldratt’s Critical Chain. Case Study.	
<b>UNIT-IV</b>	<b>PROJECT TEAMS AND PROJECT QUALITY MANAGEMENT</b>	9
	Project Teams - Team Building Models and Performance Teams and Team Pitfalls. Project Quality Management – Meaning, Benefits, Elements, Plan, Tools.	
<b>UNIT-V</b>	<b>PROJECT CONTROL AND COMPLETION</b>	9
	Project Control – Process, Monitoring, Internal and External control, Project Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Case Study.	
<b>Total Contact Hours</b>		<b>45</b>

**Course Outcomes:** After completing the course, the learners will able to:

CO1: Evaluate project management trajectory from defining the project scope to closure.

CO2: Analyze the project plan and budget.

CO3: Design the project schedule.

CO4: Implement appropriate project organization.

CO5: Optimize project control and complete.

**SUGGESTED ACTIVITIES**

- Flipped classroom
- Case Study presentation and discussion
- Guest lectures
- Activity Based Learning

**SUGGESTED EVALUATION METHODS**

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

<b>Textbook(s):</b>	
<b>1</b>	Jack R. Meredith and Samuel J. Mantel, Jr. – ‘Project Management- A Managerial Approach’ Eighth Edition – John Wiley & Sons Inc – 2012.
<b>2</b>	Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.
<b>3</b>	Arun Kanda – ‘Project Management-A Life Cycle Approach’ PHI Learning Private Limited – 2010

<b>Reference Books(s) / Web links:</b>	
<b>1</b>	Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12th ed, John Wiley & Sons, Inc. September, 2017.
<b>2</b>	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Third Edition, Pearson Education, 2008.
<b>3</b>	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill 6 <sup>th</sup> Edition, 2019.
<b>4</b>	Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.
<b>5</b>	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006
<b>6</b>	Harvey Maylor, Project Management, 4 <sup>th</sup> Edition, Pearson Education, 2017.

**Web links**

<b>The Basics of project management</b>	<a href="https://www.cascade.app/blog/project-management">https://www.cascade.app/blog/project-management</a>
<b>Project Selection and Planning</b>	<a href="https://www.simplilearn.com/project-selection-methods-article">https://www.simplilearn.com/project-selection-methods-article</a>
<b>Productivity, Resource Management</b>	<a href="https://www.projectmanager.com/blog/resource-loading">https://www.projectmanager.com/blog/resource-loading</a>
<b>Conflict Management</b>	<a href="https://www.apm.org.uk/blog/what-is-conflict-management-in-project-management/">https://www.apm.org.uk/blog/what-is-conflict-management-in-project-management/</a>
<b>Project Controls</b>	<a href="https://www.knowledgehut.com/blog/project-management/what-is-project-controls">https://www.knowledgehut.com/blog/project-management/what-is-project-controls</a>

## CO-PO Mapping

PO CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BA23P43.1	3	2	3	3	3	3	2	3
BA23P43.2	3	3	3	3	3	3	3	2
BA23P43.3	2	3	2	3	3	3	3	3
BA23P43.4	3	3	3	3	3	3	3	3
BA23P43.5	3	3	2	3	3	3	3	3
Average	2.8	2.8	2.5	3	3	3	3	2.8

### **SUGGESTED ARTICLE READINGS:**

1. Project Management Approaches for Dynamic Environments, Simon Collyer, August 2013, International Journal of Project Management.  
[https://www.researchgate.net/publication/222404311\\_Project\\_Management\\_Approaches\\_for\\_Dynamic\\_Environments](https://www.researchgate.net/publication/222404311_Project_Management_Approaches_for_Dynamic_Environments)
2. How to write an effective project plan in 6 simple steps, DEANNA DEBARA, JULY 20, 2023 INPROJECT MANAGEMENT, <https://www.atlassian.com/blog/project-management/write-an-effective-project-plan>
3. Project schedule management: a complete guide, Rosanna Campbell, Aug 6, 2023, <https://monday.com/blog/project-management/project-schedule-management/>
4. Project organizational structures, J.R. San Cristóbal, V. Fernández, January 2018 [https://www.researchgate.net/publication/328468706\\_An\\_analysis\\_of\\_the\\_main\\_project\\_organizational\\_structures\\_Advantages\\_disadvantages\\_and\\_factors\\_affecting\\_their\\_selection](https://www.researchgate.net/publication/328468706_An_analysis_of_the_main_project_organizational_structures_Advantages_disadvantages_and_factors_affecting_their_selection)
5. Project Termination – How to Do It Right: Establish a Culture of Successful Failure, Thomas Brustbauer, 2017. <https://www.theprojectgroup.com/blog/en/project-termination/#comments>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P44	STRATEGIC SOURCING MANAGEMENT	FE	3	0	0	3

