

**FRANCIS XAVIER ENGINEERING
COLLEGE**

(An Autonomous Institution)

Tirunelveli 627 003

Tamil Nadu

India

DEPARTMENT OF MANAGEMENT STUDIES

Curriculum and Syllabi

PG Regulation 2021

CHOICE BASED CREDIT SYSTEM

AND

OUTCOME BASED EDUCATION

DEPARTMENT VISION

To Create Intellectual and Ethical Management Professionals and
Entrepreneurs with High Qualities to Triumph over the
Challenges in Global Business Environment.

DEPARTMENT MISSION

1. To inculcate innovative management education to the students with global business environment essence.
2. To foster holistic formation by building a socially & ethically responsible citizen.
3. To prepare world class leaders and entrepreneurs with professional competencies.

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Programme Educational Outcomes (PEOs)

PEO1. Business Environment and Domain Knowledge (BEDK): Graduates are able to improve their awareness of the Economic, legal and social environment of Indian business and knowledge about the functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

PEO2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Graduates are expected to develop competencies in quantitative and qualitative techniques and skills in analysing the business data, application of relevant analysis, and problem-solving in other functional areas such as marketing, business strategy and human resources.

PEO3. Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

PEO4. Social Responsiveness and Ethics (SRE): Developing responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviours.

PEO5. Effective Communication, Leadership and Teamwork (ECLT): Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on) and to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context. Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Understanding leadership roles at various levels of the organization and leading teams.

Programme Outcomes (POs)

MBA Graduates will be able to:

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.Understand, analyze and communicate global, economic, legal, and ethical aspects of a business.

PO4.Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO5.Develop responsiveness to contextual social issues/problems and exploring solutions, understand business ethics and resolving ethical dilemmas.

PO6.Develop value-based leaders and entrepreneurs with professional, managerial and technological skills.

Mapping with PO Vs PEO

S. No.	PO/ PEO	Business Environment and Domain Knowledge (BEDK)	Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Global Exposure and Cross-Cultural Understanding (GECCU)	Social Responsiveness and Ethics (SRE)	Effective Communication, Leadership and Teamwork (ECLT)
P _a	Apply knowledge of management theories and practices to solve business problems.	H	H	M	M	M
P _b	Foster analytical and critical thinking abilities for data-based decision-making.	H	H	L	L	L
P _c	Understand, analyse and communicate global, economic, legal, and ethical aspects of a business.	M	M	H	M	M
P _d	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	M	H	H	H	M
P _e	Develop responsiveness to contextual social issues/problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.	M	M	M	L	H
P _f	Develop value-based leaders and entrepreneurs with professional, managerial and technological skills.	M	M	M	H	L

FRANCIS XAVIER ENGINEERING COLLEGE

MBA – REGULATION 2021

Choice Based Credit System and Outcome-Based Education

SUMMARY OF CREDIT DISTRIBUTION

S.No	Category	Credits Per Semester				Total Credits	Credits in %
		I	II	III	IV		
1	FC	4	4			08	9
2	PC	18	23	06		47	51
3	PE			18		18	20
4	EEC	03		04	12	19	20
	Total	25	27	28	12	92	100

Minimum Number of Credits to be Acquired: 92

FC – Foundation Course

PC - Professional Core

PE - Professional Elective

EEC - Employability Enhancement Course

FRANCIS XAVIER ENGINEERING COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
REGULATION 2021

Choice Based Credit System and Outcome Based Education

I- IV Semester Curriculum and Syllabi

SEMESTER I

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21MA1257	Statistics for Management	FC	3	1	0	4	5
2	21BA1602	Management Concepts and Behaviour in Organisations	PC	3	0	0	3	3
3	21BA1603	Managerial Economics	PC	3	0	0	3	3
4	21BA1604	Indian Ethos and Business Ethics	PC	3	0	0	3	3
5	21BA1605	Financial Accounting	PC	2	1	0	3	4
6	21BA1606	Business Law	PC	3	0	0	3	3
7	21BA1607	Quality Management	PC	3	0	0	3	3
Practical Courses								
1	21BA1908	Executive Communication (Laboratory)	EEC	0	0	4	2	4
2	21BA1909	Managerial Computing (Laboratory)	EEC	0	0	2	1	2
Total				20	2	6	25	30

SEMESTER II

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21MA2251	Quantitative Techniques	FC	3	1	0	4	5
2	21BA2602	Marketing Management	PC	3	0	0	3	3
3	21BA2603	Human Resources Management	PC	3	0	0	3	3
4	21BA2604	Research Methodology and Applications	PC	3	0	2	4	5
5	21BA2605	Financial Management and Modelling	PC	2	1	2	4	6
6	21BA2606	Entrepreneurship and Innovation Management	PC	3	0	0	3	3
7	21BA2607	Operations Management	PC	3	0	0	3	3
8	21BA2608	Business Analytics	PC	3	0	0	3	3
Total				23	2	4	27	31

SEMESTER III

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory Courses								
1	21BA3601	Strategic Management	PC	3	0	0	3	3
2	21BA3602	Corporate Social Responsibility and Sustainability	PC	3	0	0	3	3
3		Professional Elective I	PE	3	0	0	3	3
4		Professional Elective II	PE	3	0	0	3	3
5		Professional Elective III	PE	3	0	0	3	3
6		Professional Elective IV	PE	3	0	0	3	3
7		Professional Elective V	PE	3	0	0	3	3
8		Professional Elective VI	PE	3	0	0	3	3
Practical Courses								
1	21BA3903	Business Analytics (Laboratory)	EEC	0	0	4	2	4
2	21BA3904	Internship / Business Plan	EEC	0	0	0	2	4 weeks
Total				24	0	4	28	28

SEMESTER IV

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
1	21BA4901	Major Project / Start-up	EEC	0	0	0	12	20 weeks
Total				0	0	0	12	

Minimum Number of Credits to be Acquired: 92

List of Employability Enhancement Course

S.No	Course Code	Course Name	Category	L	T	P	C	Contact Periods
Theory cum Practical Courses								
1	21BA2605	Financial Management and Modelling	PC	2	1	2	4	6
2	21BA2604	Research Methodology and Applications	PC	3	0	2	4	5
3	21BA3702	Security Analysis and Portfolio Management	PE	2	0	2	3	4
4	21BA3710	Marketing Research	PE	2	0	2	3	4
5	21BA3712	Retail Management	PE	2	0	2	3	4
6	21BA3713	Human Resource Analytics	PE	2	0	2	3	4
Practical Courses								
1	21BA1908	Executive Communication (Laboratory)	EEC	0	0	4	2	4
2	21BA1909	Managerial Computing (Laboratory)	EEC	0	0	2	1	2
3	21BA3903	Business Analytics (Laboratory)	EEC	0	0	4	2	4
4	21BA3904	Internship / Business Plan	EEC	0	0	0	2	4 weeks
5	21BA4902	Major Project / Start-up	EEC	0	0	0	12	20 weeks

List of Professional Electives Courses

S.No	Course Code	Course Name	Semester	L	T	P	C	Stream/ Domain
Professional Elective I– FINANCE								
1	21BA3701	Mergers, Acquisitions and Corporate Restructuring	3	3	0	0	3	F
2	21BA3702	Security Analysis and Portfolio Management	3	2	0	2	3	F
3	21BA3703	Equity Derivatives	3	3	0	0	3	F
4	21BA3704	Banking and Financial Services	3	3	0	0	3	F
5	21BA3705	Behavioural Finance	3	3	0	0	3	F
6	21BA3706	International Finance	3	3	0	0	3	F
Professional Elective II- MARKETING								
1	21BA3707	Brand Management	3	3	0	0	3	M
2	21BA3708	Digital Marketing	3	3	0	0	3	M
3	21BA3709	Service Marketing	3	3	0	0	3	M
4	21BA3710	Marketing Research	3	2	0	2	3	M
5	21BA3711	Sales and Distribution	3	3	0	0	3	M
6	21BA3712	Retail Management	3	2	0	2	3	M
Professional Elective III – HUMAN RESOURCES								
1	21BA3713	Human Resource Analytics	3	2	0	2	3	HR
2	21BA3714	Managerial Behaviour and Effectiveness	3	3	0	0	3	HR
3	21BA3715	Strategic Human Resource Management	3	3	0	0	3	HR
4	21BA3716	Performance Management	3	3	0	0	3	HR
5	21BA3717	Organisational Change and Development	3	3	0	0	3	HR
6	21BA3718	Industrial Relations and Labour Law	3	3	0	0	3	HR
Professional Elective IV – OPERATIONS								

1	21BA3719	Project Management	3	3	0	0	3	O
2	21BA3720	Materials Management	3	3	0	0	3	O
3	21BA3721	Product Design	3	3	0	0	3	O
4	21BA3722	Services Operations Management	3	3	0	0	3	O
5	21BA3723	Supply Chain Management	3	3	0	0	3	O
6	21BA3724	Lean Six Sigma	3	3	0	0	3	O
Professional Elective V –ENTREPRENEURSHIP								
1	21BA3725	Social Entrepreneurship	3	3	0	0	3	E
2	21BA3726	Micro, Medium and Small Business Management	3	3	0	0	3	E
3	21BA3727	Emerging Areas in Entrepreneurship	3	3	0	0	3	E
4	21BA3728	Building a Sustainable Enterprise	3	3	0	0	3	E
5	21BA3729	Intellectual Property Rights	3	3	0	0	3	E
6	21BA3730	Creativity and Innovation	3	3	0	0	3	E
Professional Elective VI – SYSTEMS								
1	21BA3731	e- Business	3	3	0	0	3	S
2	21BA3732	Data Mining For Business Intelligence	3	3	0	0	3	S
3	21BA3733	Deep Learning and Artificial Intelligence	3	3	0	0	3	S
4	21BA3734	Block Chain Technology	3	3	0	0	3	S
5	21BA3735	Cloud Computing	3	3	0	0	3	S
6	21BA3736	Internet of Things	3	3	0	0	3	S
Professional Elective VII – INTERNATIONAL BUSINESS								
1	21BA3737	EXIM Management	3	3	0	0	3	IB
2	21BA3738	International Marketing Management	3	3	0	0	3	IB
3	21BA3739	International Business Environment	3	3	0	0	3	IB
4	21BA3740	International Business Laws and arbitration	3	3	0	0	3	IB

5	21BA3741	International Human Resource Management	3	3	0	0	3	IB
6	21BA3742	Global Logistics and Supply Chain Management	3	3	0	0	3	IB
Professional Elective I– FINANCE								
1	21BA3743	Mutual Fund Distributors	3	3	0	0	3	F

FIRST SEMESTER

21MA1257	STATISTICS FOR MANAGEMENT	L	T	P	C
		3	1	0	4
<p>Preamble</p> <p>Statistical analysis provides managers with the tools necessary to make sense of large quantities of data and to make ever more effective business decisions based on inferences drawn from data. Both estimation and hypothesis testing are the concepts of the random variable and the probability distribution drawn from probability theory. Analysis of variance allows one to determine whether or not means of a number of populations (three or more) differ. Regression analysis allows one to determine the impact of any number of variables.</p>					
<p>Prerequisites for the course</p> <p>Students must have knowledge in mean, median, mode, Standard deviation and probability.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> To enable the use of statistical techniques wherever relevant in business decision making. To have proper understanding of statistical application in Management. 					
UNIT I	INTRODUCTION TO STATISTICS, PROBABILITY AND PROBABILITY DISTRIBUTIONS				12
<p>Statistics – Definition, Types. Types of variables – Organizing data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, and discrete random variables, Probability distributions: Binomial, Poisson and Normal distributions.</p>					
<p>Suggestive Activities:</p> <p>Tutorial problems</p> <p>Assignment problems</p>					
UNIT II	SAMPLING DISTRIBUTION AND ESTIMATION				12
<p>Introduction to sampling distributions, sampling distribution of mean and proportion, sampling techniques, determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples.</p>					
<p>Suggestive Activities:</p> <p>Assignment problems</p>					
UNIT III	CORRELATION, REGRESSION AND TIME SERIES ANALYSIS				12
<p>Correlation analysis, Estimation of Regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations.</p>					

Suggestive Activities: Applications in real life problems		
UNIT IV	TESTING OF HYPOTHESIS – PARAMETRIC TESTS	12
Hypothesis testing: one sample and two sample tests for means of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. One Way ANOVA and Two Way ANOVA.		
Suggestive Activities: Assignment problems		
UNIT V	NON-PARAMETRIC TESTS	12
Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Comparing two populations - Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.		
Suggestive Activities: Applications in real life problems		
Total Periods		60
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		BLOOM'S LEVEL
CO1 Make use of the knowledge of probability in business.		Apply
CO2 Identify the sampling technique for the population.		Apply
CO3 Examine the correlation and regression in finding the relationship between two variables and apply the knowledge of time series.		Apply
CO4 . Test the hypothesis using parametric tests.		Analyze
CO5 . Test the hypothesis using non-parametric tests.		Analyze
Text Book		

Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqui, “Statistics for Management”, Pearson Education, 7th Edition, 2016

Reference Books

1. Prem. S. Mann, “Introductory Statistics”, Wiley India, 7th Edition, 2016
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, “An Introduction to Statistical Learning with Applications in R”, Springer, 2nd Edition, 2016.
3. Aczel A.D. and Sounder Pandian J, “Complete Business Statistics”, 7th edition, Tata McGraw Hill Publishing Company Ltd.. 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for business and economics”, 13th edition, Thomson, 2019.

Web Resources

<https://www.edx.org/course/operations-research-an-active-approach>

CO Vs PO Mapping

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

21BA1602	MANAGEMENT CONCEPTS AND BEHAVIOUR IN ORGANISATIONS	L	T	P	C
		3	0	0	3
Preamble: The course serves as a practical guide to managing workplace behaviour. This explains key concepts, and leadership effectiveness. This course emphasizes the applications of management concepts in topics that are essential to organizational success, including organizational structure and culture, change management, and power.					
Objectives:					
<ol style="list-style-type: none"> 1.To identify the Management and its evolution and human behaviour like personality, perception, learning, and attitude. 2. To suggest strategies for planning and stress management. 3. To organize and create departmentation and incorporate group behaviours in an Organization. 4. To be capable to communicate effectively and to promote motivation. 5. To analyze the controlling aspects and manage productivity, culture and conflict. 					
Prerequisites for the course Nil					
UNIT I	INTRODUCTION TO MANAGEMENT AND ORGANISATIONAL BEHAVIOUR				6
Introduction to Management- Functional Areas of Management - Evolution of Management Thoughts. Organisational Behaviour - Contributing Disciplines -Challenges and Opportunities.					
Suggestive Activities: Assignment:					
UNIT II	PLANNING AND INDIVIDUAL BEHAVIOUR				12
Nature and Purpose of planning- Basic factors involved in Planning- Planning Process - Types of plans - Objectives - Managing by Objective (MBO) –Types of strategies- Forecasting and Techniques of forecasting, Foundations of individual behaviour –Ability, Attitudes, Learning, Job Satisfaction, Personality, Values and Perception. Goal setting; Emotional Intelligence.					
Suggestive Activities: Case Study					

UNIT III	ORGANISING AND GROUP BEHAVIOUR		8
Nature and Purpose of Organizing- Organization structure - Departmentation- Span of control - Delegation of Authority -Group Development – Group Properties- Work teams. Stress and its Causes- Coping Strategies.			
Suggestive Activities: Seminar			
UNIT IV	DIRECTING AND LEADERSHIP		9
Managing People - Communication: Hurdles for effective communication- Management by Exception (MBE)-Leadership: Styles - Approaches; Power and Politics. Decision Making: Types of Decision, Decision making process - Techniques.			
Suggestive Activities: Role Play			
UNIT V	CONTROLLING AND ORGANISATIONAL DYNAMICS		10
Nature and Process of Controlling - Methods of control - Control System - Managing Productivity: Techniques for enhancing productivity - Organisational Culture: Elements and Types. Organizational Development, Organizational Design-organizational conflict and negotiations, Organizational change.			
Suggestive Activities: Case Study			
Total Periods			45
Suggestive Assessment Methods			
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test (10 Marks)	End Semester Exams (60 Marks)	
Descriptive Type Questions Multiple Choice Questions	Assignment, Case Study, Role play, Seminar	Descriptive Type Questions Multiple Choice Questions	
Outcomes			
Upon completion of the course, the students will be able to:			BLOOM'S LEVEL
CO1 Examine the concepts of management and Organisational behaviour.			Analyse
CO2 Analyse the planning process and strategies and the complexities associated with managing individual behaviour in the organisation.			Analyse
CO3 Classify various organization structures and group behaviour.			Analyse
CO4 Analyse the importance of decision making and communication in leadership.			Analyse

CO5 Examine the various systems and process of controlling.	Analyse
Text Books	
<ol style="list-style-type: none"> 1. Harold Koontz, Mark V. Cannice and Heinz Wehrich, “Management: A Global, Innovative & Entrepreneurial Perspective”, 15th edition, Tata McGraw-Hill Education, 2020 2. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, “Fundamentals of Management”, 9th edition, Pearson Education India, 2016 	
Reference Books	
<ol style="list-style-type: none"> 1. Charles. W.L. Hill and Steven L. McShane, “Principles of Management”, McGraw Hill Education, New Delhi, 2017 2. Stephen P. Robins, “Organisational Behavior”, PHI Learning / Pearson Education, 18th edition, 2018 3. L.K. Prasad, “Principles and Practice of management”, Sultan Chand & Sons Ltd, 2019 4. K. Aswathappa, “Organizational Behavior”, Himalaya Publishing House, 12th Revised, 2017 5. Uma Sekaran, “Organizational Behaviour”, Tata McGraw Hill, 2016 	
Web Resources	
https://www.managementstudyhq.com/evolution-management-thought-theories.html https://www.lucidchart.com/blog/types-of-organizational-structures https://www.managementstudyguide.com/what_is_motivation.html https://www.managementstudyguide.com/controlling_function.html	

CO Vs PO Mapping

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

21BA1603	MANAGERIAL ECONOMICS	L	T	P	C
		3	0	0	3
Preamble					
Economics helps the students to comprehend the Concepts of Economics to aid managerial decision making. The course equips students to apply Laws of Supply and Demand in various Market Conditions, delineate the Features of Production and Cost Curve in the Short Term and Long Term Perspective, appraise Market Structure, analyze the Impact of Monetary and Fiscal Policies on Business Decision Making, economic impacts and business cycles.					
Prerequisites for the course					
Nil					
Objectives					
1. To familiarize the students about managerial economics and to know the fundamental Concepts affecting business decisions.					
2. To understand the concepts demand and supply forecasting.					
3. To know about market structure and factor market.					
4. To have an idea about the Macroeconomics environment.					
5. To provide insights on Inflation and Deflation, industrial economics and business cycles.					
UNIT I	INTRODUCTION TO MANAGERIAL ECONOMICS				9
Introduction to Managerial Economics – Scarcity and Efficiency – Fundamental economic problems- Production Possibility Frontiers (PPF) – Micro and Macro economics – Role of markets and government – Positive Vs negative externalities.					
Suggestive Activities: Group Discussion					
UNIT II	DEMAND AND SUPPLY				9
Demand: Determinants and types - Elasticity of demand- Demand forecasting. Supply: Determinants and types – Elasticity of supply. Production functions: Iso-quants, Expansion path, Cobb-Douglas functions. Cost function: Analysis of cost. Economies and diseconomies of scale.					
Suggestive Activities: Real time study					
UNIT III	PRODUCT AND FACTOR MARKET				9
Product market: Market Structure, Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition. Pricing Methods -Factor market: Land, Labour and capital - Determination of factor pricing – General equilibrium - Efficiency of competitive markets.					

Suggestive Activities: Case study		
UNIT IV	PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	9
Macroeconomic Aggregates: Circular flow of Macroeconomic Activity – National Income Determination – Aggregate Demand and Supply – Macroeconomic Equilibrium – Monetary Policy - Fiscal Policy -Multiplier Effect.		
Suggestive Activities: Debate : Budget (Current financial year)		
UNIT V	ECONOMIC IMPACTS AND BUSINESS CYCLE	9
Economic impacts: Okun’ law – Phillips’s curve; Business Cycle: Features, Theories, and Measures to Control, Business Cycles and Business Decisions. Global economy – Impacts of global economy in business.		
Suggestive Activities: Seminar & Case study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exam (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Group Discussion,, Real Time Study, Case Study, Debate on Budget	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		BLOOM’S LEVEL
CO1 Categorize the basic fundamental economic factors in micro and macro economics.		Analyse
CO2 Distinguish the consumer and producer behaviour in the economy in order to forecast the demand, supply and cost function.		Analyse
CO3 Examine the product market, Factor market and categorize various market structure and pricing methods to determine market equilibrium.		Analyse
CO4 Examine the performance of an economy by using Macro Economic aggregates.		Analyse

CO5 Examine the economic impacts in relation with various stages of Business Cycles.	Analyse
Text Books	
1.Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, “Economics”, Tata McGraw Hill, 20 th edition, 2019.	
2.Geetika,PiyaliGhosh,Puraba Roy Chaudhury, “Managerial Economics”McGraw Hill, 3 rd edition, 2018.	
Reference Books	
1.H.L. Ahuja , “Managerial Economics (Analysis of Managerial Decision Making)”, S.Chand, 9 th Edition, , 2018.	
2.Damodaran, S., “Managerial Economics”, Oxford University Press, 2 nd Edition, 2011.	
3.William Boyes and Michael Melvin, “Textbook of economics”, Biztantra,9 th Edition, 2012	
4.N. Gregory Mankiw, “Principles of Economics”, Cengage, 7 th edition, 2014	
5.Richard Lipsey and Alec Charystal, “Economics”, Oxford, University Press ,12 th edition, 2011.	
6.Karl E. Case and Ray C. Fair, “Principles of Economics”, Pearson, Education Asia, 12 th edition, 2014.	
Web Resources	
http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerialeconomics	
https://www.economicdiscussion.net/	
https://economictimes.indiatimes.com/	

CO Vs PO Mapping

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

21BA1604	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		3	0	0	3
Preamble					
Indian Ethos in Management refers to the values and practices that the culture of India can contribute to service, leadership and management. These values and practices have been influenced by various strands of Indian philosophy. Business Ethics topic includes corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities.					
Prerequisites for the course					
NIL					
Objectives					
<ol style="list-style-type: none"> 1. To outline the Ethical Decision-Making framework. 2. To understand the organizational influences affecting Ethical Decisions. 3. To understand the sources of organizational Ethical Culture and Deviant Behaviour. 4. To expose the ethical practices to be followed in business. 5. To become responsible person to uphold Ethics in Business. 6. To articulate a mindset of value system in Ethical Decision-Making. 					
UNIT I	INTRODUCTION ON INDIAN ETHOS	9			
Indian Ethos: Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies. Role of Indian Ethos in Managerial Practices; Work Ethos: Meaning, Dimensions of Work Ethos; Ethics vs. Ethos.					
Suggestive Activities: Assignment					
UNIT II	BUSINESS ETHICS	9			
Introduction – Principles – Code of conduct and ethics for managers – importance – values and ethics in Business – Roots of unethical Behaviour – Ethical Decision Making – Changing business environment and ethical challenges.					
Suggestive Activities: Seminar					
UNIT III	ENVIRONMENTAL ETHICS	9			
Environmental Ethics: Environmental Concerns, Sustainable development, Industrial pollution, Role of corporations, Waste management, and Pollution control.					