<b>Course Objectives:</b> The course helps to
<ul style="list-style-type: none"> <li>• Understand Materials Management Concepts</li> <li>• Develop Practical Skills in Inventory Control and Procurement</li> <li>• Apply Materials Management Techniques in Real-World Scenarios</li> </ul>

<b>UNIT-I</b>	<b>INTRODUCTION</b>	<b>09</b>
Meaning and Scope, Objectives and Significance of strategic sourcing management - Challenges, Key performance indicators (KPIs) in strategic sourcing management - Material Management in Other Areas of Management Functions – Case studies.		
<b>UNIT-II</b>	<b>MATERIAL PLANNING</b>	<b>09</b>
Process planning – principles of planning - Master production schedule (MPS) - Bill of materials (BOM) - Just-in-Time (JIT) and lean manufacturing - Production planning and control (PPC) - Codification		
<b>UNIT-III</b>	<b>INVENTORY MANAGEMENT</b>	<b>09</b>
Inventory management meaning – objectives – control techniques (simple problems) -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages - Quantity discount models -Probabilistic inventory models.		
<b>UNIT-IV</b>	<b>PROCUREMENT AND VENDOR MANAGEMENT</b>	<b>09</b>
Procurement process and policies - Negotiation strategies - Vendor Rating and Vendor Rating Techniques - Supplier selection and evaluation- Vendors Development and Vendors' Relationship.		
<b>UNIT-V</b>	<b>TECHNOLOGY IN STRATEGIC SOURCING MANAGEMENT</b>	<b>09</b>
Role of Information Technology (IT) in strategic sourcing management - Enterprise Resource Planning (ERP) systems - Implementation challenges of ERP systems - Barcoding and RFID technology - Emerging trends: AI, Internet of Things in strategic sourcing management		
<b>Total Contact Hours: 45</b>		

<b>Course Outcomes:</b> After completing the course, the Learners will be able to:
CO1: Demonstrate a comprehensive understanding of strategic sourcing management and its importance in business operations.
CO2 : Apply materials planning techniques to optimize resource utilization
CO3: Manage inventory effectively to reduce costs and improve service levels
CO4: Execute procurement processes efficiently and manage vendor relationships.
CO5: Integrate modern technological tools in strategic sourcing management for improved efficiency.

<b>SUGGESTED ACTIVITIES</b>
<ul style="list-style-type: none"> <li>• UNIT I: Case Studies</li> <li>• UNIT II: Guest Lecture, Industrial Visits</li> <li>• UNIT III: Assignment on inventory costs</li> <li>• UNIT IV: Vendor Management- Mini project</li> <li>• UNIT V: Case study discussion</li> </ul>
<b>SUGGESTED EVALUATION METHODS</b>
<ul style="list-style-type: none"> <li>• Case study Evaluation</li> <li>• Assignment</li> <li>• Mini project</li> <li>• Class presentation</li> <li>• Quizzes</li> </ul>



<b>Textbook(s):</b>
1. Arnold T, Chapman S, Clive L.M., Gatewood A.K, Introduction to Materials Management, 9th edition, Pearson (January 3, 2022)
2. Gopalakrishnan P, Haleem A, Handbook of Materials Management, PHI Learning Pvt. Ltd. (2015)

<b>Reference Book(s)/Weblinks</b>
1. Hugos, M. H. , Essentials of supply chain management. John Wiley & Sons, (2024).
2. Chopra, S., & Meindl, P. , Strategy, planning, and operation. Supply Chain Management, Pearson, (2001).
3. Vandeput N, Inventory Optimization: Models and Simulations, De Gruyter publishing (2020)