Suggestive Activities: Case Study		
UNIT IV	ORGANISATIONAL ETHICS	9
Marketing Ethics: Role, Normative Ethics, Areas of Marketing Ethics; Ethical issues in Human Resource Management: Scope, Aspects, Challenges, Role and creating an ethical organization.		
Suggestive Activities: Role Play		
UNIT V	ETHICAL DECISION MAKING IN BUSINESS	9
Ethical Decision making – Applying Moral Philosophy – Cognitive Model and Kohlberg’s Model - Influences on Ethical Decision making – Whistle blowing.		
Suggestive Activities: Case Study		
Total Periods		45
Suggestive Assessment Methods		
Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case study, Role Play, Seminar, Assignments	Descriptive Type Questions Multiple Choice Questions
Outcomes:		
Upon completion of the course, the students will be able to:		BLOOM’S LEVEL
CO1 Outline the ethos practised in the organizations.		Understand
CO2 Examine the values and ethics in business.		Analyse
CO3 Analyse the importance of the ethics in the environment.		Analyse
CO4 Analyse the role of ethics in marketing and human resources.		Analyse
CO5 Examine the ethical decision making in the organization.		Analyse
Text Book		
Fernando, Muraleedharan, Satheesh, "Business Ethics, An Indian Perceptive", Pearson Publication, 3 rd Edition, 2019		
Reference Books		

1. Dr. Pradip Sinha, Dr. Nitin Zaware, Dr. Vikas Barbate, Dr. Ajit Thite, "Indian Ethos & Business Ethics", Nirali Prakashan, 2021
2. Biswanath Ghosh, "Ethics in Management and Indian Ethos", Vikas Publishing, 2nd Edition 2006.
3. Fernando, "Business Ethics and Corporate Governance", Pearson Publication, 3rd Edition, 2010
4. Dr. N.M. Khandelwal "Indian Ethos and Value for Managers", Himalaya Publishing House, 3rd edition, 2019.
5. A C Fernando, K P Muralidheeran, E K Satheesh, "Business Ethics: An Indian Perspective", Pearson Paperback, Third Edition, 2019.

Web Resources

- <http://www.lifepositive.com/lpevents/lppublicevent.asp>
<http://www.trcb.com/business/management.htm>
<http://www.valuequotes.net/chronological.html>

CO Vs PO Mapping

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

21BA1605	FINANCIAL ACCOUNTING	L	T	P	C
		2	1	0	3
Preamble					
Financial Accounting helps to acquire insights on the basic principles and the methods for analyzing the financial statements. The students can develop analytical and interpretative skills which are necessary to take decisions on cost accounting, Marginal costing from a Managerial perspective. The preparation of accounting information encourages students to manage the financial affairs of individuals and organisations and to forecast with Budgeting concepts.					
Prerequisites for the course					
Nil					
Objectives					
<ol style="list-style-type: none"> 1. To acquire insight about basic principles of financial accounting and preparation of final accounts. 2. To understand and gain knowledge on the methods for analyzing the financial statements. 3. To obtain knowledge on cost accounting. 4. To gain proficiency in Marginal Costing and be able to make correct decisions. 5. To understand the Budgeting concepts and be able to create their own. 					
UNIT I	INTRODUCTION TO ACCOUNTING				9
Introduction to Financial, Cost and Management Accounting - Generally Accepted Accounting Principles - Accounting Concepts and Conventions - Final Accounts: Trading, Profit and Loss Account and Balance Sheet.					
Suggestive Activities: Create a Final Accounts – Practical Assignment					
UNIT II	FINANCIAL STATEMENT ANALYSIS				9
Financial Ratios - Classification of Ratios: Profitability, Liquidity, Financial and Turnover Ratio, DuPont Ratios - Fund Flow Statement - Cash Flow Statement Analysis (AS 3 Revised).					
Suggestive Activities: Prepare a Mini report on Financial Statement Analysis: Take a Company Annual Report and Analyze it.					
UNIT III	COST ACCOUNTING				9
Cost Accounts – Cost Sheet– Cost Ascertainment – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.					
Suggestive Activities: Prepare a Cost Sheet for service & manufacturing sector.					
UNIT IV	MARGINAL COSTING				9

Marginal costing and Profit planning - Cost, Profit, Volume Analysis - Break-Even Analysis - Decision making Problems: Make or Buy Decisions, Determination of sales mix, Exploring new markets, Add or drop products, Expand or contract.		
Suggestive Activities: Case study		
UNIT V	BUDGETING AND VARIANCE ANALYSIS	9
Budgeting Control - Types of Budget: Sales, Production, Cash Flexible and Fixed Budget - Standard Costing and Variance Analysis.		
Suggestive Activities: Real Time Analysis of Current Financial Year Budget and the Previous Financial Year Budget and Actuals.		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study, Real time Analysis, Mini Report Preparation, Cost Sheet Preparation	Descriptive Type Questions Multiple Choice Questions
Outcomes:		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Analyse the final accounts of a company.		Analyze
CO2 Infer the company's financial performance through financial statements analysis.		Apply
CO3 Choose the right decision through the cost accounting techniques.		Apply
CO4 Examine the reports and take managerial decisions based on marginal costing.		Analyze
CO5 Construct various budgets and examine the variances.		Analyze
Text Books		
1. R. Narayanaswamy, "Financial Accounting: A Managerial Perspective", PHI, 7 th edition, 2022. 2. M.Y. Khan & P.K. Jain, "Management Accounting", Tata McGraw Hill, 8 th edition, 2018.		
Reference Books		

- 1.Sahaf M A, “Management Accounting: Principles and Practices” Vikas Publishing, 3rd edition, 2013.
- 2.R. K. Arora, “Financial Accounting: Fundamentals, Analysis and Reporting” Wiley India, 2nd edition, 2018.
- 3.Ambrish Gupta, “Financial Accounting for Management: An Analytical Perspective”, 6th Edition, 2018.
- 4.Bapat and Raithatha, “Financial Accounting – A Managerial Perspective”, Mc Graw Hill, 2017.
- 5.Charles T, Ramchandran and Kakani, “Financial Accounting for Management”, Mc Graw Hill, 5th edition, 2020.

Web Resources

- 1.<http://www.sxccal.edu/TwinningProgramme/downloads/MBA-AccountingManagers-1stYear.pdf>
- 2.<https://www.pdfdrive.com/accounting-for-managers-interpreting-accounting-information-for-decision-making-e13151347.html> (Accounting for Managers; Interpreting accounting information for decision-making Paul M. Coller)
- 3.<https://www.scribd.com/doc/41713800/Accounting-for-Managers-Notes>
- 4.<http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf>

CO Vs PO Mapping

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

21BA1606	BUSINESS LAW	L	T	P	C
		3	0	0	3
Preamble					
<p>The course provides the student with basic information about the Indian business legal system and dispute resolution, and their impact. The understanding of legal system is a prerequisite for better decision making. This gives exposure to students in the areas of legal principles of business contract, aspects in the formation, running and winding up of business, the scope and the issues associated with partnerships, negotiable instruments and cyber law, application of sale of goods act and consumer protection act and different labour regulations in India.</p>					
Prerequisites for the course					
Nil					
UNIT I	COMMERCIAL LAW				9
<p>THE INDIAN CONTRACT ACT, 1872: Definition of contract, essential elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.</p> <p>THE SALE OF GOODS ACT, 1930: Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller -</p> <p>NEGOTIABLE INSTRUMENTS ACT, 1881 (2002 Amendment): Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.</p>					
Suggestive Activities:					
Case study					
UNIT II	COMPANY LAW AND COMPETITION ACT				9
<p>Company Act, 2013: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.</p> <p>Competition Act, 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.</p>					
Suggestive Activities:					
Assignment					
UNIT III	INDUSTRIAL LAW				9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.		
Suggestive Activities: Quiz		
UNIT IV	GOODS AND SERVICE TAX	9
Introduction - Registering under GST – GST Returns –Filing GST - Mixed Supply and Composite Supply - Input Tax Credit– GST Compliance Rating- Impact of GST on Manufacturers and FMCG industry.		
Suggestive Activities: Real time problem solving		
UNIT V	CONSUMER PROTECTION ACT, CYBERLAWS AND IPR	9
Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal – Cybercrimes, IT Act 2000 and 2002, Cyber Laws - Introduction of IPR – Legal Aspects of Patents, Filing of Patent Applications - Copyright and its Ownership, Infringement, Civil Remedies for Infringement– Copy rights, Trade marks, Patent Act. Right to Information Act, 2005.		
Suggestive Activities: Case study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Analysis, Real Time Problem Solving, Assignment, Quiz.	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Analyse the Indian Contract Act, Sale of Goods Act and Negotiable Instrument Act.		Analyse
CO2 Examine the nature of companies and the implications of the Competition Act.		Analyse
CO3 Analyse industrial laws and their provisions in organisation.		Analyse
CO4 Examine GST returns and filings of an industry.		Apply
CO5 Analyse the Consumer Protection Act, Cyber Law and IPR		Analyse
Text Books		

Akileshwar Pathak, “Legal Aspects of Business”, McGraw Hill Education Private Limited, 7th Edition, 2018.

Reference Books

1. Kapoor, N. D. “Elements of Mercantile Law”, Sultan Chand & Sons, 30th edition, 2015.
2. P. K. Goel, “Business Law for Managers”, Biztantatara Publishers, 2008.
3. P. P. S. Gogna, “Mercantile Law”, S. Chand & Co. Ltd., 11th Edition, 2015.
4. Maheshwari, S.N. and S.K. Maheshwari; “A Manual of Business Law”, Himalaya Publishing House, 6th Edition, 2015.

Web Resources

<http://www.legalserviceindia.com/article/>

<http://search.ebscohost.com>

<http://www.freebookcentre.net/Law/Law-Books.html> 2

<http://www.freebookcentre.net/Law/Law-Books.html> 2

<https://www.mooc-list.com/course/business-law-wma>

<https://neerajbhagat.com/pdf/GST-E-book.pdf>

CO Vs PO Mapping

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

21BA1607	QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
To achieve excellence and quality in organizations, Quality Management is one of the basic and sound approaches. This subject enables students to learn the various aspects of quality management, principles, practices, and its implementation in the industry environment. This subject aims toward the concept of quality issues, techniques and quality standards.					
Prerequisites for the course					
Nil.					
Objectives					
<ol style="list-style-type: none"> 1. To familiarize the students with the basic concepts of quality and its dimension and philosophies. 2. To provide insights on various TQM principles. 3. To throw light on issues, tools, and techniques of quality, total quality management, and Six Sigma. 4. To explain the quality function deployment and reliability. 5. To create awareness and importance of quality standards. 					
UNIT I	INTRODUCTION TO QUALITY	9			
Introduction - Need for Quality - Evolution – Definition, Concept of Quality, Dimensions of Product and Service Quality. Customer Focus – Customer Perception - Customer Complaints - Service Quality - Customer Delight - Kano Model - Customer Retention.					
Suggestive Activities: Real Time Scenario					
UNIT II	TQM PRINCIPLES	9			
Quality Gurus (Shewart, Deming, Juran, Feigenbaum, Ishikawa, Crosby and Taguchi, Shingo and Masaaki Imai). Concepts of Quality circle, Japanese 5S principle-TQM Seven Phases.					
Suggestive Activities: Case Study					
UNIT III	STATISTICAL TOOLS AND TECHNIQUES	9			
Statistical Process Control (SPC) – Meaning, Significance, construction of control charts for variables and attributes. Six Sigma- concepts of process capability, Zero Defect; Reliability Concepts – Definition; Total Productive Maintenance (TPM), Business Process Improvement (BPI) – Principles, Reengineering Process, Limitations.					
Suggestive Activities: Case Discussion					
UNIT IV	QUALITY TOOLS AND TECHNIQUES	9			

Quality Tools - The Seven Traditional and New Tools of Quality, Benchmarking, POKA -YOKE, Failure Mode Effect Analysis (FMEA), Quality Function Deployment (QFD) – Benefits, House of Quality. Taguchi - Quality Loss Function.		
Suggestive Activities: Assignment		
UNIT V	QUALITY MANAGEMENT STANDARDS	9
ISO: Benefits - ISO 9000 Series of Standards – ISO 9001 Requirements – Implementation – Documentation. Quality Audit: Purpose, Internal Audits; Technical Standards; ISO 9000 in Indian Business Environment. IS/ISO 9004:2000 – Quality System –Elements, guidelines for Performance Improvements; ISO 14000 - Concepts, Requirements, Benefits of ISO 14001. Employee involvement.		
Suggestive Activities: Case Study		
Total Periods		45
Suggestive Assessment Methods		
Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Real Time Scenario, Case study, Assignments	Descriptive Type Questions Multiple Choice Questions
OUTCOMES		
Upon completion of the course, the students will be able to:		BLOOMS LEVEL
CO1 Analyse the basic concepts of quality and, Compare the potential causes for customer satisfaction and dissatisfaction using Kano Model.		Analyse
CO2 Examine the various principles and techniques of Quality Gurus.		Analyse
CO3 Analyse the statistical process control tools and techniques to enhance quality.		Analyse
CO4 Analyze the errors using quality tools in measuring the process, their nature and the root causes.		Analyse
CO5 Examine quality management standards and its implementation process.		Analyse
Text Book		
Besterfield Dale H, “Total Quality Management”, Pearson Education India, 5 th Edition, 2018.		
Reference Books		

1. Kiran, D. R, “Total Quality Management: Key Concepts and Case Studies”, Butterworth-Heinemann, 2016.
2. Ramasamy, S, “Total Quality Management”, McGraw-Hill Education, 2017.
3. Oakland, J. S., “Total Quality Management and Operational Excellence: text with cases”, Routledge, 2014.
4. Dahlgaard, J. J., Khanji, G. K., & Kristensen, K., “Fundamentals of Total Quality Management”, Routledge, 2008.
5. Mukhopadhyay, M.,” Total Quality Management in Education” SAGE Publications Pvt. Limited, 2020.
6. Ishikawa, K., & Loftus, J. H., ”Introduction to Quality Control” (Vol. 98). Tokyo: 3A Corporation, 1990.
7. Charantimath, P. M., “Total Quality Management” Pearson Publication, 4th Edition, 2022.

Web Resources

<https://archive.nptel.ac.in/courses/110/104/110104080/>

<http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf>

<https://nptel.ac.in/courses/110101010>

CO Vs PO Mapping

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

21MB1908	EXECUTIVE COMMUNICATION	L	T	P	C
		0	0	4	2
<p>Preamble This course is offered to the MBA programme as an Employability Enhancement Course. This course emphasizes on enhancing the Listening, Speaking and Presentation skills. The objective of the course is to provide training to groom their critical soft skills, general business skills, Sharing Business Information, Understanding Workplace Etiquettes, Understanding Organizational Skills, Emotional Awareness and Management skills.</p>					
<p>Prerequisites for the course The prerequisite knowledge required to study this Course is the basic knowledge in English Language.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> To enable the students to conduct well in any business process without any communication difficulties. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. To help them understand the principles & techniques of business communication. To master vocabulary, sentence structure and to write articles. To master soft skills and interview etiquette. 					
Module I	SHARING BASIC INFORMATION	12			
<p>Listening- Listening to Business talks - short formal business conversations; Speaking- introducing oneself to the audience giving importance to characteristics; Telephonic conversation; Reading- Articles from Business Magazines; Writing- Reframing sentences from the jumbled words – Creating Coherence; Language development- Framing Yes/No questions – Framing questions for feedbacks – Use of Question tag – Phrases used in Business Communication.</p>					
Suggested Activities			Evaluation Method		
i) Listening to Business talks			i) Listening & Speaking: Submitted Conversation will be assessed for a) Language style as that of the sample audio. b) Pronunciation c) Intonation		
ii) Introducing oneself to the audience in a professional way - Video Recording to be submitted.			ii) Introduction: Submitted Video Recording will be assessed for a) Communication Etiquettes b) Language Style c) Sentence Construction		
iii) Reading 3 Passages from articles in Business Magazines.			Activities iii to v will be assessed through Google form tests/ written tests.		
iv) Rearranging Jumbled words - Exercises					
v) Teaching of Grammar Contents					
Module II	SHARING BUSINESS INFORMATION	12			

Listening - Listening to Reports – Advertisements; Speaking- Reporting Business Statistics – Sales Analysis – Balance Sheet - Net Profits/loss – cash flow - ROI; Reading – reading articles on Business Concepts – Mission – Business Models – competitive advantage –customer experience; Writing- Writing Feasibility Reports, Survey Reports - Writing about a product – Writing for advertisements; Vocabulary Development- verbal analogies; Language Development- advanced use of articles, Prepositional phrases.		
Suggested Activities	Evaluation Method	
i) Listening to Reports - Suggested Youtube channels a) Tedx Talks	i) Listening skills will be tested through a) MCQs - Google Forms - 3 Sets b) Quiz - Polling - 2 set	
ii) Speaking / submitting video recording / classroom presentation Business statistics/ Business Models	ii)Speaking: Submitted Video Recording/Presentation during class hours will be assessed for a) Language Style & Fluency b) Creation of Google Slides / Canva Slides c) Content delivery	
iii) Reading articles on Business Concepts		
iv) Writing Reports/Advertisements		
v) Teaching of Grammar Contents	Activities iii to v will be assessed through google form tests/ written tests.	
Module III	UNDERSTANDING WORKPLACE ETIQUETTES	12
Listening- Listening to business talks on start-up success – Team Productivity – Work from Home mindset – 10 guiding principles for leaders; Speaking- answering Interview questions; Reading- Comprehending Articles from magazines, understanding the writing style; Writing- Job Application – Resume - Minutes of the Meeting – Writing opinion paragraph - Writing paragraphs with reasons, Interpretation of charts; Language Development - If – Conditionals - Tenses.		

<p>Suggested Activities</p> <p>i) Listening to Business talks on start-up success - Suggested Youtube channels</p> <ul style="list-style-type: none"> ● Laura Katen ● Young Entrepreneur forum <p>ii) Speaking - answering interview questions</p> <p>iii) Reading articles -Extracts from reputed magazines.</p> <p>iv) Writing - Job application, resume, minutes of the meeting & paragraphs.</p> <p>v) Teaching of Grammar Contents</p>	<p>Evaluation Method</p> <p>i) Listening skills will be tested through</p> <p>a) Cloze Test - 2 Sets</p> <p>ii)Speaking: Submitted Video Recording/classroom interview will be assessed for</p> <p>a) Time management</p> <p>b) Analytical skills</p> <p>c) Interview Skills</p> <p>Activities iii to v will be assessed through google form tests/ written tests.</p>	
Module IV	UNDERSTANDING ORGANIZATIONAL SKILLS	12
<p>Listening- Listening to Objectives and Expectations of an organization; Speaking- Classifying Decisions – Plus-Minus-Implication – Project Direction – Idea Presentation; Reading- Reading Articles on Understanding the hidden complexities and dynamics of negotiation - Internalizing the roles played by relationships – trust and rapport; Writing- Writing down decision statements – Paired Comparison; Language development - modal verbs</p>		
<p>Suggested Activities</p> <p>i) Listening to Objectives and Expectations of an organization - Suggested Youtube channels</p> <ul style="list-style-type: none"> ● Laura Katen ● Young Entrepreneur forum ● Silicon Valley girl <p>ii) Speaking / Classifying Decisions / Project Direction / Idea Presentation</p> <p>iii) Reading articles -Extracts from reputed journals on negotiation skills</p> <p>iv) Writing - Decision Statements & Paired Comparison</p> <p>v) Teaching of Grammar Contents</p>	<p>Evaluation Method</p> <p>i) Listening skills will be tested through</p> <p>a) Note making - 2 Sets</p> <p>ii)Speaking: Submitted Video Recording / Classroom Presentation will be assessed for</p> <p>a) Expression of Innovative Ideas and Solution</p> <p>b) Sentence Structure</p> <p>Activities iii to v will be assessed through google form tests/ written tests/ written exercises</p>	
Module V	EMOTIONAL AWARENESS AND MANAGEMENT	12

Listening - Listening Types - Appreciative listening – Critical Listening – Relationship Listening; Speaking - presentation on the importance of Emotional Intelligence - Group Discussion - Interview Etiquette; Reading- Reading articles on High Level Cognition - Cognitive Control – Decision Making – Social Behaviour – Emotion – Language and Consciousness; Writing - Articulate emotions using the right language – Balance optimism and pessimism to effectively impact others; Language development - Fixed and Semi-Fixed Expressions.		
Suggested Activities		Evaluation Method
i) Watching videos on types of Personality.		i) Listening skills will be tested through a) Google form test- 2 Sets
ii) Group Discussion		ii)Speaking: Submitted Video Recording / Classroom Presentation will be assessed for a) Emotional awareness b) Communication Skills
iii) Reading articles on high level Cognition & Decision Making		
iv) Writing - Articulate emotions using the right language - Balance optimism and pessimism to effectively impact others		Activities iii to v will be assessed through google form tests/ written tests/ written exercises.
v) Teaching of Grammar Contents		
S.No	List of Experiments	CO
1.	Conversation Recording using the suggested app	CO 1
2.	Self Introduction Video	CO 1
3.	Presentation of Business Models	CO 2
4.	Business Report	CO 2
5.	Presentation on 10 guiding principles for leaders	CO 3
6.	Job Application & Resume	CO 3
7.	Idea Presentation	CO 4
8.	Writing Paired Comparison on Business Models	CO 4
9.	Listening Comprehension	CO 5
10.	Group Discussion	CO 5
Total Periods		60 Hrs
Laboratory Requirements for a batch of 60 Students		
Software: Globarena		
1. Teacher console and 60 systems for students.		
2. English Language Lab Software		
3. Career Lab Software		

Suggestive Assessment Methods:	
<ol style="list-style-type: none"> 1) Listening and answering questions - MCQ - Cloze Test - Note Making 2) Speaking - App/Software based testing, Group Discussion, Presentation, answering interview Questions. 3) Reading - analyze the passage given - understand the concept and answer Questions - On-line Based 4) Written Tests 	
Lab Components Assessments (50 Marks)	End Semester Exams (50 Marks)
Completion of Suggested Lab Exercises	EXTERNAL: 50 MARKS Online Exam – 20 Marks. Paper Presentation – 10 Marks. Group Discussion – 10 Marks. Answering Interview Questions - 10 marks
Outcomes	
Upon completion of the course, the students will be able to:	
CO. 1	Understand the scope of communication and share basic information in different Business situations to express thoughts as intended.
CO. 2	Identify the appropriate usage of informative messages and communicate with peers and clients to reach organizational goals.
CO. 3	Understand the differences in communication methods and the suitability according to various scenarios to adhere to workplace etiquette.
CO. 4	Follow appropriate strategies to communicate to an audience in and outside the workplace to enhance productivity and customer support.
CO. 5	Contribute their ideas during Group Discussions following the etiquettes in a way accepted by the interviewers.
Text Books	
<ol style="list-style-type: none"> 1. Business communication – PC Bhatia – Ane books Pvt ltd. 2. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005. 3. Robbins P.Stephen, Hunsaker I.Philip.Training in Interpersonal Skill. 6th Edition. NewDelhi: Pearson, 2015. 	
Reference Books	
<ol style="list-style-type: none"> 1. Pease, Allan and Barbara Pease. The Definitive Book of Body Language. New Delhi: Manjul Publishing House, 2005. 2. Cognition: 8th Ed, John Wiley & Sons - 5. Margaret W. Matlin (2012). Cognitive Psychology. Wadsworth: Belmont - Sternberg, R. J.; Sternberg, K, Mio, J. (2012). 	
WEB RESOURCE(S):	
<ol style="list-style-type: none"> 1. TEDx Talks https://www.youtube.com/user/TEDxTalks 2. https://www.youtube.com/channel/UCoI6hPiySwB6AVP94_PJsBQ 3. Young Entrepreneurs Forum https://www.youtube.com/channel/UCydShVfAub9TsmL1N4BTIGQ 	

CO Vs PO Mapping and CO Vs PSO Mapping

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
1	3			2	3	3
2	3			2	2	3
3	1			1	1	3
4	2			2	2	2
5	3			3	3	3

21BA1909	MANAGERIAL COMPUTING	L	T	P	C
		0	0	2	1
Preamble: This course familiarizes the students with Spreadsheets by using Microsoft Office for their information.					
Prerequisites for the course: Office Automation Course provided in Bridge course.					
Objectives <ol style="list-style-type: none"> To educate the students in using Microsoft Office Word for their knowledge and exposure. To familiarize the students with Spreadsheets. Excel, Pivot tables, comparative analysis, and link to the database, sensitivity tables, and vertical lookups. To help the students in preparing PowerPoint presentations, slideshow, animation, inserting shapes etc. To use Microsoft Project to create schedules, project plans, manage resources and keep track of time. 					
S.No	List of Experiments				CO
1	Creating a cover book using MS-Word.				1
2	Creating an annual report for a company incorporating all the essential modules in an annual report				1
3	Performing analysis with various statistical tools in Ms-Excel.				2
4	Using on page project manager template and presenting the report using Ms-Excel				2
5	Creating Project timeline charts for a particular project using Ms-Excel				2
6	Event Budget presentation using Ms-Excel for any particular event.				2
7	Creating KPI Gauge option in Ms-Excel.				2
8	Interactive Dashboard Creation in Ms -Excel				2
9	Poster Creation using Ms-Power Point.				3
10	Company Annual Report Presentation using Ms-Power Point.				3
11	Business Plan Presentation using Ms-Power Point.				3
12	Creating Project Schedules using Ms-Project				3
13	Gantt chart creation for project schedules using Ms-Project.				4

14	Kanban Boards using Ms-Project.	4
15	Test Plan for e-Commerce Site	4
Suggestive Assessment Methods		
Lab Components Assessments (50 Marks)		End Semester Exams (50 Marks)
Preparation of Report, Analyzing data in Ms-Excel Build a PowerPoint presentation Preparation of project schedules		Lab Practical
Outcomes		
Upon completion of the course, the students will be able to:		
CO1 Develop book cover and annual reports.		Apply
CO2 Analyse various statistical functions using excel.		Analyze
CO3 Develop Power Point Presentation.		Apply
CO4 Develop Ms-Project using project schedules.		Apply
Laboratory Requirements		
MS – Office		
Reference Books		
<ol style="list-style-type: none"> 1. V. Rajaraman, “Fundamentals of computers”, Prentice- Hall of India, 2017. 2. Ron Mansfield,” Working in Microsoft office”, Tata McGraw Hill. 3. Guy Hart Davis, “Microsoft Excel 2007”, Tata McGraw Hill. 4. John Walkenbach, Herb Tyson, Faithe Wempen, Cary. N.Prague, Michael R. Groh, Peter G.Aitken, and Lisa Bucki, “Microsoft Office 2007 Bible”, Wiley India Pvt. ltd. 		
Web Resources		
https://study.com/academy/course/computing-skills-development-training.html https://www.careertoolbelt.com/computer-skills-that-will-help-you-get-hired/ https://www.slideshare.net/THickox/basic-computer-skills-26313903 https://bosslinux.in/sites/default/files/BOSS4.0-Usermanual.pdf (For EduBOSS3.0) https://wiki.openoffice.org/wiki/Documentation http://windows.microsoft.com/en-in/windows/windows-basics-all-topics		

CO Vs PO Mapping and CO Vs PSO Mapping

C O	PO1	PO2	PO3	PO4	PO5	PO6
1	3	1	1	3	1	1
2	3	1	1	3	1	1
3	3	1	1	3	1	1
4	3	1	1	3	1	1

SECOND SEMESTER

21MA2251	QUANTITATIVE TECHNIQUES	L	T	P	C
		3	1	0	4
Preamble					
Operational research(OR) encompasses the development and the use of a wide range of problem solving techniques and methods applied in the pursuit of improved decision making and efficiency, such as simulation, mathematical optimization, queuing theory and other stochastic-process models, Markov decision processes, econometric methods, data envelopment analysis, neural networks, expert systems, decision analysis, and the analytic hierarchy process. Nearly all of these techniques involve the construction of mathematical models that attempt to describe the systems.					
Prerequisites for the course					
Students are required to have basic mathematical knowledge.					
Objectives					
1. To learn the concepts of operations research applied in business decision making.					
2. To have proper understanding of Linear Programming problem applications in Management.					
3. To enable the use of Transportation problems where ever relevant in business decision making.					
UNIT I	INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING PROBLEM				12
Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty) - Principles of Duality - Sensitivity Analysis.					
Suggestive Activities:					
Tutorial problem solving					
Assignment solving					
UNIT II	TRANSPORTATION AND ASSIGNMENT MODELS				12
Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods - Check for optimality - Solution by MODI / Stepping Stone method - Case of Degeneracy -Transshipment Models - Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems - Solution by Hungarian Algorithm - Travelling Salesman problem.					
Suggestive Activities:					
Assignment Solving					
UNIT III	INTEGER PROGRAMMING AND GAME THEORY				12

Solution to pure and mixed integer programming problem by cutting plane algorithms. Game Theory-two people Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical solutions.		
Suggestive Activities: Tutorial problem solving		
UNIT IV	INVENTORY MODELS, SIMULATION AND DECISION THEORY	12
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty.		
Suggestive Activities: Assignment Solving		
UNIT V	NETWORK ANALYSIS AND REPLACEMENT MODELS	12
Scheduling by PERT and CPM: Network computations – Floats-Programme Evaluation Review Technique (PERT) -Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.		
Suggestive Activities: Real time problem solving		
Total Periods		60
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Apply knowledge of Linear programming in decision making.		Apply
CO2 Apply the knowledge of Transportation and Assignment models in business.		Apply
CO3 Examine solutions for integer programming and to apply game theory.		Apply
CO4 Apply inventory models, simulation and decision making.		Apply
CO5 Apply network analysis and scheduling techniques.		Apply
Text Books		

1. Hamdy A Taha, “Operations Research An introduction”, 10th edition, Prentice Hall, 9th Edition.
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J “An Introduction to Management Science Quantitative Approaches to Decision Making”, Cengage Learning India Pvt. Ltd, 12th Edition, 2019.

Reference Books

1. G. Srinivasan, “Operations Research – Principles and Applications”, PHI, 3rd Edition , 2017
2. Bernard W.Taylor , “Introduction to Management Science” ,Pearson 13 th Edition,2016

Web Resources

https://www.google.com/search?q=BA7201Applied+operations+research&rlz=1C1ZKTG_enIN781IN781&oq=BA7201Applied+operations+research&aqs=chrome..69i57j33i10i160.108854j0j15&sourceid=chrome&ie=UTF-8

CO Vs PO Mapping

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

21BA2602	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
<p>Preamble</p> <p>The course on Marketing Management helps the students to gain solid understanding of key marketing concepts and skills, Perform situation analysis to assess market opportunities and develop marketing strategies (Segmentation, targeting, and positioning) to achieve company's objectives. The course equips students to understand the marketing mix decisions. It enable the students to analyse consumer buyer behaviour and recent trends in marketing.</p>					
<p>Prerequisites for the course</p> <p>Students should have basic knowledge about the market and the consumer.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To understand the dynamics of marketing in business. 2. To provide opportunities to analyze marketing activities within the firm. 3. To communicate unique marketing mix and selling proposition for specific products. 4. To have the ability to collect, process, and analyze consumer and market data to make Informed decisions. 5. To develop the ability to think critically about different perspectives in global marketing. 					
UNIT I	INTRODUCTION	9			
<p>Core Marketing Concepts – Marketing Planning Process – Scanning Business Environment: Internal and External – Value Chain –PESTEL – Marketing interface with other functional areas –Marketing in the Global Environment – International Marketing– Rural Marketing.</p>					
<p>Suggestive Activities:</p> <p>Seminar</p>					
UNIT II	MARKETING STRATEGIES	9			
<p>Marketing Strategy Formulations –Strategies for Industrial Marketing – Consumer Marketing – Services Marketing - Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioural Factors – Strategic Marketing Mix components. Market Segmentation, Targeting and Positioning; Branding: Concept of Branding - Brand Types.</p>					
<p>Suggestive Activities:</p> <p>Case study</p>					
UNIT III	MARKETING MIX DECISIONS	9			

Product planning and development: New Product Development, Product Life Cycle, Product Mix Strategies. Packaging - Labelling - Pricing Decisions: Pricing concepts - Strategies. Place Decision: Purpose, Channel Alternatives, Factors Affecting Channel Choice. Integrated Marketing Communication (IMC).		
Suggestive Activities: Presentation		
UNIT IV	BUYER BEHAVIOUR	9
Understanding Consumer Buyer Behaviour – Influencing Factors – Buyer Behaviour Models – Online Buyer Behaviour – Building and Measuring Customer Satisfaction – Customer Relationship Management – Customer Acquisition, Defection – Creating Long Term Loyalty Relationships.		
Suggestive Activities: Survey based mini report : Consumer Buyer Behaviour Role play : Customer Relationship Management		
UNIT V	RECENT TRENDS IN MARKETING	9
Marketing Information System – Marketing Research Process – Customer Driven Organizations – Digital Marketing – Green Marketing - Social Media Marketing- Ethics in Marketing - Influence of Artificial Intelligence (AI) on Marketing.		
Suggestive Activities: Debate : Ethics in Marketing		
Total Periods		45
Suggestive Assessment Methods		
Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case study Assignments , Role play, Debate , Survey-based on Retail or customer	Descriptive Type Questions Multiple Choice Questions
OUTCOMES		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Examine the core marketing concepts and interpret the relationship between marketing and with other functional areas of business.		Analyse
CO2 Analyse the Marketing strategies, and identify the influencing factors with marketing mix components.		Analyse
CO3 Categorise the product mix strategies by comparing packaging, labelling, pricing decision and channel decision.		Analyse

CO4 Analyse the factors influencing the consumer buyer behaviour, customer satisfaction and Customer Relationship Management ,	Analyse
CO5 Examine the recent trends in marketing	Analyse
Text Books	
Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2021). Marketing management: an Asian perspective.	
Reference Books	
<ol style="list-style-type: none"> 1. Panda, T. K. Marketing management: Text and cases Indian context. Excel Books India, 2009. 2. Venugopal, P. Marketing management: a decision-making approach. SAGE Publications India, 2010. 3. Pillai, R. S. N. Marketing management. S. Chand Publishing, 2010. 4. Reic, I. Events marketing management: A consumer perspective. Taylor & Francis, 2016. 5. Deepak, R. K. and Jeyakumar, S. Marketing management. Educreation Publishing, 2019. 6. Peter, J. P., & Donnelly, J. H. Marketing management. McGraw-Hill Higher Education, 2010. 7. Kumar, A., & Meenakshi, N. Marketing management. Vikas Publishing House 2011. 	
Web Resources	
https://www.smartbrief.com/industry/marketing-advertising https://adage.com/ https://contentmarketinginstitute.com/ https://www.marketingprofs.com/ https://www.ama.org/ https://www.emarketer.com/	

CO Vs PO Mapping

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

21BA2603	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
<p>Preamble:</p> <p>The general purpose of HRM is to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioural sciences with the technical aspects of implementing the HR function in the ‘real world.’</p>					
<p>Prerequisites for the course</p> <p>Students should have knowledge on Management Concepts and Organizational Behaviour</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To understand the concepts of Human Resource Management. 2. To provide the knowledge about the acquisition and development of human resources. 3. To make the students imbibe the essence of motivation and maintenance of Human Resources. 					
UNIT I	PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT	9			
<p>Overview of HRM – Evolution – Role of Human Resource Manager. Human Resources policies - Human Resource Accounting - Human Resource Audit.</p>					
<p>Suggestive Activities:</p> <p>Assignment</p>					
UNIT II	HUMAN RESOURCES PLANNING AND RECRUITMENT	9			
<p>Human Resource Planning – Forecasting human resource requirement - Job Design – Job Analysis – Job Description – Job Specification - Job Evaluation. Recruitment: Internal and External sources – Selection – Orientation – Induction – Socialization.</p>					
<p>Suggestive Activities:</p> <p>Case Study</p>					
UNIT III	TRAINING AND DEVELOPMENT	9			
<p>Training: Process – methods – Purpose and Benefits - Performance Appraisal: Methods -Objectives – Executive Development Programme –Common Practices-Benefits–Self-development – Knowledge Management.</p>					
<p>Suggestive Activities:</p> <p>Group Discussion</p>					
UNIT IV	CAREER MANAGEMENT	9			

Motivation: Theories and types – Career Management–Employee Remuneration: Theories- ESOP - Reward system - Incentives – Employee Retention, Retirement Benefits – Compensation Plan.		
Suggestive Activities: Seminar		
UNIT V	GRIEVANCES REDRESSAL MECHANISM	9
Promotion- Transfer – Demotion - Separation – Control process: Importance, methods – Requirement of effective control systems - Grievances – Causes – Implications – Redressal methods.		
Suggestive Activities: Role play		
Total Periods		45
Suggestive Assessment Methods		
Summative /Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments ,Case study Seminar, Group discussion, Role Play	Descriptive Type Questions Multiple Choice Questions
Upon completion of the course, the students will be able to:		Bloom’s Level
CO1 Examine the Concept of HRM and HR Policies		Analyse
CO2 Classify the Approaches of human resource acquisition and recruitment practices		Analyse
CO3 Make use of the knowledge gained in Training and Development in performance enrichment.		Analyse
CO4 Analyze motivational theories for Career Management.		Apply
CO5 Examine the Grievances Redressal System .		Analyse
Text Books		
Gary Dessler “Human Resource Management”, Pearson Education Limited, 14th Edition, 2015.		

Reference Books

1. L. M. Prasad. "Human Resource Management", Sultan Chand & Son's, 10th edition, 2018.
2. Aswathappa, "Human Resource and Personnel Management Text and Cases", Tata McGraw Hill, 2016
3. Biswajeet Pattanayak, "Human Resource Management", PHI Learning, 6th Edition, 2020.
4. P. Subba Rao, "Personnel and Human Resource Management", Himalaya Publishing House, 7th Edition, 2007.
5. David A. Decenzo, Stephen P. Robbins, and Susan L. Verhulst, Human Resources Management, Wiley International Student Edition, 11th Edition, 2014.

Web Resources

<http://ugcnetmanagementcourse.blogspot.com/2015/02/concepts--perspectives-in-human-resource-management.html>

https://link.springer.com/chapter/10.1007%2F978-1-4302-3757-0_38

<https://www.thebalancecareers.com/what-is-human-resource-development-hrd-1918142>

<https://www.managementstudyguide.com/motivation-in-human-resource-development.htm>

<https://www.businessmanagementideas.com/personnel-management/functions-personnel-management/maintenance-of-human-resources/6286>

CO Vs PO Mapping

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

21BA2604	RESEARCH METHODOLOGY AND APPLICATIONS	L	T	P	C
		3	0	2	4
<p>Preamble</p> <p>Business Research Methods is a field of study, which helps the business to find the solution through a systematic and logical approach. The syllabus explains right from formulating the problem statement with definite objectives, statement of hypotheses, designing the research methodology, sampling design, analysis, and interpretations. Students learn to use different research methods for various problems that arise in the business.</p>					
<p>Prerequisites for the course</p> <p>Students must have knowledge in Statistical analysis.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To understand the concepts and significance of research 2. To determine the sample and sampling methods 3. To acquire knowledge about the research process and data analysis 4. To develop the skills for interpretation and report writing 					
UNIT I	INTRODUCTION TO BUSINESS RESEARCH	9			
<p>Business Research – Definition and Significance –Types of Research – research process –Criteria of good research-Research Problems –Techniques involved in defining the problem-Research objectives – Formulation of Research hypothesis.</p>					
<p>Suggestive Activities:</p> <p>Case Study</p>					
UNIT II	RESEARCH DESIGN AND SAMPLING DESIGN	10+2			
<p>Research design: Types– Exploratory and Descriptive Research design– Causal and Experimental design – Review of Literature–Sampling Considerations –Probability Vs Non–probability sampling methods.</p>					
<p>Suggestive Activities:</p> <p>Case Study</p> <p>Lab</p>					
UNIT III	DATA COLLECTION AND MEASUREMENT	9 + 4			
<p>Types of data – Primary& Secondary data – Methods of Primary data Collection – Construction of questionnaire – Types of Questionnaire –Pilot Testing. Measurement and Scaling: Types of scales- Classification of Scales. Data Processing – Editing – Coding – Classification and Tabulation of Data.</p>					

Suggestive Activities: Case Study Lab		
UNIT IV	PROCESSING AND ANALYSIS OF DATA	10 +9
Univariate, Bivariate, and Multivariate analysis; Testing of Hypothesis: Concept and Steps in testing. Analysis of Variance(ANOVA); Nonparametric Test – Chi-square, One sample, and Two Sample test– Regression and Correlation.		
Suggestive Activities: Lab Case Study		
UNIT V	INTERPRETATION AND REPORT WRITING	7
Need for Effective Documentation - Types of report: Technical and Business; Report Structure – Report Formulation –Effective research report - Precautions in Preparing the Research Report- Plagiarism.		
Suggestive Activities: Survey report		
Total Periods		45Theory +15 Lab
Laboratory Requirements		
SPSS Software for 30 users.		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Lab Components Assessments (20 Marks)	End Semester Exam (50 Marks)
Descriptive Type Questions Multiple-Choice Questions	LAB Exercises LAB Model Test	Descriptive Type Questions Multiple-Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Examine the research process, problem and summarize the types of research.		Analyze
CO2 Categorize the Qualitative research techniques, sampling plan, and research design.		Analyze
CO3 Assume the types of data collection and their methods.		Analyze
CO4 Analyze the data by using Statistical Tools.		Analyze
CO5 Develop a research report in a structured format.		Apply
Text Books		
1. Deepak Chawla and Neena Sondi, “ Research Methodology”, Vikas Publishing house 2011.		

Reference Books

1. Kothari C.R, “Research methodology Methods and Techniques”, New Age International (P) Ltd, 2019.
2. Donald R. Cooper, Pamela S. Schindler and J K Sharma, “Business Research methods”, 12th Edition, Tata Mc Graw Hill, 2018.
3. R. Panneerselvam, Research Methodology, PHI Learning, 2014
4. Uma Sekaran and Roger Bougie, “Research methods for Business”, Wiley India, , 8th Edition, 2021.