**Weblinks**

<b>Logistics and warehousing Management</b>	<a href="https://iimm.org/wp-content/uploads/2019/12/Logistics-and-Warehousing-Management.pdf">https://iimm.org/wp-content/uploads/2019/12/Logistics-and-Warehousing-Management.pdf</a>
<b>Integrated Computer systems for Materials Management</b>	<a href="https://yadda.icm.edu.pl/baztech/element/bwmeta1.element.baztech-article-BPZ4-0019-0031/c/Chwesiuk.pdf">https://yadda.icm.edu.pl/baztech/element/bwmeta1.element.baztech-article-BPZ4-0019-0031/c/Chwesiuk.pdf</a>
<b>Stores Management</b>	<a href="https://www.materialsmanagement.info/stores-management/store-management.htm">https://www.materialsmanagement.info/stores-management/store-management.htm</a>

**CO-PO MAPPING**

PO/ CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>BA23P44.1</b>	3	-	-	-	2	2	2	2
<b>BA23P44.2</b>	2	-	-	-	2	2	2	2
<b>BA23P44.3</b>	2	-	-	-	2	2	2	2
<b>BA23P44.4</b>	2	-	-	-	2	2	2	2
<b>BA23P44.5</b>	2	-	-	-	2	2	2	2
<b>Average</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**Suggested articles Reading**

Materials Management practices in PSUs in India	<a href="http://conference.cusat.ac.in/xmlui/handle/purl/3393">http://conference.cusat.ac.in/xmlui/handle/purl/3393</a>
Supply chain Management practices	<a href="https://www.emerald.com/insight/content/doi/10.1108/09600030310499277/full/html/1000">https://www.emerald.com/insight/content/doi/10.1108/09600030310499277/full/html/1000</a>
Cost Management Practices	<a href="https://www.academia.edu/download/41770430/UNPAN026858.pdf">https://www.academia.edu/download/41770430/UNPAN026858.pdf</a>
Green supply chain Management practices in India	<a href="https://www.tandfonline.com/doi/abs/10.1080/09537287.2013.832822">https://www.tandfonline.com/doi/abs/10.1080/09537287.2013.832822</a>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23P45	LEAN SIX SIGMA	FE	3	0	0	3

80% Theory 20% Problems

<b>Course Objectives:</b>	
●	To learn the concept of Six Sigma.
●	The course will be centered on how to achieve best possible to expose various quality issues.
●	To help students analyze gain knowledge on quality control and its application in real time.
●	To know the extent of cellular manufacturing.
●	To understand the importance of quality standards in manufacturing.

<b>UNIT-I</b>	<b>INTRODUCTION TO LEAN SIX SIGMA</b>	<b>09</b>
Over view of Lean Principles, Overview of Six Sigma Methodology, History and Evolution of Lean Six Sigma, Benefits and importance of Lean Six Sigma in various industries, Definition of waste, 5S principles, six sigma levels.		
<b>UNIT-II</b>	<b>FUNDAMENTALS OF SIX SIGMA</b>	<b>09</b>
DMAIC, DMADV Methodology, Statistical methods, Process Capability Analysis, Design for Six Sigma(DFSS), KANBAN, POKA YOKE (Mistake Proofing), Just-in -Time(JIT), Total Productive Maintenance (TPM), Lean Metrics and Performance Measurement		
<b>UNIT-III</b>	<b>SIX SIGMA TOOLS AND TECHNIQUES</b>	<b>09</b>
Statistical Process Control (SPC), Root Cause Analysis, Lean Six Sigma Project Management- Lean Six Sigma Project Selection and prioritization, Lean Six Sigma Leadership and Change Management, FMEA, KAIZEN		
<b>UNIT-IV</b>	<b>ADVANCED SIX SIGMA</b>	<b>09</b>
Lean Six Sigma in Service Industries- Healthcare, Software Development, Supply Chain Management, Risk Management and Mitigation, Six Sigma Leadership and Culture, QFD, Simulation and Modeling of Six Sigma, Strategizing Six Sigma with Business.		
<b>UNIT-V</b>	<b>SIX SIGMA IMPLEMENTATION</b>	<b>09</b>
Application of Six Sigma and tools, Set up time reduction, TQM – Principles and Implementation, Value Stream Mapping, Six Sigma Implementation, Six Sigma Training and Certification, Setting up Cross Functional Teams, Benchmarking and Best Practices.		
<b>Total Contact Hours: 45</b>		