Web Resources

1. <https://nptel.ac.in/courses/107108011>
2. <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
3. <https://youtu.be/lfWlbjl1zzU>
4. <https://youtu.be/8ttLyUNzHL4>
5. <https://youtu.be/E2gGF1rburw>
6. <https://youtu.be/8ttLyUNzHL4>
7. <https://youtu.be/E8tXnGAW1X8>
8. <https://youtu.be/YYcOCFbwm4M>
9. <https://youtu.be/3Bx-0bNnkKA>
10. <https://youtu.be/9IqwoszCNrs>
11. <https://youtu.be/F5gif0My5JQ>
12. <https://youtu.be/gz-jyb5M1Sg>
13. https://youtu.be/_dL_60iD9l4
14. <https://youtu.be/6rySBbo1GSg>
15. <https://youtu.be/DvTx-fUdxX8>
16. <https://youtu.be/L-YiDA-Q4W8>

CO Vs PO Mapping

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

21BA2605	FINANCIAL MANAGEMENT AND MODELLING	L	T	P	C
		2	1	2	4
Preamble					
Financial Management and Modelling familiarize with fundamentals of financial management in an organizations, Time value of money, investment decisions, cost of capital, capital structure planning, dividend policy and working capital management.					
Prerequisites for the course					
Possess knowledge in Accounting and MS-Excel.					
Objectives					
1. To understand the concepts of Financial Management.					
2. To understand the concepts and techniques of Capital Budgeting.					
3. To throw light on the significance of Cost of Capital for deciding the Capital Structure.					
4. To obtain knowledge on dividend decision.					
5. To gain proficiency in working capital management.					
UNIT I	FOUNDATIONS OF FINANCE	9 + 13			
Introduction to Financial Management: Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money.					
Using Excel the Application of Time Value of Money to be worked out: Future Value of Single Cash Flow, Future Value of an Annuity, Future Value of Sinking Fund, Present Value of Single Cash Flow, Present Value of an Annuity, Present Value of an Uneven Cash Flow, Capital Recovery & Loan Amortization, Present Value of Growing Annuity and Multi-Period Compounding. Bond Valuation models: Yield to Maturity, Present Value of Bond, Two Stage growth Model – Share. Risk and Return: Calculation of Risk of Single Asset, Calculation of Risk of Portfolio.					
Suggestive Activities:					
Case Study					
UNIT II	INVESTMENT DECISIONS	9+2			
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques : Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Cost of Capital : Concept and Measurement.					
Using Excel the NPV & IRR to be worked out.					
Suggestive Activities:					
Case Study					
UNIT III	FINANCING DECISION	9			

<p>Leverages - Operating and Financial leverage – Measurement of leverages – Degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis</p> <p>Capital structure – Theories : Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.</p>		
<p>Suggestive Activities:</p> <p>Report Submission</p>		
UNIT IV	DIVIDEND DECISION	9
<p>Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories : Walter’s Model, Gordon’s Model and MM Model. – Factors determining dividend policy – Types of dividend policies – Forms of dividend.</p>		
<p>Suggestive Activities:</p> <p>Case Study</p>		
UNIT V	WORKING CAPITAL MANAGEMENT	9
<p>Working capital: Principles, Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance.</p>		
<p>Suggestive Activities:</p> <p>Analysis Report</p>		
Total Periods		30 Theory + 15 Tutorials +15 Lab
Laboratory Requirements		
Ms – Excel		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Lab Components Assessments (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions	Lab exercises	Descriptive Type Questions
Multiple Choice Questions	Lab Model Test	Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom’s Level
CO1 Utilize the future and present time value of money in financial decisions.		Analyze
CO2 Identify the appropriate Capital Budgeting Techniques & Cost of capital in Investment evaluation.		Apply
CO3 Examine the concept of leverage in the Capital Structure.		Apply

CO4 Identify the appropriate Payout & Retention ratio.	Analyze
CO5 Manage the current assets & current liabilities.	Analyze
Text Book	
I.M.Pandey, “Financial Management”, Pearson, 12th edition, 2021.	
Reference Books	
1. M.Y.Khan&P.K.Jain, “Financial Management - Text, problems & cases”, Tata McGraw Hill, 8 th edition, 2018.	
2. James C.Van horne John M.Wachowicz,Jr, ”Fundamentals of Financial Management “, Prentice Hall India Learning Education 13th edition , 2009.	
3. Prasanna Chandra, “Financial Management”: Theory and Practice”, McGraw hill, 11th Edition, 2022.	
Web Resources	

CO Vs PO Mapping

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

21BA2606	ENTREPRENEURSHIP AND INNOVATION MANAGEMENT				L	T	P	C
					3	0	0	3
Preamble: The course will create an awareness and understanding about Entrepreneurship Ecosystem which will throw light on various innovative ideas and the related business opportunities. Acquiring the knowledge on entrepreneurship and business opportunities will pave the way for developing the right Business Model and Business Plan which will guide them to decide the right choice of business entity.								
Prerequisites for the course Basic understanding and knowledge about business and the environment and its functions.								
UNIT I		Entrepreneurship Ecosystem					6	
Ecosystem – Positive Influencers- Players- Ecosystem and entrepreneurial mobility- Characteristics of an entrepreneur- Entrepreneurial Mindset-Impact of Entrepreneurial Mindset-Entrepreneurial Mindset Enablers.								
Suggestive Activities: Interviewing a successful entrepreneur								
UNIT II		Idea to Opportunity Mapping					12	
Business Innovation - Opportunity Analysis - Approach to ideation - Ideation Techniques-Focus Group-Brainstorming- Creative Writing-Wish Lists-Ideal Scenario-Campaigns - introspection- Triz - Time Machine- Catch Ball-Scientific method- Mapping Ideas to Opportunities- I2O Evaluation Sieve-Economic Imperative-Cultural Imperative - Social Imperative - Personal Imperative.								
Suggestive Activities: Mapping Ideas to Opportunities (I2O)								
UNIT III		Business Modelling and Business Planning					12	
Business Model- Functions- Designing a Business Model-Customer-Value Proposition-Communication Channels-Distribution Channels-Resources-Activity- Management- Business Plan- Sections of Business Plan- Reviewing the Business Plan.								
Suggestive Activities: Prepare the Business Plan for the new business opportunity								
UNIT IV		Business Creation and Marshalling Resources					8	

Entity Types -Sole Proprietorship- Partnership-Private Limited Company- Cooperatives-Public Limited Company-Joint Hindu Family-Limited Liability Partnership-Steps in setting up a unit-Legal Regularity and Statutory Body- Types of Resources- People- Networks- Partner groups- Infrastructure- Suppliers- Technology- Money- Customers.		
Suggestive Activities: Case study		
UNIT V	The Art of Pitching and Financing the Start-up	7
Defining a Pitch - Types of Pitches- Elevator Pitch- Detailed Pitch- Audience for the Pitch- Understanding the aspects of Funds- Basics of Finance- Sources of Funds.		
Suggestive Activities: Develop an elevator Pitch		
Total Periods		45
Suggestive Assessment Methods		
Summative /Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Real time scenarios	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		
CO1 Analyse the entrepreneurial ecosystem to develop entrepreneurial mind-set to run a business.		Analyse
CO2 Identify business opportunities in the light of socio-economic and cultural imperatives.		Apply
CO3 Design a business model and Prepare a Business plan		Create
CO4 Identify an appropriate business entity with required resources complying legal, regulatory and statutory aspects.		Apply
CO5 Develop the art of Pitching and financing the start-up.		Analyse
Text Book		
Raj Shankar, "Entrepreneurship Theory and Practice" , Vijay Nicole Private Limited, 3 rd Edition, 2015		
Reference Books		

1. S.S.Khanka, “Entrepreneurial Development”, S.Chand and Company Limited, , (Revised Edition) 2015.
2. Vasant Desai, “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House Pvt, Ltd., 6thEdition, 2019.
3. Prasanna Chandra, “Projects – Planning, Analysis, Selection, Implementation and Reviews”, Tata McGraw-Hill, 9th Edition 2019.

Web Resources

<https://101entrepreneurship.org/entrepreneurial-ecosystem/>

<https://www.ctc-n.org/resources/opportunity-mapping-identifying-new-business-opportunities-changing-energy-landscape>

<https://fullscale.io/blog/business-model-vs-business-plan/>

<https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>

<https://www.forbes.com/sites/allbusiness/2020/06/20/guide-to-investor-pitch-decks-for-startup-fundraising/>

CO Vs PO Mapping

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

21BA2607	OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
This course is to analyse and improve business processes in services and in manufacturing by increasing the productivity and deliver higher quality standards. Key concepts include process analysis, bottlenecks, flows rates, inventory levels, and more.					
Prerequisites for the course:					
Students should have basic knowledge on Quality Management.					
Objectives:					
UNIT I	INTRODUCTION TO OPERATIONS MANAGEMENT	9			
Operations Management –Introduction, Nature, Importance, transformation processes, differences between services and goods, functions, challenges, current priorities, recent trends - Operations Strategy.					
Suggestive Activities:					
Case study					
UNIT II	FORECASTING, CAPACITY AND FACILITY DESIGN	9			
Demand Forecasting – Need, Types, Objectives and Steps. Qualitative and Quantitative methods. Capacity Planning – Long range, Types. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.					
Suggestive Activities:					
Flipped Classroom					
UNIT III	DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS	9			
Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement– Measuring Productivity and Methods to improve productivity					
Suggestive Activities:					
Assignment					
UNIT IV	MATERIALS MANAGEMENT	10			
Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating, Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques – JIT – Waste Management - Evolution of laws.					
Suggestive Activities:					
Presentation on JIT					

UNIT V	SCHEDULING AND PROJECT MANAGEMENT	8
Project Management – Scheduling Techniques: PERT, CPM, Gantt Charts - work centres scheduling – Priority rules, shop floor control; Flow shop scheduling: Johnson’s Algorithm - Personnel scheduling in services.		
Suggestive Activities: Real time problem solving : PERT/CPM		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom’s Level
CO1 Examine the Operations management concept.		Analyse
CO2 Analyse the various design for the capacity and facility design.		Analyse
CO3 Analyse the design of product, process and work systems.		Analyse
CO4 Examine Material and inventory management.		Analyse
CO5 Examine project management and scheduling techniques.		Analyse
Text Books		
1. Jay Heizer, Barry Render, JagadeeshRajasekhar, “Operations Management”, Pearson,9 th Edition,2015. 2. Pannerselvam R, “Production and Operations Management”, Prentice Hall India, Third Edition, 2012.		
Reference Books		
1. Mahadevan B, “Operations Management Theory and practice”, Pearson Education, 3rd Edition, 2015 2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, “Operations and Supply Management”, Tata McGraw Hill, 12th Edition, 2010. 3. William J Stevenson, “Operations Management”, Tata McGraw Hill, 11th Edition, 2015 4. Russell and Taylor, “Operations Management”, Wiley, 8th Edition, 2015. 5. Norman Gaither and Gregory Frazier, “Operations Management”, South Western Cengage, 2002. 6. Kanishka Bedi, “Production and Operations Management”, Oxford University,3rd Edition, 2013.		

Web Resources

lib.mdp.ac.id/ebook/.../Karya%20Umum-Operations%20Management.pdf

www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt

dl4a.org/uploads/pdf/Ebook%20for%20production%20and%20operations%20management.pdf

<https://www.mheducation.co.uk/he/chapters/9780077133016.pdf>

http://cbs.teriin.org/pdf/Waste_Management_Handbook.pdf

CO Vs PO Mapping

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

21BA2608	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3
Preamble					
This course helps to create easy to read and understand the business analytics. Upon its completion, students will be able to design visualizations, dashboards and stories and effectively use data science.					
Prerequisites for the course:					
Students are required to understand the science of business analytics.					
Objectives					
1. Use business analytics for decision making					
2. To apply the appropriate analytics and generate solutions					
3. Model and analyse the business situation using analytics.					
UNIT I	INTRODUCTION OF BUSINESS ANALYTICS	9			
Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.					
Suggestive Activities:					
Case study					
UNIT II	MANAGING RESOURCES FOR BUSINESS ANALYTICS	9			
Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.					
Suggestive Activities:					
Flipped classroom					
UNIT III	DESCRIPTIVE ANALYTICS	9			
Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics					
Suggestive Activities:					
Presentation					
UNIT IV	PREDICTIVE ANALYTICS	9			
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modelling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics					

Suggestive Activities: Assignment		
UNIT V	PRESCRITIVE ANALYTICS	9
Introduction to Prescriptive analytics - Prescriptive Modelling - Non Linear Optimisation - Demonstrating Business Performance Improvement.		
Suggestive Activities: Real time problem solving		
Total Periods		45
Suggestive Assessment Methods		
Summative/Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case studies	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		BLOOM'S LEVEL
CO1: Analyse the role of Business Analytics in decision making.		Analyse
CO2: Identify the framework for business analytics.		Apply
CO3: Apply the descriptive analytics tools and generate solutions.		Apply
CO4: Examine Predictive Analytics and its applications.		Analyse
CO5: Make use of the Prescriptive Analytics for business process improvement.		Apply
Text Books		
1. U Dinesh Kumar. "Business Analytics", Wiley, 2017. 2. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.		
Reference Books		
1. R N Prasad, Seema Acharya. "Fundamentals of Business Analytics", Wiley, 2 nd Edition, 2016. 2. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014. 3. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.		

Web Resources

<https://support.sas.com/content/dam/SAS/support/en/books/profit-driven>

[businessanalytics/69513_excerpt.pdf](https://support.sas.com/content/dam/SAS/support/en/books/profit-driven/businessanalytics/69513_excerpt.pdf)

<http://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf>

<https://www.sigc.edu/department/mba/studymet/BusinessAnalytics.pdf>

<https://www.coursera.org/learn/data-analytics-business>

<https://www.coursera.org/specializations/strategic-analytics>

<https://www.coursera.org/learn/business-analytics>

CO Vs PO Mapping

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

THIRD SEMESTER

21BA3601	STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
This course is designed to give insight into the strategic formulation process and application of strategies for contemporary business environments. By this course students are able to know core competencies, competitive advantage of companies and various business strategies. It enables the students to understand strategic implementation, evaluation and emerging strategic trends.					
Prerequisites for the course					
The students should have knowledge in Management Concepts.					
Objectives					
1. To understand the strategy formulation process and application of strategies for the contemporary Business environment.					
2. To analyse about competitive advantage for companies.					
3. To analyse and understand various business strategies that organisations can adapt.					
4. To understand the strategic implementation process and evaluation.					
5. To know about the emerging trends in strategic management.					
UNIT I	INTRODUCTION TO STRATEGY	9			
Conceptual framework for strategic management, Levels of Strategies: Corporate, Business and Operational - Strategy Formation Process – Stakeholders in business – Vision, Mission and Policies – Objectives and Goals.					
Suggestive Activities: Flipped Classroom					
UNIT II	COMPETITIVE ADVANTAGE	9			
Porter's Five Forces Model– industry life cycle analysis- Industry Structure – National Context and Competitive Advantage Resources - Capabilities and competencies– core competencies-Low cost and differentiation- Generic Building Blocks of Competitive Advantage - Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.					
Suggestive Activities: Real time study : Porter's Five Forces Model					
UNIT III	BUSINESS STRATEGIES	10			

Stability, Expansion, Retrenchment and Combination strategies - Strategy in the Global Environment- Corporate Strategy- -Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Integration, Diversification, Strategic Alliances, Turnaround, Divestment and Liquidation. Organizational Capability Profile - Corporate Portfolio Analysis – BCG matrix -SWOC Analysis- GAP Analysis – Mc Kinsey's 7s Framework - GE 9 Cell Model. Distinctive competitiveness - Selection of matrix - Balance Score Card.		
Suggestive Activities: Seminar		
UNIT IV	STRATEGY IMPLEMENTATION AND EVALUATION	9
Implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy- Implementing Strategic change - Techniques of strategic evaluation & control - Power and Conflict.		
Suggestive Activities: Case study		
UNIT V	EMERGING STRATEGIC TRENDS	8
Managing Technology and Innovation-Strategic issues for Non Profit organizations - Business Process Outsourcing and Knowledge Process Outsourcing in India -New Business Models and Strategies for Internet Economy.		
Suggestive Activities: Real time study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exam (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment , Flipped Classroom Case Analysis, Business Analysis , Real time study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Construct the strategy formulation for an organization.		Analyse
CO2 Identify the core competencies to achieve the competitive advantage.		Analyse
CO3 Inspect the corporate level strategies for sustainable growth.		Analyse
CO4 Identify the resources required, implement & evaluate the strategy.		Analyse
CO5 Categorize various business models and emerging strategic trends		Analyse

Text Books

Charles W. L. Hill, Melissa A. Schilling and Gareth R. Jones, Strategic Management: Integrated Approach [13thed], Cengage Learning 2020.

Reference Books

1. John A. Parnell Strategic Management, Theory and practice, Biztantra 2012
2. Azhar Kazmi Strategic Management and Business Policy [3rd Edition]. Tata McGraw Hill 2008.
3. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management. [12th ed] McGraw Hill 2012.
4. Adriaun Haberberg, Alison Rieple, Strategic Management: Theory & Application Oxford University Press 2008.
5. Gupta, Gollakota, Srinivasan. Business Policy and Strategic Management – Concepts and Application. Prentice Hall of India 2005.
6. Dr.Dharambir Singh Strategic Management & Business Policy. Kogent Learning Solutions Inc., Wiley 2012.

Web Resources

<https://www.wallstreetmojo.com/strategic-management/>

<https://strategicmanagementinsight.com/tools/swot-analysis-how-to-do-it/>

CO Vs PO Mapping

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

21BA3602	CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY	L	T	P	C
		3	0	0	3
Preamble					
The course is about a company's responsibility for society in the sense of sustainable business practices. CSR refers to a company's responsibility for its impact on society. Both focus on an organisation's efforts to contribute positively to environmental and social impacts.					
Prerequisites for the course					
Basic Knowledge about Principles of Management and Business Strategies.					
Objectives					
1. To identify and assess the potential impact of Social, Economic and Environmental issues on a specific industry or business.					
2. To understand the roles played by Business, Non-Governmental Organizations (NGOs), Standards Organizations, Governments and others in CSR.					
UNIT I	INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY				9
Introduction to CSR: Meaning & Definition, History & evolution. Concept of Charity, Corporate philanthropy, Corporate Citizenship. Concept of sustainability & Stakeholder Management. Relation between CSR and Corporate governance; Environmental aspect of CSR;					
Suggestive Activities:					
Assignment					
UNIT II	CORPORATE DEVELOPMENT				9
CSR & Development: CSR activities–nature, types, impact on development programmes- CSR & development organisations– relationships, functioning & impact on organisational functioning Stakeholders' participation & perspectives about CSR					
Suggestive Activities:					
Seminar					
UNIT III	CORPORATE STRATEGY				9
Corporate motivations & Behaviour for CSR – factors influencing National & International perspectives Theories & principles of CSR. CSR Strategies-objectives, approaches, roles and tasks of a Corporate Managers - Strategic Corporate Planning - Steps to make CSR Work for Business Corporate Social Responsibility.					
Suggestive Activities:					
CSR activity report					
UNIT IV	CORPORATE SUSTAINABILITY				9

Ethical Philosophy, Corporate Reputation, Environmental Sustainability & CSR–redefining sustainability, distributable sustainability, sustainability & the cost of capital CSR.		
Suggestive Activities: Case Study		
UNIT V	TRENDS IN CORPORATE SOCIAL RESPONSIBILITY	9
Current Trends and Opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR.		
Suggestive Activities: Debate		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment , Case Analysis Report Submission, Seminar, Debate	Descriptive Type Questions Multiple-Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Compare the concepts of CSR and corporate governance.		Analyse
CO2 Connect the functions and developments of Corporate Social Responsibility.		Analyse
CO3 Analyse the corporate strategy in society.		Analyse
CO4 Articulate corporate sustainability in the light of Ethics and Environment.		Analyse
CO5 Identify the recent trends and challenges in CSR.		Analyse
Text Books		
1. CA. kamal garg(2023). Corporate social responsibility-4 th edition-Bharath law house pvt ltd 2. Prof. Hitesh Avova & shalini(2021) CSR & Sustainable development-Routledge(india)		
Reference Books		

1. CSR & sustainability from the margins to the mainstream-jan2016-michael Hopkins.
2. Katarzyna Bachnik-2022-CSR & sustainability-routledge.
3. Blowfield, M., & Murray, A. (2014). Corporate responsibility. Oxford University Press, USA.
4. Sharma, J. P. (2013). Corporate Governance, Business Ethics and CSR:(with Case Studies and Major Corporate Scandals). Ane Books Pvt.
5. Wayne Visser (2014), Transforming Corporate Social Sustainability and Responsibility, Springer

Web Resources

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

<https://www.youtube.com/watch?v=nkteAJBtM9A>

CO Vs PO Mapping

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

21BA3903	BUSINESS ANALYTICS (LABORATORY)	L	T	P	C
		0	0	4	2
Preamble: This course will initiate the learning of R for Data Science, as well as programming in general. Upon its completion, student will be able to write own Python scripts and perform basic hands-on data analysis and data visualization.					
Prerequisites for the course Students are required to learn the concept of data analytics					
Objectives To impart knowledge on use of data mining techniques for deriving business intelligence.					
S.No	List of Experiments				CO
1	Implementation of basic Syntaxes in R				CO1
2	Implementation of Vector data objects and array operations using R				CO1
3	Implementation of of matrix, transpose operations and data frames operations using R				CO1
4	Data Manipulation for business analytics using R				CO2
5	Data Visualization for Business Analytics: Uncovering Insights and Driving Decisions through Visual Representation of Business Data using R				CO2
6	Building a Strong Foundation for Data Analysis and Decision-Making using python				CO3
7	Implementation of Loop and control statements using python				CO3
8	Mastering NumPy: Essential Operations for Efficient Numerical Computing in Python for business data.				CO3
9	Data Manipulation for Business Analytics with Pandas: Harnessing the Power of Python for Efficient Data Wrangling and Analysis"				CO4
10	Data Exploration and Visualization for Business Analytics: Unveiling Patterns and Trends with Python and Matplotlib/Seaborn"				CO4
Total Periods:15					
Suggestive Assessment Methods					
Lab Components Assessments (50 Marks)			End Semester Exams (50 Marks)		
Lab Components Assessments (50 Marks)			End Semester Exams (50 Marks)		
Execution, Output Verification, Viva			End Semester Practical Exam		
Outcomes					
Upon completion of the course, the students will be able to:				Bloom's Level	

CO1: Gain proficiency in R programming by understanding its basic syntax and R objects for efficient data manipulation and analysis.	Apply
CO2: Acquire essential skills in data manipulation and visualization using R	Analyze
CO3: Develop a solid foundation in Python for data analysis and decision-making.	Apply
CO4: Develop essential skills in data manipulation, analysis, and visualization using Python for uncovering valuable insights in business analytics scenarios.	Analyze
Laboratory Requirements: 30 Systems	
Software Front-End: R studio, Python	
Reference Books	
<ol style="list-style-type: none"> 1. Garrett Golemud. Hands-On Programming with R. 2. Daniela Witten, Gareth James Robert Tibshirani and Trevor Hastie. An Introduction to Statistical Learning: With Applications in R. 3. Andreas C. Muller and Sarah Guido. Introduction to Machine Learning with Python: A Guide for Data Scientists. 	
Web Reoures	
<ol style="list-style-type: none"> 1. https://www.rstudio.com/online-learning/ 2. https://hackr.io/tutorials/learn-r 3. https://www.statmethods.net/r-tutorial/index.html 4. https://www.tutorialspoint.com/r/index.html 5. https://www.learnpython.org/ 6. https://www.tutorialspoint.com/python/ 7. https://www.codecademy.com/learn/learn-python-3 8. https://www.kaggle.com/ 	

CO Vs PO Mapping and CO Vs PSO Mapping

C O	PO1	PO2	PO3	PO4	PO5	PO6
1	2	1	1	2	2	1
2	1	2	1	2	2	2
3	1	2	1	2	2	2
4	1	2	2		2	2

PROFESSIONAL ELECTIVE I - FINANCE

21BA3701	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	L	T	P	C
		3	0	0	3
Preamble:					
Mergers, Acquisitions and Corporate Restructuring helps to understand the concept of restructuring, value creation in a merger and acquisition context and takeovers. The light on legal framework of companies is also provided.					
Pre-requisites:					
Basic knowledge about the Financial Management, Financial Accounting, Business Law.					
Objectives					
To familiarize the knowledge on companies, strategies, capital structure, and expansion plans, and legal framework within which the companies work.					
UNIT I	CORPORATE RESTRUCTURING				9
Meaning, need & scope, types of corporate restructuring strategies, the regulatory framework for corporate restructuring-Mergers: Meaning ,objectives, Reasons for mergers, Steps involved in Mergers, theories of Mergers-Amalgamation: Meaning , Methods of accounting, consideration for amalgamation					
Suggestive Activities: Debate					
UNIT II	STRATEGIC PERSPECTIVE OF MERGERS & ACQUISITION				9
A Strategic perspective of Mergers & Acquisitions , Industry life cycle and Product life cycle analysis in M&A decision, Strategic approaches to M&A, Merger Process, Dynamics of M&A process, Five-stage model, Due diligence, Managerial challenges of M & A					
Suggestive Activities: Assignment.					
UNIT III	METHODS OF RESTRUCTURING & VALUATION				9
Different methods of restructuring, Joint Ventures, Sell off and Spin off, Divestitures, Equity carve out, Leveraged buy outs (LBO), Management buy outs, Master limited partnerships, Employee stock ownership plans (ESOP), Valuation – Valuation approaches, Valuing operating and financial synergy, Valuing corporate control, Valuing of LBO, Methods of financing mergers, cash offer, share exchange ratio					
Suggestive Activities: Case Study					
UNIT IV	TAKE OVERS				9

Takeovers, types, hostile takeover approaches, Takeover defences – financial defensive measures – Coercive offers and defence – anti-takeover amendments – poison pill defence		
Suggestive Activities: Seminar.		
UNIT V	LEGAL & REGULATORY FRAMEWORK	9
Regulatory framework of mergers and acquisitions, Provisions of the Companies Act, 1956 relating to M & A, Buyback of shares, Provisions of SEBI Act, 1992, Provisions relevant to M & A activity in the Income Tax Act-1961, and Foreign Exchange Management Act-1999		
Suggestive Activities: Case Study		
Total Periods		45
Suggestive Assessment Methods		
Summative/ Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments, Case Study, Seminars	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO-1:	Analyze the concept of restructuring, the reasons for which restructuring is undertaken, the various methods and applying the concept for restructuring.	Analyze
CO-2:	Analyze the strategies that are prevalent in M & A decisions, the process involved in the M & A, and tackling the managerial challenges	Analyze
CO-3:	Examine the different methods of restructuring, and Valuation approaches, and applying the concept for valuing the business	Analyze
CO-4:	List out the different types of takeovers, and ill effects and applying the concept to insulate the business from takeover	Analyze
CO-5:	Analyze the regulatory framework of M & A, its impact on the corporate, and analysing the regulatory framework to undertake the mergers.	Analyze
Text Book:		
Nishikant Jha ,“Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House, 2002		
Reference Books		

Patrick A Gaughan , “Mergers, Acquisitions and Corporate Restructurings” – Wily Corporate F & A, 2017.

Web Resources

Mergers & Acquisitions Module, NCFM, NSEINDIA.COM

CO Vs PO Mapping

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

21BA3702	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		2	0	2	3
Preamble: Security Analysis and Portfolio Management helps the students to understand the nuances of stock market operations and the techniques involved in deciding upon purchase or sale of securities. The course will also help the students to do real time trading and construct their own portfolio.					
Prerequisites for the course: Financial Accounting, Financial Management.					
Objectives: 1. To familiarize with the Indian Stock market, its operations, instruments, regulations. 2. To gain the knowledge in the security market.					
UNIT I	INTRODUCTION TO INVESTMENT MANAGEMENT	9			
Investment: Financial and economic meaning, Characteristics, Objectives, Process, Types. Investment, Speculation, Gambling; Investment Alternatives; Criteria for Evaluation; Approaches to Investment Decision Making – Capital Market: Primary Market; Secondary Market; Stock Market Indices – Risk & Return: Basic Concepts, Sources of Risk.					
Suggestive Activities: Stock Market Indices on Select Investment Avenues.					
UNIT II	FUNDAMENTAL ANALYSIS	6+5			
Economic Analysis: Macro Economic Variables, Economic Indicators, Economic Forecasting; Industry Analysis: Classification, Industry Life Cycle; Company Analysis: Strategy Analysis, Financial Statement Analysis					
Suggestive Activities: Financial Statement Analysis					
UNIT III	TECHNICAL ANALYSIS	2 + 10			
Fundamental Vs Technical Analysis; Dow theory; Charting Techniques; Technical Indicators, Oscillators; Technical Trading Rules; Efficient Market Theory.					
Suggestive Activities: Virtual trading					
UNIT IV	PORTFOLIO MANAGEMENT: POLICY AND STRATEGY	5			
Specification of Investment Objectives and Constraints; Quantification of Capital Market Expectations; Asset Allocation.					

Suggestive Activities: Virtual trading		
UNIT V	PORTFOLIO MANAGEMENT: IMPLEMENTATION AND REVIEW	8
Markowitz Portfolio Theory, Capital Asset Pricing Model, Capital Market Line, Security Market Line, Arbitrage Pricing Theory, Multifactor Pricing Model; Portfolio Execution, Portfolio Revision, Portfolio Evaluation: Sharpe's index, Treynor's index, Jensen's index.		
Suggestive Activities: Virtual trading		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Practical Components Assessments (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Practical work – Opening Demat Account & Trading in Stock Market	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the Investment in capital market .		Analyse
CO.2 List out the Fundamental Analysis.		Analyse
CO.3 Experiment with the Technical Analysis.		Apply
CO.4 Examine the various theories in Portfolio Management.		Analyse
CO.5 Assess the Portfolio Implementation.		Evaluate
Text Book:		
Chandra Prasanna, Investment Analysis and Portfolio Management (6 th ed). McGraw Hill , 2021.		
Reference Books		
1.E. Fischer Donald, J. Jordan Ronald, K. Pradhan Ashwini, Security Analysis and Portfolio Management (7th ed). Pearson, 2018.		
2. Frank Reilly, Keith Brown, Analysis of Investments and Management of Portfolios. (10 th ed) Cengage 2012.		
Web Resources		
1. https://nptel.ac.in/courses/110/105/110105036/		

CO Vs PO Mapping

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

21BA3703	EQUITY DERIVATIVES	L	T	P	C
		3	0	0	3
PREAMBLE:					
This course seeks to create a common minimum knowledge benchmark for all persons involved in selling and distributing mutual funds including Individual Mutual Fund Distributors, Employees of organizations engaged in sales and distribution of Mutual Funds and Employees of Asset Management Companies specially persons engaged in sales and distribution of Mutual Funds.					
PREREQUISITES FOR THE COURSE:					
Financial Management and Modelling					
OBJECTIVES:					
<ol style="list-style-type: none"> 1. To know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features. 2. To understand how mutual funds are distributed in the market-place, how schemes are to be evaluated, and how suitable products and services can be recommended to investors and prospective investors in the market. 3. To get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution. 4. To get acquainted with financial planning as an approach to investing in mutual funds, as an aid for mutual fund distributors to develop long term relationships with their clients. 					
UNIT I	INTRODUCTION OF DERIVATIVES AND INDEX	7			
Derivatives: Basics, Types, Significance; Indian Derivatives Market: History & Evolution, Market Participants, Various risks faced by the participants in derivatives – Index: Introduction, Significance, Attributes – Index Management –Indices: Types, Application – Major Indices.					
Suggestive Activities: Case Study					
UNIT II	INTRODUCTION TO FORWARDS, FUTURES AND OPTIONS	11			
Forward contracts: Introduction - Futures contracts: Introduction, Contract specifications, Important terminology - Pay off Charts, Pricing, Price discovery and convergence of cash and futures prices on the expiry, Uses. Differences between Forwards and Futures. Options: Basics, Contract specifications, Moneyness, Intrinsic value and time value, Pay off Charts, Distinction between futures and options contracts, Basics of Option Pricing and Option Greeks, Option Pricing Models, Implied volatility of an option, Analysis of options from the perspectives of buyer and seller.					
Suggestive Activities: Assignment					
UNIT III	STRATEGIES AND TRADING MECHANISM	8			

Futures contracts for hedging, speculation and arbitrage, Use of options for trading and hedging, Arbitrage using options: Put-call parity, Delta-hedging, Interpreting open interest and put-call ratio for trading strategies - Trading Mechanism, Eligibility criteria for selection of stocks for derivatives trading, Selection criteria of Index for trading, Adjustments for Corporate Actions, Trading costs, Algorithmic trading, Tracking Futures and Options data.		
Suggestive Activities: Mini Report		
UNIT IV	INTRODUCTION TO CLEARING AND SETTLEMENT SYSTEM	13
Clearing Members, Clearing Mechanism, Interoperability of clearing corporations, Settlement Mechanism, Risk Management, Margining and mark to market under SPAN, Position limits, Violations and Penalties, Settlement Guarantee Fund and Investor Protection Fund - Securities Contracts (Regulation) Act, 1956 - Securities and Exchange Board of India Act, 1992 - Regulations in Trading - Regulations in Clearing & Settlement and Risk Management - Eligibility criteria for membership on derivatives segment.		
Suggestive Activities: Case Study		
UNIT V	TAXATION, INVESTOR PROTECTION SERVICES	6
Accounting - Taxation of derivative transaction in securities - Understanding risk profile of the client, Risk Disclosure Document, Written Anti Money Laundering Procedures, Investors Grievance Mechanism.		
Suggestive Activities: Assignment		
Total Periods		45 HOURS
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Presentation , Mini Project , Assignment, case study	Descriptive Type Questions Multiple Choice Questions
Outcomes:		
Upon completion of the course, the students will be able to:		Blooms' Level
CO1 Examine the derivatives and the indices.		Analyse
CO2 Distinguish between forwards, futures and options.		Analyse
CO3 Select the strategies to be adopted.		Apply
CO4 Outline the clearing and settlement system.		Understand
CO5 Examine the taxation process.		Analyse
Text Books		

John. C. Hull. (1992). Options, Futures and Other Derivatives (10thed). Pearson.

Reference Books

1. Don M. Chance, Robert Brooks. Introduction to Derivatives and Risk Management (10thed), (2015). Cengage.
2. Jayanth Varma, Derivatives and Risk Management. McGraw Hill Education 2008.

Web Resources

[https://www.nism.ac.in/equity derivatives/](https://www.nism.ac.in/equity_derivatives/)

CO Vs PO Mapping

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

21BA3704	BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	0	0	3
<p>Preamble:</p> <p>Banking and Financial Services helps the students to understand how banks raise the sources and how to deploy it and manage the associated risks. The clear understanding on the concept of e-banking and the threats associated with it is explained. It helps to understand about other asset based and fund based financial services in India</p>					
<p>Prerequisites for the course: Basic knowledge about banks.</p>					
<p>OBJECTIVES:</p>					
<p>To grasp how banks raise their sources and how they deploy it and manage the associated risks To understand e-banking and the threat that go with it. To understand about other asset based and fund based financial services in India</p>					
UNIT I	INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE VALUATION	9			
<p>Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector– RBI Act, 1934/2006–Banking Regulation Act, 1949 Negotiable Instruments Act 1881/2002- Provisions Relating to CRR – Provision for NPA’s -Overview of Financial Statements of banks –Balance Sheet–Income Statement-CAMEL</p>					
<p>Suggestive Activities: Assignment</p>					
UNIT II	MANAGING BANK FUNDS/PRODUCTS & RISK MANAGEMENT	9			
<p>Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management –Financial Distress –Signal to borrowers – Prediction Models – Risk Management – Interest rate –Forex – Credit market –operational and solvency risks – NPA’s – Current issues on NPA’s – M&A’s of banks into securities market</p>					
<p>Suggestive Activities: Case study.</p>					
UNIT III	DEVELOPMENT IN BANKING TECHNOLOGY	9			
<p>Payment system in India – paper based – e payment –electronic banking –plastic money – e-money –fore casting of cash demand at ATM’s–The Information Technology Act, 2000 in India–RBI’s Financial Sector Technology vision document –security threat sine-banking & RBI’s Initiative.</p>					
<p>Suggestive Activities: Seminar</p>					

UNIT IV	ASSET BASED FINANCIAL SERVICES		9
Introduction– Need for Financial Services–Financial Services Market in India–NBFC – RBI framework and act for NBFC – Leasing and Hire Purchase – Financial evaluation – underwriting –mutual funds			
Suggestive Activities: Underwriting Process			
UNIT V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES		9
Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting–factoring–Merchant Banking–Role of SEBI			
Suggestive Activities: Discussion			
TOTAL:			45PERIODS
Suggestive Assessment Methods			
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)	
Descriptive Type Questions Multiple Choice Questions	Underwriting Process, Discussion , Seminar , Case study ,Assignment	Descriptive Type Questions Multiple Choice Questions	
Outcomes:			
Upon completion of the course, the students will be able to:			Bloom's Level
CO1.Examine the overall structure and functions of Indian Financial System.			Analyse
CO2.Discover knowledge about regulations governing the Indian Banking system.			Analyse
CO3. Distinguish various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.			Analyse
CO4. Make use of the concept of e-banking.			Apply
CO5.Compare fee-based and fund-based financial services in India.			Analyse
TEXT BOOK:			
Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2017.			
REFERENCES:			

1. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi, 2010.
2. Peter S. Rose and Sylvia C., Hudgins, “Bank Management and Financial services”, Tata Mc Graw Hill, New Delhi, 2017.

CO Vs PO Mapping

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

21BA3705	BEHAVIOURAL FINANCE	L	T	P	C
		3	0	0	3
Preamble:					
Behavioural Finance helps to identify and apply psychological concepts to financial decision making. It helps to understand the systematic approach of using behavioural factors in corporate decision making.					
Prerequisites for the course:					
Basic Knowledge on Business Environment and Domain Knowledge in investing.					
Objectives:					
1. To identify and apply psychological concepts to financial decision making.					
2. To understand the systematic approach of using behavioural factors in corporate decision making.					
UNIT I	OVERVIEW OF RATIONAL FINANCE AND CLASSICAL FINANCE	9			
Rational Market Hypothesis – Classical Finance Theories: Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Market Hypothesis, MM Theory – Investors are Rational, Arbitrage Pricing Theory, Random Walk Hypothesis, Challenging the Classical Assumptions of Finance, Financial Market Anomalies, Fundamental Anomalies, Technical Anomalies, Calendar or Seasonal Anomalies.					
Suggestive Activities: Analysis on Utility function.					
UNIT II	HEURISTICS AND BIASES	12			
Heuristics: Familiarity: Familiarity, Ambiguity Aversion, Diversification, Functional Fixation, Status Quo, Endowment Effect; Representativeness: Innumeracy, Probability matching and conjunction fallacy, Base Rate Neglect, Availability and Salience; Anchoring. Cognitive Biases: Self-Deception: Framing, Overconfidence: Miscalibration, better than average effect, over optimism, Causes: illusion of knowledge, control, understanding, skill; Self-attribution; Confirmation; Representativeness; Recency. Emotional Biases: Regret, Hindsight, Denial, Loss aversion, Affinity, Self-control. Bias: Interaction amongst biases, Outcomes of biases, Dealing with biases, Overcoming the biases and debiasing.					
Suggestive Activities: Mini case					
UNIT III	FOUNDATION OF BEHAVIOURAL FINANCE	9			

Introduction, Meaning, Nature, Assumptions of Behavioural Finance – Building blocks of behavioural finance – Prospect Theory and Mental Accounting.		
Important Contributors: Daniel Kahneman And Amos Tversky , Richard Thaler, Robert J. Shiller, Michael Pompian, Parag Parikh.		
Theories of Behavioural Finance: Asymmetric information, Ego centricity, Human Behavioural Theories.		
Suggestive Activities: Case study		
UNIT IV	BEHAVIOURAL ASPECTS OF INVESTING	9
Behavioural aspects of Investing: Behavioural Portfolio theory, Psychographic models, Sound Investment Philosophy.		
Market Bubbles: Introduction and brief history of stock market bubbles, Identification and classification of a stock market bubble, Explaining bubbles through behavioural finance, Investor behaviour during bubbles, Causes of bubbles.		
Value Investing: Central tenets of value investing, Evidence and prospects of value investing.		
Suggestive Activities: Seminar.		
UNIT V	BEHAVIOURAL CORPORATE FINANCE	6
Approaches to behavioural corporate finance, Market timing and catering approach, Issues related to valuation, dividend policy, mergers and acquisitions –Building a Smart Organization – Wisdom from Other Insights.		
Suggestive Activities: Book Review		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Book review, mini case Seminars,	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level

CO.1 Categorise the rational and classical finance.	Analyse
CO.2 List Out the heuristics and biases in investment behaviour..	Analyse
CO.3 Examine the foundation of behavioural finance, its theories and contributions.	Analyse
CO.4 Inspect the behavioural aspects of investing.	Analyse
CO.5 Assess the value investing behaviour in corporate finance.	Evaluate
Text Book:	
Prasanna Chandra, Behavioural Finance (2 nd ed).Tata McGraw Hill 2016.	
Reference Books	
1. Parag Parikh, Value Investing and Behavioural Finance: Insights into Indian Stock Market Relatities (1 st ed). McGraw Hill,2017	
2. Shuchita Singh, Shilpa Bahi. Behavioural Finance. Vikas 2015.	
3. Sujata Kapoor, Jaya Mamta. Behavioural Finance. SAGE Publications\2019 .	
Web Resources	
1. https://www.dartmouth.edu/~lusardiworkshop/Papers/FPA%20BEHAVIORAL%20BIAS%20PAPER.pdf .	

CO Vs PO Mapping

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

21BA3706	INTERNATIONAL FINANCE	L	T	P	C
		3	0	0	3
Preamble:					
International Finance helps to acquaint with international financial transactions and Operational characteristics of Foreign Exchange Markets and Forex market participants, Regulations, Risks management.					
Prerequisites for the course:					
Basic Knowledge about the global business and finance.					
Objectives					
To acquaint with international financial transactions and Operational characteristics of Foreign Exchange Markets and FOREX market participants, Regulations, risks and management.					
UNIT I	GLOBAL FINANCIAL ENVIRONMENT				9
Global Economy – Financial Globalization-Financial Goals- International monetary system – Current multinational financial challenges – Experiences from India- Openness of Indian Economy – Indicators					
Suggestive Activities: Seminar					
UNIT II	FOREIGN EXCHANGE MARKET				9
Evolution of foreign exchange market and foreign exchange System- Brief introduction to currency systems- Balance of Payments – Market participants – A model of foreign exchange markets interest parity- interest rates and exchange rates – Fixed Vs Fluctuating Exchange Rates – Private World Money – Eurocurrencies					
Suggestive Activities: Analyse the India's BOP Statement.					
UNIT III	FOREIGN EXCHANGE EXPOSURE				9
Kinds of Foreign Exchange exposures – Transaction exposure and its measurement -Operating exposure – Sources – Measurement and difficulties associated with the measurement – Impact – Translation Exposure- Transaction and Economic Exposure Vs Translation exposure					
Suggestive Activities: Real time - Top 10 forex market participants.					
UNIT IV	FOREX RISK MANAGEMENT				9
International Trade & Risk Associated with International Trade – Introduction to different types of trade risk – Credit risk, Carriage Risk, Currency Risk, Country risk – Measuring risk exposure – Devices – Payoffs to risk management					

Suggestive Activities: Real time - Prominent businesses and corporations in Forex markets.		
UNIT V	FINANCING THE GLOBAL FIRMS	9
Sourcing Debt/Equity Globally- Cost of capital- optimal financial structure-Exchange Control Regulations – Export Credit Guarantee Corporation – EXIM Bank – Foreign Exchange Dealers’ Association of India – Recent Developments		
Suggestive Activities: Case study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Seminars	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom’s Level
CO.1 Examine the financial environment, system and challenges in global and national wide.		Analyse
CO.2 List Out the foreign exchange market and system.		Analyse
CO.3 Discover the kinds, measurement and sources of foreign exchange exposure.		Analyse
CO.4 Examine the types of forex risk and its measurement.		Analyse
CO.5 Compare the regulatory bodies with financing of firms.		Analyse
Text Book:		
Apte P G, International Financial Management (7 th ed). Tata Mcgraw Hill 2014. .		
Reference Books		
1. Eiteman David, Stonehill Arthur and Moffett Michael. Multinational Business Finance. (14 th ed). Pearson 2016..		
2. Buckley Adrian, The Essence of International Money (2 nd ed). Prentice Hall India 1995.		
3. Shapiro Alan, Moles Peter and Kumar Jayanta Seal, International Financial Management. Wiley India 2016.		
Web Resources:		
https://nptel.ac.in/courses/110/105/110105031/		

CO Vs PO Mapping

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

**PROFESSIONAL
ELECTIVE II –
MARKETING**

21BA3707	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble:					
This course aims in learning the basic concepts of brand and branding Process. The topic of this course covers brand equity models, brand strategies, brand communications, brand loyalty programs, brand extensions, and the role of brand ambassadors. Finally the growing and sustaining brand equity through developing a brand architecture strategy and develop a brand strategy at the Global level.					
Prerequisite for the course					
Students should have the knowledge on Marketing Management					
Objective					
To give a deeper understanding of the process of brand building in a variety of business contexts, the integrated requirements for effective brand reinforcement, revitalization as well as the models, measures and impact of Brand Equity.					
UNIT I	INTRODUCTION				9
Introduction – Basic understanding of Brands – Definition – Branding Concepts – Functions – Significance – Types of Brands – Co-branding – Store brands.					
Suggestive Activities: Group Discuss					
UNIT II	BRAND STRATEGIES				10
Brand Strategies – Strategic Brand Management process – Building a Strong Brands – Brand Positioning – Establishing Brand Values – Brand Vision – Brand Elements – Branding for Global Markets.					
Suggestive Activities: Case Study					
UNIT III	BRAND EQUITY				8
Brand Equity: Concepts and functions – Brand Attribute Management & Architecture – Brand Portfolio Strategy – Brand Extension and Stretching – Sources of Brand Equity.					
Suggestive Activities: Assignment					
UNIT IV	BRAND POSITIONING & AUDIT				8

Brand Positioning: Types of Positioning- Over, Under & Repositioning- Differentiation – Identifying Gaps Using Perceptual Maps –Licensing – Celebrity Endorsement – Positioning Guidelines; Brand Audit.		
Suggestive Activities: Seminar		
UNIT V	BRAND PERFORMANCE	10
Brand Performance - Measuring Brand Performance - Global Branding strategies; Building and managing online Brands - Using Social Media to Build Brands.		
Suggestive Activities: Case Study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study Group Discussion Assignments , Seminar	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO .1: Analyse the dynamic nature of brands and classify the functions and brand types.		Analyse
CO .2: Examine the Brand strategies, positioning by values within Global markets		Analyse
CO .3: Examine brand equity with a strategic focus on building integrated brands.		Analyse
CO .4: Compare the different types of brand positioning and evaluate brand audit strategy.		Analyse
CO .5: Compare the brand performance and integrate brand as a differentiator.		Analyse
Text Book		
Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.		
Reference Books		
1. Keller, K. L. (2002). Branding and brand equity. Handbook of marketing.		
2. Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., &Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.		
3. Dutta, K. (2012). Brand management: principles and practices. Oxford University Press.		