<b>Course Outcomes:</b> After completing the course, the Learners will be able to:
CO1:Develop practical experience in the field of Six Sigma
CO2:Demonstrate the conceptual knowledge of KANBAN, POKA YOKE
CO3:Apply knowledge for Lean Six Sigma Project Management
CO4:Develop a greater understanding for Healthcare and other industries
CO5:Understand and demonstrate TQM principles and implementation

**SUGGESTED ACTIVITIES**

- UNIT-1: Visit an organization and meet Six Sigma Manager
- UNIT-2: Meet any project that has implemented POKA YOKE
- UNIT-3 : Develop a few questions, interact with people in the organization and try observing Lean Six Sigma
- UNIT-4: Conduct an event and try understanding the dynamics that go on in a group.
- UNIT-5: Identify the best TQM practices followed in an organization of your choice

**SUGGESTED EVALUATION METHODS:**

- Assignments
- Case study
- Class Presentation
- Discussion

**TextBook(s):**

1. Lean Six Sigma: "Combining Six Sigma Quality with Lean Production Speed" by Michael L. George, John Maxey, and David Rowlands, Tata McGraw Hill Publication, 2022 edition
2. The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to 100 Tools for Improving Quality and Speed" by Michael L. George, John Maxey, David Rowlands, and Malcolm Upton, Tata McGraw Hill Publication, 2020 Edition
3. The Complete Guide to Implementing Six Sigma Methodology for Continuous Manufacturing Process Improvement, Jeffrey Ries, Independently Published, September 2022 edition, ISBN – 13: 979-8355312503

**ReferenceBooks**

- Lean Six Sigma Demystified: A Self-Teaching Guide" by Jay Arthur: Geared towards self-paced learning, this book breaks down Lean Six Sigma concepts into easy-to-understand chapters with exercises and quizzes to reinforce understanding, Tata McGraw Hill Publication, 2020 Edition
- Lean Six Sigma for Dummies" by John Morgan and Martin Brenig-Jones: Part of the popular "For Dummies" series, this book provides a beginner-friendly introduction to Lean Six Sigma, covering the basics of both Lean and Six Sigma methodologies with practical examples, 5<sup>th</sup> Edition 2021
- Lean Six Sigma for Supply Chain Management" by James William Martin, Tata McGraw Hill Publication, June 2022
- The Six Sigma Handbook" by Thomas Pyzdek and Paul Keller: Often considered a comprehensive guide to Six Sigma methodologies, this book covers the DMAIC (Define, Measure, Analyze, Improve, and Control) process in detail, along with statistical tools and techniques commonly used in Six Sigma projects, Third Edition, Tata McGraw Hill Publication

**Weblinks**

Learning Six Sigma in the Digital Era	<a href="https://link.springer.com/chapter/10.1007/978-3-030-92934-3_15">https://link.springer.com/chapter/10.1007/978-3-030-92934-3_15</a>
Using Six Sigma for Improving Availability Access to Emergency Department Data To Facilitate Patent Flow	<a href="https://www.mdpi.com/1660-4601/18/21/11030">https://www.mdpi.com/1660-4601/18/21/11030</a>
Quantitative Analysis of Lean Six Sigma Research	<a href="https://www.emerald.com/insight/content/doi/10.1108/IJQRM-07-2015-0096/full/html">https://www.emerald.com/insight/content/doi/10.1108/IJQRM-07-2015-0096/full/html</a>

**CO-PO Mapping**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23P45.1</b>	2	2	2	1	2	3	2	2
<b>BA23P45.2</b>	2	1	2	2	2	3	3	3
<b>BA23P45.3</b>	3	1	2	3	2	3	2	2
<b>BA23P45.4</b>	2	1	2	3	2	3	1	1
<b>BA23P45.5</b>	2	1	2	3	2	3	2	2
<b>Average</b>	<b>2.2</b>	<b>1.2</b>	<b>2</b>	<b>2.4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23321	SUMMER TRAINING	EEC	0	0	8	4

Course Objectives:	
●	To enable students to apply theoretical knowledge in real-world business environment, enhancing their understanding of industry operations and managerial practices.
●	To foster the development of professional skills such as problem-solving, decision making, leadership, and team work through hands-on industry experience.
●	To Provide students with opportunities to interact with industry professionals, expanding their professional network and gaining insights into various career paths and industry trends.