Web Resources

<https://one-marketing.co.uk/free-brand-strategy-template/>

<https://interbrand.com/thinking/>

<https://www.websitemagazine.com/>

CO Vs PO Mapping

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

21BA3708	DIGITAL MARKETING	L	T	P	C	
		2	0	1	3	
Preamble:						
This course is an intensive and comprehensive study on digital and social media marketing, factors influencing search engine optimization, search engine marketing, learn about social media for branding and promotion. This course will also concentrate on various promotional strategies for social media marketing.						
Prerequisites for the course						
Basics of marketing & Social Media Awareness Basic understandings of internet and usage models						
Objectives						
<ol style="list-style-type: none"> 1. To gain an overall understanding of Digital Marketing. 2. To develop insight on Current Trends – Digital and Social Statistics (Infographics). 3. To provide an introduction to Digital Marketing Platforms like Facebook, Twitter, YouTube, Pinterest, etc. 4. To introduce the Advance levels of Search Engine Optimization (SEO) and Mobile Marketing. 5. To introduce various strategies involved in Marketing products and Services Digitally. 						
UNIT I	INTRODUCTION				9	
Evolution of Digital Marketing from traditional to Modern Era- Role of Internet; Current trends, Infographics, Implications for Business & Society- Emergence of Digital Marketing as a tool- Drivers of the New Marketing Environment- Digital Marketing Strategy- P.O.E.M. Framework- Digital Landscape- Digital Marketing Plan, Digital Marketing Models.						
Suggestive Activities: Case Study						
UNIT II	SEARCH ENGINE OPTIMIZATION (SEO)				9	
Introduction and need for SEO-Search Engine and its Working Pattern, SEO Tactics- History & Growth of SEO Phase- On Page Optimization- Off Page Optimization- Keywords- Organic Marketing Strategy for E-Commerce						
Suggestive Activities: Assignment						
UNIT III	SOCIAL MEDIA MARKETING – ROLE & TOOLS				9	
Introduction to Social Media Platforms, Penetration & Characteristics; Building a successful Social Media Marketing Strategy- Facebook Marketing- LinkedIn Marketing- Twitter Marketing- Instagram and Snapchat.						

Suggestive Activities: Debate		
UNIT IV	SEARCH ENGINE MARKETING (SEM)	9
Introduction to Google Ads- Search Engine Marketing- Pay for Search Advertisements, Ad Placement, Ad Ranks, Creating Ad Campaigns, Campaign Report Generation- Display Marketing-Types of Display Ads- Buying Models-Programmable Digital Marketing Analytical Tools.		
Suggestive Activities: Seminar		
UNIT V	TRENDS IN DIGITAL ADVERTISING& WEB ANALYTICS	9
Google Analytics & Google Ad Words; data collection for Web Analytics, Multichannel Attribution, Universal Analytics, Tracking Code- Google Webmaster- Introduction to Social Media Metrics - Trends in Digital Marketing for B2B & B2C.		
Suggestive Activities: Case study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study Group Discussion Assignments , Seminar, Debate	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1: Classify the digital marketing strategies and plan.		Analyse
CO.2: Examine the concepts of display ads and e-mail marketing in digital campaigns.		Analyse
CO.3: Discover the appropriate social media for achieving the objectives of the campaign.		Analyse
CO.4: Analyse the SEM efforts of any business organization.		Analyse
CO.5: Web Analytics and Social media metrics pertaining to any business.		Apply
Text Book		
Seema Gupta Digital Marketing, McGraw Hill Education, 2023. Gupta, S. (2018). Digital marketing. McGraw-Hill Education.		

Reference Books

1. Singh, B. P. (2017). Fundamentals of Digital Marketing, Pearson 1st Edition
2. Abeysekera, N., Kotler, P., Kartajaya, H., &Setiawan, I. (2020). Marketing 4.0: Moving from Traditional to Digital.
3. Barker, M. S., Barker, D., & Bormann, N. F. Mary Lou Roberts A Debra L. Zahay. (2017), Social media marketing: a strategic approach. Boston: Cengage Learning.

Web Resources

<https://mailchimp.com/marketing-glossary/digital-marketing/>

https://en.wikipedia.org/wiki/Digital_marketing

<https://disruptiveadvertising.com/marketing/digital-marketing/>

<https://neilpatel.com/what-is-digital-marketing/>

CO Vs PO Mapping

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

21BA3709	SERVICE MARKETING	L	T	P	C
		3	0	0	3
Preamble: Services are widely used by people today in practically all aspects of life. From education to entertainment, finance to fast food, travel to telephone, advertisement to amusement parks, market research to maintenance services, retailing to recreation and so on, services now-a-days are increasingly being used by the corporate as well as the household sector. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.					
Prerequisite for the course Students should have the basic knowledge on Marketing Management and Services.					
Objectives					
1. To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges. 2. To give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.					
UNIT I	INTRODUCTION	9			
Introduction – Service Economy – Evolution and growth of Service Sector – Nature and Scope of Services –Difference between Services and Tangible Products– Unique characteristics of services– Challenges and issues in Services Marketing.					
Suggestive Activities: Assignment					
UNIT II	SERVICE MARKETING OPPORTUNITIES	9			
Assessing service market potential – Classification of Services – Expanded Marketing mix; Service Marketing: Environment and trends – Service Market Segmentation, Targeting and Positioning.					
Suggestive Activities: Case Study					
UNIT III	SERVICE DESIGN AND DEVELOPMENT	10			
Service Life Cycle – New Service Development – Service Blue Printing – GAP model – Measuring Service Quality – SERVQUAL; Service Quality: functions & development.					
Suggestive Activities: Case Study					
UNIT IV	SERVICE DELIVERY AND PROMOTION	9			

Positioning of Services – Designing Service Delivery System, Service Channel – Pricing of Services - Methods – Service Marketing Triangle – Managing demand, managing Supply & Demand - Supply of Service–Integrated Service Marketing Communication.		
Suggestive Activities: Group Discussion		
UNIT V	SERVICE STRATEGIES	8
Strategies for Hospitality Services - Airlines – Tourism Services - Health Care and Wellness - Banking and Insurance Services.		
Suggestive Activities: Quiz		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30Marks)	Formative Assessment (10Marks)	End Semester Exam (60Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study. Group Discussion Assignments , Seminar Quiz	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Analyse the key concepts and principles of services marketing and its evolution and challenges.		Analyse
CO.2 Classify the unique characteristics of service marketing opportunities and market segmentation.		Analyse
CO.3 Examine the services marketing design, blueprint, service quality, and gap model.		Analyse
CO.4 Simplify the service delivery system, whereby managing demand and supply with proper Integrated Service Marketing Communication ISMC		Analyse
CO.5 Analyze service marketing strategies for various service industries.		Analyse
Text Books		
1. Wilson, A., Zeithaml, V., Bitner, M. J., &Gremler, D, Services marketing: Integrating customer focus across the firm (No. 3rd Eu), McGraw Hill 2016..		
2. Wirtz, J., & Lovelock, C, Services marketing: People, technology, strategy. World Scientific 2021.		

Reference Books

1. Lovelock, C., & Patterson, P. Services marketing. Pearson Australia, 2015.
2. Hoffman, K. D., & Bateson, J. E, Services marketing: concepts, strategies, & cases. Cengage learning 2016.
3. Wilson, A. M., Zeithaml, V., Bitner, M., & Gremler, Services marketing: 1st European edition, 2008
4. Verma, H. V, Services marketing: Text and cases, 2/e. Pearson Education India, 2011.
5. Srinivasan, R, Services marketing: The Indian context. PHI Learning Pvt.Ltd 2014.

Web Resources

<https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf>

<https://www.marketingprofs.com/topic/all/services-marketing>

CO Vs PO Mapping

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

21BA3710	MARKETING RESEARCH	L	T	P	C
		2	0	1	3
Preamble:					
This course is to familiarize the marketing research methods used in decision-making by managers. The subject aims to meet the challenge of the fast pace decision-making environment, to provide the knowledge and skills a manager needs to solve business problems.					
Prerequisites for the course					
Students should have the basic knowledge on Marketing Management and Research Methodology concepts.					
Objective					
To have deeper insight into the plan and implementation of various research designs for collecting vital marketing information for marketing decisions					
UNIT I	INTRODUCTION				9
Definition, Classification and Scope of Marketing Research- Marketing research process – role of marketing research. Identification of marketing research Problems – Importance, Process, Task involved- Environmental context – Components of the approach; Ethics in Marketing Research.					
Suggestive Activities: Role Play					
UNIT II	RESEARCH DESIGN				9
Introduction to Research Design- classification; Exploratory, Descriptive & Casual Research - Survey and Observation.					
Suggestive Activities: Case Study					
UNIT III	SCALING TECHNIQUES AND HYPOTHESIS TESTING				9
Measurement and Scaling: Characteristics – primary Scale measurement, Comparative Scaling and non comparative scaling techniques, Scale Evaluation; Choosing a Scaling technique. Hypothesis testing: General procedure for hypothesis testing.					
Suggestive Activities: Case Study					
UNIT IV	QUESTIONNAIRE AND SAMPLE DESIGN				9

Questionnaire Design process – types of interviewing method – choosing question structure & wording; Sampling: Design process, sampling techniques.		
Suggestive Activities: Discussion		
UNIT V	DATA PREPARATION	9
Data collection /field work process – validation & evaluation of field work. Data preparation process – Questionnaire Checking: Editing, Coding, Data Cleaning – Statistically adjusting the data.		
Suggestive Activities: Presentation		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Practical-based	Descriptive Type Questions Formative Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		
CO 1: Examine the scope, and process of research in identifying marketing problems by formulating with ethics.		Analyze
CO 2: Distinguish the Quantitative and Qualitative research design.		Analyze
CO 3: Analyze the scaling techniques with hypothesis.		Analyze
CO 4: Examine the questionnaire with sample size and sampling design.		Analyze
CO 5: Analyse the data and validate statistically.		Analyze
Text Book		
Naresh K. Malhotra, Marketing Research , 7 th Edition, Pearson Publication 2021		
Reference Books		

1. McDaniel Jr, C., & Gates, R. (2018). Marketing research. John Wiley & Sons.
2. Aaker, D. A., Kumar, V., & Day, G. S. (2008). Marketing research. John Wiley & Sons.
3. Burns, A. C., Bush, R. F., & Sinha, N. (2014). Marketing research (Vol. 7). Harlow: Pearson.
4. Hair, J. F., Bush, R. P., & Ortinau, D. J. (2008). Marketing research. New York, NY: McGraw-Hill Higher Education.
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6. Zikmund, W. G., D'Alessandro, S., Winzar, H., Lowe, B., & Babin, B. (2014). Marketing research. Sydney: Cengage Learning.
7. Nargundkar, R. (2003). Marketing research-Text & cases 2E. Tata McGraw-Hill Education.

Web Resources

<https://www1.udel.edu/alex/online/marketingresearch.html>

<https://www.qualtrics.com/blog/10-market-research-tools-you-should-be-using/>

https://www.inc.com/guides/biz_online/online-market-research.html

<https://www.outsource2india.com/kpo/webresearch/web-based-market-research.asp>

CO Vs PO Mapping

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

21BA3711	SALES AND DISTRIBUTION	L	T	P	C
		3	0	0	3
Preamble: This course familiarizes the student with sound sales and distribution policy and in forming and working sales force and marketing channels.					
Prerequisites Students should know the basic concepts on Sales and Marketing Management.					
Objective To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.					
UNIT I	INTRODUCTION	9			
Nature - Scope - Objectives - functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation.					
Suggestive Activities: Discussion.					
UNIT II	SALES FORCE MANAGEMENT	9			
Introduction – Organization, Sales Force Planning, Profiling, Recruiting, Training & Motivation; Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes.					
Suggestive Activities: Case Study					
UNIT III	SALES FORCE QUOTA	8			
Meaning - Objectives - Types of Quotas - Quota setting procedure - Administering the Quota System; Designing Sales Territories and Allocating Sales efforts to Sales Territories.					
Suggestive Activities: Case Study					
UNIT IV	MANAGING DISTRIBUTION CHANNELS	10			
Overview of Marketing Channels; Structure – Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and Organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions.					
Suggestive Activities Quiz					
UNIT V	CHANNEL INTERMEDIARIES	9			

Channel Intermediaries: Role and Types; Wholesaling & Retailing: Types, decisions; Market Logistics-objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management.		
Suggestive Activities: Seminar		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1: Examine the nature, scope, and objectives of sales management.		Analyse
CO.2: Examine the various aspects of sales force management and sales evaluation programs		Analyse
CO.3: Classify the types, and procedures of the sales force quota and design its territories.		Analyse
CO.4: Analyse various channels and channel dynamics with the design process in decision-making.		Analyse
CO.5: Examine the channel intermediaries, and its types and analyze the role of logistics the and information system		Analyse
Text Book		
Choudhury, R. G. (Ed.). (2019). Sales and Distribution Management for Organizational Growth. IGI Global.		
Reference Books		
1. Gupta, S. L. (2009). Sales and distribution management. Excel Books India.		
2. Venugopal, P. (2008). Sales and distribution management: an Indian perspective. SAGE Publications India.		
3. Cavale, K. K. H. V. M. (2006). Sales and distribution management: text and cases. Tata McGraw-Hill.		

Web Resources

<https://www.nutshell.com/blog/best-online-sales-resources>

<https://www.prowlcommunications.com/site/marketing-resources>

https://study.sagepub.in/venugopal_sdm

CO Vs PO Mapping

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

21BA3712	RETAIL MANAGEMENT	L	T	P	C
		2	0	1	3
Preamble: Retail management offers training and knowledge of key managerial skills that are required to streamline the retail process. At a retail store level, merchandising refers to the variety of products available for sale and the display of those products in such a way that it stimulates interest and entices customers to make a purchase. Students will learn retail-merchandising operations.					
Prerequisite for the course Students should have the basic knowledge on retail shops.					
Objective To introduce about the organized retail industry and to provide them with overall view of the retail environment and the real-life exposure with case studies from retailers.					
UNIT I	INTRODUCTION ON RETAILING	9			
Definition – functions – Types– forms of Retailing based on Ownership. Retail Theories – Wheel of Retailing – Retail Life Cycle. Retailing in India – Influencing factors – present retail scenario.					
Suggestive Activities: Discussion					
UNIT II	RETAIL FORMATS	9			
Organized and Unorganized formats – Different organized retail formats –trends in retail formats – Retail locations - internal and external location – Positioning of retail shops – Building retail store Image.					
Suggestive Activities: Case Study Assignment					
UNIT III	CONSUMER BEHAVIOUR IN THE RETAIL CONTEXT	8			
Buying Decision Process and its implication to Retailing – Influence of group and individual factors; Customer Shopping Behaviour –Consumer Service & Experience - Customer Service Satisfaction.					
Suggestive Activities: Quiz					
UNIT IV	RETAIL SHOP MANAGEMENT	10			

Visual Merchandise Management – Retail Display - Space Management – Retail Inventory Management – Retail Audits - Retail Store Brands – Retail Advertising and Promotions – Retail Management Information Systems - Online Retailing trends.		
Suggestive Activities: Discussion		
UNIT V	NON-STORE RETAILING	9
Impact of IT in retailing - Integrated systems and networking: EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – Customer Database Management System.		
Suggestive Activities Seminar		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exam (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Practical – Base	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1: Examine the functions, types, of retailing and the outline factors in the present scenario.		Analyse
CO.2: Analyse various retail formats, site location, and operational efficiency for building store image.		Analyse
CO.3: Analyse the competitive strategies for retail business decisions from a consumer point.		Analyse
CO.4: Analyse the effectiveness of merchandising, inventory, and advertising in emerging trends.		Analyse
CO.5: Compare the impact of information technology in the retail business.		Analyse
Text Book		
Pradhan, S. (2011). Retailing management: Text and cases. Tata McGraw-Hill Education.		
Reference Books		

1. Zentes, J., Morschett, D., & Schramm-Klein, H. (2007). Strategic retail management. Wiesbaden (GWV).
2. Berman, B., Evans, J. R., & Chatterjee, P. (2018). Retail management: a strategic approach. Pearson Education Limited.
3. Barry, B. (2003). Retail management: a strategic approach. Pearson Education India.
4. Levy, M., Weitz, B. A., Grewal, D., & Madore, M. (2004). Retailing management. New York: McGraw-Hill Irwin.

Web Resources

<https://archive.nptel.ac.in/courses/110/105/110105158/>

<http://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>

<https://www.studocu.com/in/document/i-k-gujral-punjab-technical-university/retailing-and-supply-chain-management/retail-management-study-notes/20767889>

CO Vs PO Mapping

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

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**PROFESSIONAL
ELECTIVE III – HUMAN
RESOURCE**

21BA3713	HUMAN RESOURCE ANALYTICS	L	T	P	C
		2	0	2	3
<p>Preamble:</p> <p>This course develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy. It helps to know the different types of HR metrics and understand their respective impact and application. It enables the students to understand the impact and use of HR metrics and their connection with HR analytics. It gives insight into Workforce Diversity and Development.</p>					
<p>Prerequisites for the course</p> <p>The student should have the knowledge about Human Resource Management</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy. 2. To know the different types of HR metrics and understand their respective impact and application. 3. To understand the impact and use of HR metrics and their connection with HR analytics. 4. To understand common workforce issues and resolving them using HR people analytics. 					
UNIT I	INTRODUCTION TO HR ANALYTICS	6+3			
<p>HR analytics - People Analytics : Definition- context - stages of maturity - Human Capital in the Value Chain : impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.</p> <p>Using Excel : Talent Acquisition Metrics</p>					
<p>Suggestive Activities:</p> <p>Real time study</p>					
UNIT II	RECRUITMENT	6+3			
<p>Recruitment Metrics : Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis</p> <p>Using Excel : Recruitment Metrics</p>					
<p>Suggestive Activities:</p> <p>Flipped classroom</p>					
UNIT III	TRAINING AND DEVELOPMENT	6+3			
<p>Training & Development Metrics : Percentage of employee trained- Internally and externally trained - Training hours and cost per employee - ROI -Optimising the ROI of HR Programs - Training and Development analysis</p> <p>Using Excel</p>					

Suggestive Activities: Seminar		
UNIT IV	EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION	6+3
Employee Engagement Metrics: Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department, grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis. Career Progression Metrics : Promotion index - Rotation index - Career path index - Level wise succession readiness index. Using Excel : Employee Engagement Metrics		
Suggestive Activities: Assignment		
UNIT V	WORKFORCE DIVERSITY AND DEVELOPMENT	6+3
Workforce Diversity and Development Metrics : Employees per manager - Workforce age profiling - Workforce service profiling - Churnover index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee - Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost. Using Excel : Workforce Diversity and Development Metrics		
Suggestive Activities: Case study		
Total Periods		36 Theory+12 Lab
Suggestive Assessment Methods		
Continuous Assessment (30 Marks)	Practical Component Assessments (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Seminar , Assignment, Case study, Seminar, Real time study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Identify HR metrics and ready to apply at work settings.		Analyse
CO.2 Examine Hiring issues using recruitment metrics.		Analyse
CO.3 Discover knowledge about analytics of training and development.		Analyse
CO.4 Infer the employee engagement and career progression		Analyse
CO.5 Analyze workforce diversity and development		Analyse
Text Book		

1. Jac Fitzenz , The New HR Analytics, AMACOM , 2010.
2. Dipak Kumar Bhattacharyya, HR Analytics ,Understanding Theories and Applications, SAGE Publications India ,2017

Reference Books

1. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric, London: Kogan Page, 2016.
2. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2012
3. Sesil. J.C Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 2014.

Web Resources

<https://www.studocu.com/in/document/visvesvaraya-technological-university/human-resource-management/hra-notes-hr-analytics/10334818>

CO Vs PO Mapping

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

21BA3714	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	L	T	P	C
		3	0	0	3
Preamble: The course aims to equip the students to understand about managerial job and it's designing. From this course students can able to know about managerial effectiveness. This course gives an insight about environmental issues and developing the winning edge by self-development and knowledge management.					
Prerequisites for the course The students should have the knowledge about organizational behaviour.					
Objectives To understand the different systems of Management and the dimensions of Managerial Behaviour and Effectiveness					
UNIT I	INTRODUCTION TO MANAGERIAL JOB				9
Dimensions of Managerial Jobs, Methods of Job Dimension- Model of Job Dimension-Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.					
Suggestive Activities: Assignment					
UNIT II	DESIGNING MANAGERIAL JOB				9
Identifying the Managerial Talent- Managerial Skills Development – Pay and Rewards – Managerial Motivation – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management.					
Suggestive Activities: Case study					
UNIT III	MANAGERIAL EFFECTIVENESS				9
Definition of Managerial Effectiveness- Concept of Managerial Effectiveness - Measuring Managerial Effectiveness-Methods of Measuring Managerial Effectiveness- current Industrial and government practices in the management of managerial effectiveness and Effective Manager as an Optimiser.					
Suggestive Activities: Quiz					
UNIT IV	ENVIRONMENTAL CHALLENGES				9

Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.		
Suggestive Activities: Seminar		
UNIT V	DEVELOPING THE WINNING EDGE	9
Organizational and Managerial Efforts- Self-Development- Negotiation Skills- Development of the Competitive Spirit- Knowledge Management- Fostering Creativity and Innovation.		
Suggestive Activities: Role play		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments, Seminar, Case study, Quiz, Role Play	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Simplify the function, Methods and Models of Job Dimension		Analyze
CO.2 Examine the Managerial Skills to make way for career development		Analyze
CO.3 Analyse managerial effectiveness to enhance the employees' competencies.		Analyze
CO.4 Assume the Organisational challenges with able leaders and managerial styles.		Analyze
CO.5 Take part in healthy competitive spirit and winning attitude for success		Analyze
Text Book		
Milkovich, G., & Newman, J. Compensation . Mcgraw Hill International 2011.		
Reference Books		
1. Blanchard & Thacker , Effective Training Systems, Strategies And Practices. Pearson Education , 2010.		
2. Jackson, M. Human Resource Management. Thomson South-Western 2013.		
Web Resources		
https://www.scribd.com/document/357196577/Dimensions-of-Managerial-Jobs		

CO Vs PO Mapping

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

21BA3715	STRATEGIC HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble: The course provides the student with basic information about the human resource development. This course helps the students understand the transformation in the role of HR functions from being a support function to strategic function. The course gives exposure to students in the areas of employee career competency development. Importance of employee coaching and counselling is also explained in this course. This course shows the application of human resource information system in the organisations.					
Pre requisites for the course Students should know the human resource management.					
Objectives:					
1.To help students understand the transformation in the role of HR functions from being a support function to strategic function. 2. To increase the effectiveness in developing policies and practices that managers can use to enhance the value of the people in their organizations.					
UNIT I	INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT				9
HRD Functions – Roles and responsibilities of HR professionals - HRD Needs Assessment - HRD practices – HRD performance– HRD Program Implementation and Evaluation – Recent trends – Benchmarking and HRD Audit- SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital.					
Suggestive Activities: Seminar					
UNIT II	EMPLOYEE CAREER AND COMPETENCY DEVELOPMENT				9
Competencies and Career Management-Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competency Mapping Models – Equity and Competency based Compensation – Career stages, Career planning and management.					
Suggestive Activities: Quiz					
UNIT III	EMPLOYEE COACHING AND COUNSELLING				9
Need for Coaching – Role of HR in coaching – Coaching and Performance –Skills for Effective Coaching – Coaching Effectiveness-Employee Counselling- Characteristics and Objectives-Need for Counselling – Role of HR in Counselling - Components of Counselling Programs – Counselling Effectiveness .					

Suggestive Activities: Flipped classroom		
UNIT IV	MANAGING CULTURE	9
Culture Assessment three Ps of Culture Management - Net Promoter Score Formula-Cross Cultural Education and Training Programs –Current challenges in Outsourcing, Building Multicultural Organization - International Compensation.		
Suggestive Activities: Case Study		
UNIT V	HUMAN RESOURCE INFORMATION SYSTEM	9
Human Resource Management Systems (HRMS) - Meaning, Concept, Objectives, Steps, Functions, Benefits, Barriers- E-selection and recruitment - Virtual training and development – E- Performance management and Compensation – Development and Implementation of HRIS – Employee surveys online.		
Suggestive Activities: Seminar		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Studies	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Outline the strategies for HR development		Analyse
CO.2 Examine the career development system through competency map		Analyse
CO.3 Categorize the Skills required for Effective Coaching and Employee Counselling		Analyse
CO.4 Examine the culture by managing and co ordinate with multicultural Organization		Analyse
CO.5 Distinguish the concept of Human Resource Management Systems and Human Resource Information System		Analyse
Text Book		

Jeffrey A. Mellow,” Strategic Management of Human Resources”; Cengage Learning, 3rd edition 2012
Reference Books
1. Schuler, R. S., & Jackson, S. E. Strategic Human Resource Management. Wiley India 2006 (2 nd Edition)
2. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective Cengage Learning 4th Indian Reprint- 2013.
Web Resources
www.aihr.com/blog/strategic-human-resource-management/

CO Vs PO Mapping

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

21BA3716	PERFORMANCE MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble:					
The objective of the course is to provide information about performance management and its process. This course gives detail information about approaches of performance measurement and implementation. This course imparts skills of designing, analysing and restructuring reward management.					
Pre requisites for the course					
The students should have the knowledge about Human Resources Management					
Objectives:					
1. To impart skills in designing analyzing and restructuring reward management, systems, policies and strategies.					
2. To understand the various dimensions of performance management.					
UNIT I	INTRODUCTION TO PERFORMANCE MANAGEMENT	9			
Definition – Contribution of performance management; Reward Systems: base pay, contingent pay, short term and long term incentives, allowances – role of performance management systems, characteristics.					
Suggestive Activities:					
Assignment					
UNIT II	PERFORMANCE MANAGEMENT PROCESS	9			
Prerequisites – performance planning – execution – assessment – review – renewal and recontracting, Strategic planning – process of linking performance management to strategic planning.					
Suggestive Activities:					
Case Study					
UNIT III	PERFORMANCE MEASUREMENT APPROACH	9			
Determinants of performance dimensions approaches; Measuring results: accountability, objectives, performance standards – measuring behaviour.					
Suggestive Activities:					
Seminar					
UNIT IV	PERFORMANCE IMPLEMENTATION SYSTEM	9			

Preparation: Communication, training programs and pilot testing – communication plan - training for acquisition of skills – on going monitoring and evaluation – online implementation ; employee development plan – 360 degree feedback system.		
Suggestive Activities: Group Discussion		
UNIT V	PERFORMANCE REWARD SYSTEM	9
Reward Systems: Traditional and contingent pay plans – possible problems – selecting a pay plan - pay structure; Importance of team, types of teams, purpose and challenges, rewarding team performance.		
Suggestive Activities: Flipped Classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the concept of performance Management and reward system.		Analyse
CO.2 Compare performance management process with strategic planning.		Analyse
CO.3 Examine the Performance measurement systems and approaches.		Analyse
CO.4 Analyse employee using 360 degree feedback system.		Analyse
CO.5 Analyze performance reward system.		Analyse
Text Book		
Aguinis, H, Performance Management. Pearson Education 2014.		
Reference Books		
1. Ghanekar, A, Essentials Of Performance Management. Everest Publishing House 2010.		
2. Varma, A., Budhwar, P. S., & Denisi, A. S. Performance Management Systems: A Global Perspective. Routledge 2008.		
3. Bagchi, S. N. Performance Management. Cengage Learning ,2013.		
Web Resources		
https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management/concepts		

CO Vs PO Mapping

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

21BA3717	ORGANIZATIONAL CHANGE AND DEVELOPMENT	L	T	P	C
		3	0	0	3
Preamble: This course help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively. It enable the student to understand the concept and techniques of Organizational Development and to enable the skills for the application of Organizational Development in organizations. It give insight about the organizational evolution and sustenance.					
Pre-requisites for the course The students should have the knowledge organizational behaviour and human resources management					
Objectives: 1. To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively 2. To understand the concept and techniques of Organizational Development and to enable the skills for the application of Organizational Development in organizations.					
UNIT I	INTRODUCTION TO ORGANIZATIONAL DESIGN	9			
Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.					
Suggestive Activities: Quiz					
UNIT II	ORGANIZATIONAL CHANGE	9			
Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – Individual factors – Organizational factors – techniques to overcome change- Change programs –job redesign.					
Suggestive Activities: Flipped Classroom					
UNIT III	ORGANIZATIONAL DEVELOPMENT	9			
Introduction- evolution- basic values and assumptions- foundations - Process - Managing the phases - Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- Collecting, analyzing- Feedback of diagnostic information.					
Suggestive Activities: Case Study					
UNIT IV	ORGANISATIONAL DEVELOPMENT INTERVENTION	9			

Human process interventions-Individual, group and inter-group human relations- Structure and technological interventions- Strategy interventions – Sensitivity training – Survey feedback, process consultation – Team building – Inter-group development.		
Suggestive Activities: Team based Activity		
UNIT V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		
Suggestive Activities: Real time Study		
		Total Periods
		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Flipped Classroom , Real time Study, Seminar , Quiz Case Analysis	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Categorize the Basic Challenges of design		Analyse
CO.2 Examine use of the change process and models of change in organizations		Apply
CO.3 Analyse the Process and stages of organizational development		Analyse
CO.4 Classify the Organizational development Interventions		Evaluate
CO.5 Examine the Models of transformation and Organizational Decision making for sustenance		Apply
Text Book		
Tupper Cawsey, Gene Deszca (2007) “Toolkit for Organizational Change”Sage Publication, (2007)		
Reference Books		

1. Jones, G. R, Organisational Design And Change. Pearson Education 2017
2. French, W. L., Bell, C. H., & Vohra, V, Organisation Development: Behavioral Science Interventions For Organisational Improvement, Pearson Education 2017.
3. French, & Bell, Organisational Development. Mcgraw Hill , 2005
4. Ramnarayan, S., Venkateswara Rao T, & Singh K, Organisation Development: Interventions And Strategies, Sage Publications, (2017).

Web Resources

msmgf.org/files/msmgf/documents/Org_Dev/Organizational%20Change%20and%20Development.pdf

CO Vs PO Mapping

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

21BA3718	INDUSTRIAL RELATIONS AND LABOUR WELFARE	L	T	P	C
		3	0	0	3
Preamble: This course equips the student to have knowledge of industrial relations. This course enable the learners to understand about industrial conflicts, negotiations and arbitration. This helps the student to understand the benefits and welfare measures provided by the organization to the workers. This course gives the insight about the industrial safety and labour legislation.					
Pre-requisites for the course The students should have knowledge about business law					
Objectives: 1. To explore contemporary knowledge and gain a conceptual understanding of industrial relations. 2. To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. 3. To understand the benefits and welfare measures provided by the organization to the workers.					
UNIT I	INTRODUCTION TO INDUSTRIAL RELATIONS				9
Concepts – Importance – Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations – Industrial Relations problems in the public sector – Codes of conduct					
Suggestive Activities: Real time Study					
UNIT II	INDUSTRIAL CONFLICTS				9
Industrial Disputes-Impact-Causes-Strikes-Prevention-Lock outs-Negotiation-Collective Bargaining- Process and its importance- Arbitration- Industrial Peace					
Suggestive Activities: Case Study					
UNIT III	LABOUR WELFARE				9
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Central Board of Workers Education Scheme- DGET -Education and Training Schemes					
Suggestive Activities: Seminar					
UNIT IV	INDUSTRIAL SAFETY				9

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Statutory Provisions- Counselling.		
Suggestive Activities: Quiz		
UNIT V	LABOUR LEGISLATION	9
Industrial Employment (Standing Orders) Act, 1946, Employee State Insurance Act- Workmen Compensation Act, 1923- Maternity Benefit Act 1961-BPO and KPO Labours- Employees Provident Fund Organization (EPFO)		
Suggestive Activities: Flipped classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Flipped Classroom , Real time Study, Seminar , Quiz Case Analysis	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the concept of Industrial relations		Analyse
CO.2 Analyze the causes of Industrial Conflicts		Analyse
CO.3 Examine the various benefits provided to the employees to promote welfare measures.		Analyse
CO.4 Dissect the importance of industrial safety and its occupational hazards.		Analyse
CO.5 Infer various labour legislations provided to the workers.		Analyse
Text Book		
Mamoria, C B, M., & Mamoria, S, Dynamics Of Industrial Relations. Himalaya Publishing House, (2016).		
Reference Books		
1. Kapoor, N. D, Elements Of Mercantile Law. Sultan Chand, (2014).		
2. Monappa, Nambudiri, & Selvaraj, Industrial Relations And Labour Law. Tata Mcgraw Hill ,2012.		
3. Bray, M. (2011). Industrial Relations. Tata Mcgraw Hill.		

Web Resources

[www.industrial Relations \(whatishumanresource.com\)](http://www.industrialrelations.com)

CO Vs PO Mapping

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

**PROFESSIONAL
ELECTIVE IV –
OPERATIONS**

21BA3719	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble:					
This course guides students through fundamental project management concepts and behavioural skills needed to success-fully launch, lead, and realize benefits from projects in profit and non- profit organizations. Successful project managers skilfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through case studies and class exercises.					
Prerequisites for the course:					
The student should have a basic knowledge in Operations Management.					
Objectives					
<ol style="list-style-type: none"> 1. To provide insights on systematic management of projects from project identification till project termination. 2. To expose the techniques used for organizing, planning and scheduling in managing projects. 3. To emphasize the need for adopting an integrated approach for design and execution of projects. 					
UNIT I	INTRODUCTION	9			
Project Management - Portfolio Management - Projects and Strategic Planning - Project selection method - Relationship Between Project Management, Operations Management, and Organizational Strategy - Operations and Project Management - Organizations and Project Management - Project Stakeholders and Governance - Project Team - Project Life Cycle.					
Suggestive Activities: Assignment					
UNIT II	PLANNING, BUDGETING, SCHEDULING	9			
Project planning process - Create Work Breakdown Structure (WBS)- Validate Scope - Control Scope; Input, Tools and Techniques, Output - Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activity Resources—Estimate Activity Durations—Develop Schedule- Control Schedule.					
Suggestive Activities: Discussion					
UNIT III	RESOURCE ALLOCATION	9			
PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and levelling. Simulation for resource allocation- Allocation of scarce resources-Goldratt’s Critical Chain.					
Suggestive Activities: Real time study					

UNIT IV	PROJECT ORGANISATION & CONFLICT MANAGEMENT	9
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.		
Suggestive Activities: Assignment		
UNIT V	CONTROL AND COMPLETION	9
Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.		
Suggestive Activities: Case Study		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment(30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment , Real time study Case Analysis , Seminar	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		BLOOM'S LEVEL
CO .1 Examine the relationship between project management, operations management, and organizational strategy.		Analyse
CO .2 Identify the planning, budgeting, scheduling of projects.		Analyse
CO .3 Simplify the process of resource allocation.		Analyse
CO .4 Examine the concept of project organization.		Analyse
CO .5. Examine the project success and failures.		Analyse
Text Books		
1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006. 2. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009.		
Reference Books		

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. Gido and Clements.. Successful Project Management (7thed). Thomson Learning, 2017.
3. Harvey Maylor, Project Management (4thed). Pearson Education 2010.
4. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.

Web Resources

<https://www.projectmanagement.com/articles/700327/Integration-of-Project-Management-and-New-Product-Development>

Case:

<https://fit.instructure.com/courses/523154/files/38788449/download?verifier=e0fjj1346csQB7J4QCmvsQxb17Rx21YPNNufpZfk&wrap=1>

CO Vs PO Mapping

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

21BA3720	MATERIALS MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
This course deals with all the material-related activities in an organization, such as materials planning and identifying, purchase systems and procedure, variety reduction through standardization, reducing uncertainties in demand and supply, handling and transportation, inspection, proper storage and issue of materials to the internal customers, inventory management and vendor management. This study helps the students to grab job opportunities in a number of subdivisions like store keeping, purchasing, ware housing, packaging industry and quality management.					
Prerequisite for the course					
Students should have knowledge in Quality management.					
Objectives					
To understand why materials management should be considered for profit in operations					
UNIT I	INTRODUCTION	9			
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan					
Suggestive Activities: Assignment					
UNIT II	MATERIALS PLANNING	9			
Materials requirements planning-bill of materials-resource requirement planning manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.					
Suggestive Activities: Seminar					
UNIT III	INVENTORY MANAGEMENT	9			
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.					
Suggestive Activitie Case study					
UNIT IV	PURCHASING MANAGEMENT	9			

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing.		
Suggestive Activities: Flipped Class room		
UNIT V	WAREHOUSE MANAGEMENT	9
Warehousing functions – types - Stores management-stores systems and procedures incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement		
Suggestive Activities: Quizzes		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions, Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1. Categorize the concept of materials management		Analyse
CO.2. Examine requirement analysis for material planning		Analyse
CO.3. List out various inventory management models		Analyse
CO.4. Categorize the purchasing practices of materials		Analyse
CO.5. Examine the ware house management system.		Analyse
Text Book		
1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012. 2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012		
Reference Books		

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006.
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006.
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012.
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition.
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012.

Web Resource

https://ebooks.lpude.in/management/mba/term_4/DMGT525_MATERIALS_MANAGEMENT.pdf

CO Vs PO Mapping

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

21BA3721	PRODUCT DESIGN			L	T	P	C	
<p>Preamble</p> <p>This course familiarizes about product design, development, concept development, data management of the product, design tools, and patents involved.</p>								
<p>Prerequisite for the course:</p> <p>Students should have knowledge in Operations management.</p>								
<p>Objectives</p> <p>To understand the application of structured methods to develop a product</p>								
UNIT I	PRODUCT DESIGN & DEVELOPMENT						9	
<p>Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.</p>								
<p>Suggestive Activities:</p> <p>Quiz</p>								
UNIT II	PRODUCT CONCEPT						9	
<p>Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.</p>								
<p>Suggestive Activities:</p> <p>Case study</p>								
UNIT III	PRODUCT DATA MANAGEMENT						9	
<p>PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.</p>								
<p>Suggestive Activities:</p> <p>Presentation: Product Life Cycle management</p>								
UNIT IV	DESIGN TOOLS						9	
<p>Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis.</p>								
<p>Suggestive Activities:</p> <p>Real time study</p>								

UNIT V	PATENTS		9
Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.			
Suggestive Activities: Group Discussion			
Total Periods			45
Suggestive Assessment Methods			
Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)	
Descriptive Type Questions Multiple Choice Questions	Assignment , Case Analysis Seminar , Group Discussion, Real time study	Descriptive Type Questions Multiple Choice Questions	
Outcomes			
Upon completion of the course, the students will be able to:			BLOOM'S LEVEL
CO .1. Examine the designing and developing the product			Analyze
CO .2 Simplify the concept of the product architecture			Analyze
CO .3 Examine the management of product data			Analyze
CO .4 Apply design tools to enhance product performance			Apply
CO .5 Analyze the awareness of patenting new products.			Analyze
Text Books			
1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009. 2. Kenneth B.Kahn, New Product Planning, Sage, 2010.			
Reference Books			
1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008. 2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005. . 3. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.			
Web Resource			
https://sist.sathyabama.ac.in/sist_coursematerial/uploads/SDE3502.pdf			

CO Vs PO Mapping

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

21BA3722	SERVICE OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3
<p>Preamble</p> <p>This course helps the learner to understand how service performance can be improved by studying services operations management.</p>					
<p>Prerequisites for the course:</p> <p>Students should have basic knowledge about Service industries.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To understand the role of services in economic development. 2. To enable the students to understand the service design and management. 3. To familiarize the students in the area of service productivity. 					
UNIT I	UNDERSTANDING SERVICES	9			
<p>Role of services in the economy, Nature of services, Service Package - Types of services, Service strategy, Different service industries. Role of information technology;</p>					
<p>Suggestive Activities:</p> <p>Seminar</p>					
UNIT II	SERVICE DESIGN	9			
<p>Service Design, Development and Automation, Service blue print, Technology in services, Service quality, and Process improvement in service encounter, Supporting facility and process Flows, Service facility Location.</p>					
<p>Suggestive Activities:</p> <p>Real time Study</p>					
UNIT III	SERVICE QUALITY	9			
<p>Service Quality- Dimensions, Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement – productivity improvement – DEA.</p>					
<p>Suggestive Activities:</p> <p>Debate</p>					
UNIT IV	QUANTITATIVE MODELS FOR SERVICE MANAGEMENT	9			
<p>Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods, Application of queuing models in different services- Service facility Design and Facility Location</p>					
<p>Suggestive Activities:</p> <p>Case-Study</p>					

UNIT V	SERVICE PRODUCTIVITY AND MEASUREMENT OF PERFORMANCE		9
Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors, scoring systems- Globalisation of services- Determining the value of customer, Customer Relationship Management Strategies – customer delight - Customer Loyalty			
Suggestive Activities: Group discussion			
Total Periods			45
Suggestive Assessment Methods			
Summative / Continuous Assessment(30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)	
Descriptive Type Questions Multiple Choice Questions	Group discussion, Debate, real time study Case Analysis	Descriptive Type Questions Multiple Choice Questions	
Outcomes			
Upon completion of the course, the students will be able to:			BLOOM'S LEVEL
CO.1 Examine the service strategies and the role of services in an economy.			Analyse
CO.2 Interpret the service quality and service design.			Analyse
CO.3 Analyse Service Design, Development and Automation.			Analyse
CO.4 Examine the quantitative models for service management.			Analyse
CO.5 Outline the service productivity and measurement of performance.			Analyse
Text Books			
J.A. Fitzsimmons, and J. Mona, Service Management: Operations, Strategy and Information Technology, New Delhi: McGraw Hill, 2010.			
Reference Books			
1. Metters, King Metters and Pullman, Successful Service Operations Management, New Delhi: Thomson Learning, 2007.			
2. Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005.			
3. Zeithaml and Bitner, Service Marketing: Integrating Customer Focus Across the Firm, New Delhi: McGraw Hill, 2008.			
Web Resources			
https://www.marketing91.com/servqual/			
https://www.worldscientific.com/doi/pdf/10.1142/9789813209459_0002			

CO Vs PO Mapping

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

21BA3723	SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble: This course will provide students with knowledge, understanding and skills in logistics and supply chain management and its environment.					
Prerequisite for the course Students should have knowledge on Operations Management.					
Objectives					
<ol style="list-style-type: none"> 1. To understand the basic concepts in Supply Chain. 2. To give insight into the Supply chain network. 3. To provide an overview of the network design. 4. To understand the concepts of transportation in Supply Chain. 5. To provide a platform to evolve a supply chain performance. 					
UNIT I	INTRODUCTION	9			
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers; Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.					
Suggestive Activities: Presentation					
UNIT II	SUPPLY CHAIN NETWORK	9			
Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.					
Suggestive Activities: Case Study					
UNIT III	PLANNING DEMAND, INVENTORY AND SUPPLY	9			
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain, Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.					
Suggestive Activities: Case Study					
UNIT IV	LOGISTICS	9			

Transportation – Role, Modes and their characteristics, transport documentation, trade-offs in transportation design, intermodal transportation. Logistics Outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL;		
Suggestive Activities: Assignment		
UNIT V	SUPPLY CHAIN INNOVATIONS	9
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends.		
Suggestive Activities: Seminar		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment, Case study Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the concepts behind Supply Chain management.		Analyze
CO.2 Analyze the skills in distribution network in Supply Chain.		Analyze
CO.3 Examine the planning, demand, and inventory in the supply chain		Analyze
CO.4 Analyze the different transportation networks		Analyze
CO.5 Dissect the various Fore casting techniques and Information Technology in supply chain management.		Analyze
Text Books		
1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation (VI Edition) Pearson Education Limited 2016.		
2. Shah Janat Supply Chain Management: Text and Cases (II Edition), Pearson Education 2016.		
Reference Book		
1. SudalaiMuthu, S. Anthony Raj Logistics management for International Business: Text and cases (I Edition) New Delhi: Prentice-Hall India 2015.		
2. V.V. Sople Logistics Management (II Edition) Pearson Limited, New Delhi 2015.		