CONTENTS	
1	Finalization of Internship.
2	. Introduction to Firm and its Operations - Overview of industry-specific business models - Organogram, Key operational processes and workflows - Introduction to industry regulations and compliance
3	Application of Business concepts -Integration of Theory and practice
4	Industry-Specific Challenges - In-depth analysis of current industry challenges and SWOT analysis for the firm.
5	Report preparation -Internship report preparation based on observations, interactions and experiences

Course Outcomes: After completing the course, the Learners will be able to:
CO1: Analyze industry specific challenges and apply business concepts to develop innovative solutions to real world business problems
CO2: Evaluate and critique industry practices and strategies, understanding improvements based on theoretical knowledge and practical experience
CO3: Design and implement strategic plans for industry specific projects, demonstrating creativity and strategic thinking.
CO4: Integrate theoretical knowledge with practical insights to formulate comprehensive reports and presentations, effectively communicating their findings and recommendations
CO5: Evaluate complex business scenarios and to make informed, strategic decisions showcasing leadership and advanced problem-solving abilities.

**CO-PO Mapping**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23321.1</b>	3	3	2	2	2	2	3	3
<b>BA23321.2</b>	3	3	2	3	2	3	2	2
<b>BA23321.3</b>	3	2	2	2	3	3	3	3
<b>BA23321.4</b>	3	2	2	3	2	3	2	2
<b>BA23321.5</b>	2	3	3	2	3	3	2	2
<b>Average</b>	<b>2.8</b>	<b>2.6</b>	<b>2.2</b>	<b>2.4</b>	<b>2.4</b>	<b>2.8</b>	<b>2.4</b>	<b>2.4</b>

Course Code	Course Title (Theory course)	Category	L	T	P	C
BA23421	PROJECT WORK	EEC	0	0	24	12

Course Objectives:	
●	To enable students to apply the theoretical concepts and frameworks learned throughout their program to real-world business challenges, fostering critical thinking and problem-solving skills.
●	To enhance students' research capabilities by conducting in-depth analysis and data-driven decision-making, preparing them to handle complex business scenarios and make informed strategic decisions.
●	To cultivate essential professional skills such as project management, teamwork, leadership, and effective communication, ensuring that students are well-prepared for managerial roles and responsibilities in their future careers.

CONTENTS	
<b>1</b>	<b>Introduction to Project Work</b>  Overview of course objectives and outcomes -Importance of applying theoretical knowledge to real-world scenarios
<b>2</b>	<b>Literature Review and Theoretical Framework</b>  Conducting a thorough literature review -Identifying gaps in existing research-Developing a theoretical framework to carry out the project work.
<b>3</b>	<b>Research Methodology</b>  Introduction to qualitative and quantitative research methods -Data collection techniques: surveys, interviews, case studies.
<b>4</b>	<b>Data Analysis and Interpretation</b>  Application of Data analysis tools for analyzing the data to get meaningful inference
<b>5</b>	<b>Report Writing, Documentation and presentation</b>  Structuring the project report-Writing executive summaries, abstracts, and conclusions Presentation and Communication Skills , Handling Q&A and feedback.

Course Outcomes: After completing the course, the Learners will be able to:
CO1: Able to apply relevant management theories and frameworks to analyze and address real-world business problems.
CO2: Demonstrate the ability to critically analyze business data and trends to identify underlying issues and opportunities.
CO3: Evaluate various strategic options and recommend the most viable solutions based on thorough research and data analysis.
CO4: Analyze data with appropriate tools and software.
CO5: Demonstrate their analytical and presentation skills.

**CO-PO Mapping**

<b>PO/ CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>
<b>BA23421.1</b>	3	2	1	2	1	2	1	2
<b>BA23421.2</b>	2	3	1	2	1	3	2	2
<b>BA23421.3</b>	3	3	2	2	1	3	2	3
<b>BA23421.4</b>	3	2	2	2	2	3	2	3
<b>BA23421.5</b>	2	2	2	2	3	3	2	2
<b>Average</b>	<b>2.6</b>	<b>2.4</b>	<b>1.6</b>	<b>2</b>	<b>1.6</b>	<b>2.8</b>	<b>1.8</b>	<b>2.5</b>



**SOFTWARES TO BE TAUGHT  
IN  
III SEMESTER**

<b>S NO</b>	<b>Software to be to be taught in III Semester</b>
1	Power BI
2	ZOHO-CRM
3	Tableau
4	Basics of Python
5	Basics of R Programming
6	ZOHO-HRM(Zoho People Zoho Recruit)