Web Resource

<https://www.iimu.ac.in/blog/what-is-the-difference-between-logistics-and-supply-chain-management/>

CO Vs PO Mapping

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

21BA3724	LEAN SIX SIGMA	L	T	P	C
		3	0	0	3
Preamble: This course Lean Six Sigma is a synergized managerial concept of Lean and Six Sigma. Students can focus on eliminating the waste and Six Sigma focuses on improving process output quality by identifying and removing the causes of defects and minimizing variability in processes.					
Prerequisite for the course Students should have basic knowledge of operations management.					
Objectives					
<ol style="list-style-type: none"> 1. To understand lean management principles & provide an understanding of factors that contribute to organizational wastes, examine ways to eliminate wastes, & develop & implement improved organizational processes, for significant impact on the company's bottom line. 2. To understand how lean management today represents a profound change in the competitive Business culture and a leading indicator of excellence in the organization. 3. To understand how lean management principles are developed from Toyota Production System (TPS) 					
UNIT I	UNDERSTANDING LEAN SIX SIGMA	9			
Lean Thinking - Basics, principles; Six Sigma Methodology -Identification, Prioritization and Selection of Improvement opportunities; Six Sigma implementation - Overview, Roles & Responsibilities; Tools - DMAIC, DFSS , DMADV.					
Suggestive Activities: Case Study					
UNIT II	DEVELOPMENT OF BUSINESS CASES	9			
Cost of Poor Quality (COPQ), Cost of Doing Nothing, CTQ Tree, Translating the needs of the customer into the specific requirements - Development of Project Team and Charter, Define and Map Processes to be improved (SIPOC / COPIS); Voice of Customer, Identification of Critical to Customer (CTC) / Critical to Business (CTB) characteristics.					
Suggestive Activities: Case Study					
UNIT III	SCOPE OF TOOLS AND TECHNIQUES	9			

Data Collection planning, Understanding of Prioritization Matrix , FMEA, Type of Data, Measurement System Evaluation (Gauge R&R) for variables as well as attribute data, Understanding variation - special causes vs. common causes through dot plots, box plots, histogram and control charts, Stratification methods through Pareto, Bar Diagrams, stratified dot plot, etc; Evaluation of Process Capability and Sigma level.		
Suggestive Activities Case Study		
UNIT IV	PROCESS MAPPING ESSENTIALS	9
Activity flow chart, identification of Value-added and Non-value-added activities (Lean Sigma), Organizing for potential causes - Cause and effect diagram, Verification/validation of causes using workplace investigation - GEMBA, Statistical tools; Concepts of industrial experimentation.		
Suggestive Activities: Exercise: Minitab		
UNIT V	EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	9
Deploying Lean Six Sigma, Selection and prioritization of solutions - Concept of risk analysis, pilot and full-scale implementation. process control plans, Evaluation, monitoring mechanism (SPC), process audits, the economics of six sigma quality Return on six Sigma (ROSS), ROI, comparison of results after implementation of the solutions, institutionalization and integration of the solutions, closing of the project.		
Suggestive Activities: Exercise: Minitab		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Seminar, Exercise: Minitab, Case study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Interpret the concept of lean and tools involved in stockless production.		Analyze
CO.2 Apply lean techniques in value stream mapping of current and future state.		Apply

CO.3 Analyse how lean techniques can be applied to the manufacturing & service industry.	Analyze
CO.4 Examine six sigma concepts and their technical aspects.	Analyze
CO.5 Analysing six sigma implementations and challenges involved.	Analyze
Text Books	
<ol style="list-style-type: none"> 1. Womack J. P., Jones D.T., and Roos D. – ‘The Machine that Changed the World: the Story of Lean Production’ (II Edition)– Simon & Schuster, New York 2015 2. Liker J. K Becoming Lean (Special Indian Edition), Industrial Engineering and Management Press 2015. 	
Reference Books	
<ol style="list-style-type: none"> 1. Womack J. P. and Jones D. T. Lean Thinking (I Edition)– Simon & Schuster, USA 2003. 2. Rother M. and Shook J ‘Learning to See’ (I Edition) - The Lean Enterprise Institute, Brookline, USA 1999. 	
Web Resource	
https://www.sixsigmacouncil.org/wp-content/uploads/2018/08/Six-Sigma-A-Complete-Step-by-Step-Guide.pdf	

CO Vs PO Mapping

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

**PROFESSIONAL
ELECTIVE V –
ENTREPRENEURSHIP**

21BA3725	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3
Preamble: The course will expose the students about Social Entrepreneurship and drivers of social entrepreneurship and enable them to design business models and to finance social enterprises.					
Prerequisites for the course The students should have the knowledge on entrepreneurship and awareness about social responsibilities.					
Objectives					
<ol style="list-style-type: none"> 1. To impart the knowledge about Social Entrepreneurship and drivers of social entrepreneurship. 2. To enable understanding about managing people and the need for collaboration in social entrepreneurship. 3. To design business models and to market social enterprises. 4. To impart knowledge about financing of social enterprises and to measure the outcomes. 5. To provide information about scaling strategies and its implications. 					
UNIT I	ROLE OF SOCIAL ENTREPRENEURSHIP	9			
Social Entrepreneurship in Societies, Economies and Politics – Concept and typologies of social entrepreneurship – Social Entrepreneur – Social Enterprise – Drivers of Social Entrepreneurship – Size and Scope – Elements of Social Entrepreneurial personality.					
Suggestive Activities: Report on Social entrepreneurs in Tamil Nadu					
UNIT II	MANAGING PEOPLE AND COLLABORATING	9			
Managing people in Social Enterprises – Role of Volunteer – Motivation of Volunteers – Meaning of Egoism – Motives of Egoism – Implications for Volunteer Management. Collaborations and Partnerships – Reasons – Collaborating with Public/Private/Civil Sector – Specific Types of Collaborations – Potential Risks and Challenges – Guidelines to Establish collaboration.					
Suggestive Activities: Case study .					
UNIT III	BUSINESS MODELS & MARKETING SOCIAL ENTERPRISES	9			

Opportunities for Social Entrepreneurs – Opportunity Recognition – Business Models for Social Enterprises – Design principles for Business Models of Social Enterprises – Replication and Scaling up. Importance of marketing for Social Enterprise.		
Suggestive Activities: Develop a Business Model		
UNIT IV	FINANCING & IMPACT MEASUREMENT	9
Financing Instruments – Donations – Equity Capital – Debt Capital – Mezzanine Capital – Hybrid Capital – Financing Institutions – Social Investment Advisors – Social Stock Exchanges – Social Investment Funds – Accountability – Impact Measurement – Measuring Outputs and Outcomes – Techniques involved – Issues in Measuring performance		
Suggestive Activities: Seminar		
UNIT V	SCALING UP & IMPACT OF SOCIAL ENTREPRENEURSHIP	9
Scaling – Prerequisites – Scaling Strategies – Dissemination – Affiliation – Social Franchising – Branching – Choosing the appropriate Scaling Strategy – Scalability from the perspective of investors – Implications of Scaling: Barriers and Solutions.		
Suggestive Activities: Assignment		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study, Business model, Seminar, Report, Assignment	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the role of social entrepreneurship.		Analyse
CO.2 Identifying the personnel required for managing the social enterprise and the collaborations needed to take the concern forward.		Analyse
CO.3 Develop a business model for a social enterprise.		Create
CO.4 Identifying the various sources through which finance can be mobilised for a social enterprise.		Analyse

CO.5 Examine the proper scaling strategy and to assess the implications of same for a social enterprise	Analyse
Text Books	
Christine K.Volkman., Kim Oliver Tokarski., Kati Ernst ,Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies. Springer Gabler 2012.	
Reference Books	
<ol style="list-style-type: none"> 1. Manual London and Richard G.Marfopoulo, Social Entrepreneurship: How to start Successful Corporate Social Responsibility and Community-Based initiatives for Advocacy and Change. Routeledge , UK 2010. 2. David Bornstein and Susan Davis. Social Entrepreneurship: What Everyone needs to know. Oxford, USA 2010. 3. Thomas S.Lyons, Social Entrepreneurship: How Businesses Can Transform Society vol2: Approaches to Financing Social Entrepreneurship. ABC- CLIO, USA 2013. 4. Ryszard Praszkier, Andrzej Nowak, Social Entrepreneurship: Theory and practice. Cambridge, USA 2012. 	
Web Resources	
<p>https://jeffreYROBINSONPHD.COM/wp-content/uploads/2017/06/Social-Entrepreneurship-Palgrave-Macmillan-1.pdf</p> <p>Social%20Entrepreneurship/Books/EBook%207%20Introduction%20to%20social%20entrepreneurship%20by%20Chahine,%20Teresa%20(z-lib.org).pdf</p> <p>https://www.managementstudyguide.com/social-entrepreneurship.htm</p> <p>http://www.businessworld.in/article/Scaling-And-Replication-Of-Social-Enterprises-In-India/04-05-2020-191089/</p> <p>https://www.toppr.com/guides/business-management-and-entrepreneurship/social-entrepreneurship/how-to-identify-a-social-entrepreneurship-opportunity/</p> <p>https://course.oeru.org/seda301/learning-pathways/drivers-of-social-entrepreneurship/drivers-of-social-entrepreneurship</p>	

CO Vs PO Mapping

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

21BA3726	MICRO, MEDIUM AND SMALL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble: The course will impart knowledge about the different types of intellectual property rights, the legal formalities for granting the rights on IP, international treaties governing IPR and to manage IPRs					
Prerequisites for the course Basic understanding and knowledge about business and its functions.					
Objectives					
<ol style="list-style-type: none"> 1. To develop and strengthen the knowledge about small enterprises and its role in economic development. 2. To give input about the growth strategies in small enterprises and the institutional support to small enterprises. 3. To create awareness about the taxation benefits to small enterprises. 4. To impart knowledge about export potentials of small enterprises and the documents involved in the export of goods and services. 5. To give understanding about E-Commerce suitability for Small Enterprises and its challenges. 					
UNIT I	INTRODUCTORY FRAMEWORK OF SMALL ENTERPRISES	9			
Definition- Characteristics- Relationship between small and Large units- Rationale- Objectives- Scope- Role of small enterprise in Economic development-Problems of small enterprises.					
Suggestive Activities: Assignment					
UNIT II	GROWTH STRATEGIES IN SMALL BUSINESS & INSTITUTIONAL SUPPORT	9			
Objectives of growth- Stages of Growth- Types of Growth Strategies-Expansion-Diversification-Joint Venture- Merger- Sub-Contracting- Franchising- Need for Institutional Support to small entrepreneurs- NSIC-SIDO-SISI-DIC-Industrial Estates.					
Suggestive Activities: Case study					
UNIT III	TAXATION BENEFITS TO SMALL ENTERPRISES	9			
Need for Tax benefits- Tax Holidays- Tax Concessions to small enterprises in rural areas- Tax concessions to small enterprises in backward areas.					
Suggestive Activities: Seminar					

UNIT IV	SMALL ENTERPRISES IN INTERNATIONAL BUSINESS AND EXPORT DOCUMENTS AND PROCEDURES	9
Export Potential of small enterprises- Food Processing Industries-Leather goods- Electronic Goods- Plastic goods- Types of export documents- Regulatory documents- Exports assistance documents- Documents required by importing countries- Processing of Export order		
Suggestive Activities: Seminar		
UNIT V	ELECTRONIC COMMERCE AND SMALL ENTERPRISES	9
.Meaning of E-Commerce-Benefits- E-Commerce suitability for Small Enterprises- Challenges.		
Suggestive Activities: Flipped classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignments Case Study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the role of small enterprises in the economic development.		Analyse
CO.2 Analyse appropriate growth strategy for the development of the small enterprises and know the institutional support to small enterprises		Analyse
CO.3 Examine the taxation benefits to small enterprises		Analyse
CO.4 Categorize the export potentials of small enterprises and understand the documents to be prepared while exporting the goods		Analyse
CO.5 Examine the E-Commerce opportunities for small enterprises		Analyse
Text Books		
Khanka S.S. Entrepreneurial Development. S.Chand & Company Ltd, New Delhi 2007.		
Reference Books		

1. Hisrich, Entrepreneurship, Tata McGraw Hill (2014).
2. P. C Jain, Handbook for New Entrepreneurs, EDII, Oxford University Press , 2009.
3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill Publishing Company Limited , 2014.
4. Subroto Bagchi , The High-Performance Entrepreneur, Penguin Books, 2016.
5. Thomas W. Zimmerer, Norman M. Scarborough and Doug Wilson, Essential of Entrepreneurship and Small Business Management, Prentice Hall of India, 2007.
6. Arya Kumar, Entrepreneurshi, Pearson 2012.

Web Resources

1. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/unlocking-growth-in-small-and-medium-size-enterprises>
2. http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001403/M016043/ET/1465204780M-23-Q-I.pdf
3. <https://www.exidelife.in/funds/knowledge-centre/blogs-and-articles/5-tax-benefits-every-entrepreneur-in-india-must-know-about>
4. [http://dcmsme.gov.in/Export_promotion_strategy\(MSME\).pdf](http://dcmsme.gov.in/Export_promotion_strategy(MSME).pdf)
5. [http://dcmsme.gov.in/Export_promotion_strategy\(MSME\).pdf](http://dcmsme.gov.in/Export_promotion_strategy(MSME).pdf)
6. <https://www.shiprocket.in/blog/ecommerce-benefits-small-business-entrepreneurs/>
7. <https://www.bigcommerce.com/blog/small-business-ecommerce/#small-businesses-need-an-ecommerce-component>

CO Vs PO Mapping

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

21BA3727	EMERGING AREAS IN ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3
<p>Preamble:</p> <p>This course will impart knowledge about evolution of enterprise and its modelling and make them understand the process of innovation and strategies to develop a business. Moreover, the students will be enlighten on globalisation and challenges in international trade.</p>					
<p>Prerequisites for the course</p> <p>Basic understanding about business and the society.</p>					
<p>Objectives</p> <ol style="list-style-type: none"> 1. To create an understanding about role of women and ecosystem for women entrepreneurship. 2. To impart knowledge about rural entrepreneurship and the role of government in rural entrepreneurship 3. To understand the growth of family businesses and issues in family businesses 4. To highlight the emerging strategies for growing entrepreneurial mindset. 5. To understand the gaps in domain knowledge and current development in entrepreneurship education 					
UNIT I	WOMEN ENTREPRENEURSHIP	9			
Evolution of Enterprise – Evolution Modelling- Start Stage-Sustenance Stage- Scaling Stage- Balancing of scaling and sustenance- Stalling and Stagnation Stage-Sick Enterprises- Dimensions of Maturity					
Suggestive Activities: Assignment					
UNIT II	RURAL ENTREPRENEURSHIP	9			
Meaning of rural entrepreneurship- Need for rural entrepreneurship- Challenges to rural entrepreneurship – Role of government in rural entrepreneurship- Opportunities in rural entrepreneurship – Benefits of rural entrepreneurship.					
Suggestive Activities: Interview with rural entrepreneurs.					
UNIT III	FAMILY BUSINESS AND ENTREPRENEURSHIP	9			
Evolution of family business in Indian context – Characteristics of a family business- Advantages of family businesses – Growth of family businesses- Pitfalls in family businesses – Challenges and issues in family businesses.					

Suggestive Activities: Preparing a business plan for the rural business opportunity.		
UNIT IV	GROWING THE BUSINESS	9
Collaboration- Collaboration in entrepreneurship-Approaches to effective collaboration – Networking- Popular networking forums- Stages of networking- Approaches towards networking – Franchising- Modes of franchising- Franchising as a tool for growth – Franchising across borders		
Suggestive Activities: Case study		
UNIT V	ENTREPRENEURSHIP EDUCATION AND RESEARCH	9
Gaps in domain knowledge- Need for education and research in entrepreneurship- Entrepreneurship education and its goal- Obstacles to entrepreneurship education -Opportunities in entrepreneurial research – Responsibility for proper research and education.		
Suggestive Activities: Seminar		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment Test (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case studies, Seminar, Interview with rural entrepreneurs , Business plan, Assignments	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Explain the role of women and ecosystem for women entrepreneurship.		Analyse
CO.2 Classify the need for rural entrepreneurship and the role of government in rural entrepreneurship		Analyse
CO.3 Extend the growth of family businesses and issues in family businesses.		Analyse
CO .4 Explain the strategies for growing entrepreneurial mindset.		Analyse
CO.5 Infer the gaps in domain knowledge and current development in entrepreneurship education.		Analyse
Text Books		

Raj Shankar, Entrepreneurship Theory and Practice, Vijay Nicole Imprints Private Limited, Chennai, 2012.
Reference Books
1. Satish Taneja, Entrepreneur Development, Himalaya Publishing House, 2010. 2. Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2011. 3. Khanna S.S, Entrepreneurial Development, S.Chand & Co Ltd, 2012.
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https://www.yourarticlelibrary.com/women/women-entrepreneurship/women-entrepreneurship/99813
https://www.thirdway.org/report/promoting-rural-entrepreneurship-and-rural-economic-development
https://www.businessmanagementideas.com/entrepreneurship-2/rural-entrepreneurship/21624
https://businessjargons.com/family-business.html
https://hbr.org/2020/05/is-the-next-generation-of-your-family-business-entrepreneurial-enough
https://www.researchgate.net/publication/228429515 Entrepreneurship Education And Research E merging Trends And Concerns

CO Vs PO Mapping

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

21BA3728	BUILDING A SUSTAINABLE ENTERPRISE	L	T	P	C
		3	0	0	3
Preamble:					
This course will impart knowledge about evolution of enterprise and its modelling and make them understand the process of innovation and strategies to develop a business. Moreover, the students will be enlighten on globalisation and challenges in international trade.					
Prerequisites for the course					
Basic understanding and knowledge about business environment					
Objectives					
<ol style="list-style-type: none"> To impart knowledge about evolution of enterprise and evolution modelling. To make them understand the concept and process of innovation. To understand the strategies to develop a business. To impart knowledge about globalisation and challenges in international trade. To understand the climate change and the need for sustainability in Business. 					
UNIT I	EVOLUTION OF A START-UP	9			
Evolution of Enterprise – Evolution Modelling- Start Stage-Sustenance Stage- Scaling Stage-Balancing of scaling and sustenance- Stalling and Stagnation Stage-Sick Enterprises- Dimensions of Maturity.					
Suggestive Activities: Assignment					
UNIT II	INNOVATION FOR BUSINESS GROWTH	9			
Concept of innovation- Challenges in implementing innovation – Setting up the Innovation Process- Managing the innovation process – Benefits of innovation.					
Suggestive Activities: Innovative business proposals.					
UNIT III	ENTREPRENEURIAL GROWTH STRATEGIES	9			
Approaches to Strategy – Assuming a Strategic Position- Strategy and Small Business- Strategy Cycle- Strategic Growth Routes- Mergers and Acquisition- Reasons for Mergers- Merger Challenges and solutions.					
Suggestive Activities: Seminar					
UNIT IV	GLOBALISATION AND VIRTUAL ENTERPRISES	9			

Introduction to globalization – Factors motivating globalisation- challenges- trends towards globalisation- Challenges in International trade- Virtual Enterprises.		
Suggestive Activities: Case Study		
UNIT V	SUSTAINABILITY, CLIMATE CHANGE AND ENTREPRENEURSHIP	9
Understanding Climate change- Impact of Global Warming- Need for sustainability in Business- Creating buy-in to practice sustainable businesses- Entrepreneurship and sustainability.		
Suggestive Activities: Flipped Classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the evolution of enterprise and evolution modelling.		Analyse
CO.2 Analyse the process of innovation and its need to sustain a business.		Analyse
CO.3 Examine the business strategies and its applications.		Analyse
CO .4 List Out the impact of globalisation on business		Analyse
CO.5 Analyse the need for sustainability in business.		Analyse
Text Books		
Raj Shankar, Entrepreneurship Theory and Practice, Vijay Nicole Imprints Private Limited, Chennai 2012.		
Reference Books		

- 1.Charles W L, Hill & Gareth and R Jones. Strategic Management an Integrated Approach. Biztantra Publishers, New Delhi 2015.
- 2.Elias M and Awad, Electronic Commerce – From Vision to Fulfilment, Prentice Hall of India, New Delhi.
- 3.James C Collins & Jerry I Porras, Built to Last, London: Random House Business Books/Hooper Business,2016.

Web Resources

<https://www.entrepreneur.com/article/252029>

<https://www.masterclass.com/articles/why-innovation-is-essential-for-business-success>

<https://www.act.com/blog/gb/business-growth-strategies/>

<https://kar.kent.ac.uk/17130/>

<https://discover.hubpages.com/business/Globalization-and-Virtual-Organizations-Introduction-to-Virtual-Organizations>

<https://www.un.org/en/chronicle/article/sustainable-development-and-climate-change-a-business-perspective>

<https://kursuskatalog.cbs.dk/2019-2020/BA-BDMAO2003U.aspx>

CO Vs PO Mapping

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

21BA3729	INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	0	3
Preamble: The course will impart knowledge about the different types of intellectual property rights, the legal formalities for granting the rights on IP, international treaties governing IPR and to manage IPRs					
Prerequisites for the course Knowledge about business and Intellectual property					
Objectives					
<ol style="list-style-type: none"> To impart knowledge about the nature of the intellectual property rights. To give knowledge about patents and its legalities. To expose the international treaties governing IPR. To impart knowledge about management of IPRS. To give information about ownership and valuation of Intellectual Property Rights. 					
UNIT I	INTRODUCTION TO INTELLECTUAL PROPERTY RIGHTS	9			
Concepts of Intellectual Property- Types of Intellectual Property -Nature of Intellectual Property- Life Cycle of an Intellectual Property- Creation Stage-Registering the IP- Using the IP Renew or release Phase					
Suggestive Activities: Collect the legal procedures for relating to filing of IPR					
UNIT II	PATENTS, TRADEMARKS, COPYRIGHTS AND GEOGRAPHICAL INDICATIONS	9			
Meaning of Patent- Pre-requisites for patenting- Categories of patents-Trademarks, Copyrights and Geographical Indications- Indian Patent System, Procedure for grant of rights on intellectual property, Patenting under PCT, Patenting in foreign countries.					
Suggestive Activities: Seminar					
UNIT III	CONVENTIONS AND INTERNATIONAL TREATIES ON IPR	9			
Trade-Related Aspects of Intellectual Property Rights (TRIPS Agreement) and World Intellectual Property Organization (WIPO) - International Treaties and Conventions on IPRs, The Indian IPR Acts.					
Suggestive Activities: Assignment					
UNIT IV	STRATEGIC MANAGEMENT OF IPR	9			

Strategies followed before investing into R&D, Patent information and databases, IPR strength in India, Traditional knowledge.		
Suggestive Activities: Case study		
UNIT V	VALUATION OF INTELLECTUAL PROPERTY	9
Concept of ownership, IP valuation- Cost method- Market method-Income method -Pre-requisites for undertaking IP Valuation- Factors influencing IP Valuation-Technology Transfer and Licensing.		
Suggestive Activities: Draft a report relating to Technology Transfer and Licensing		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Case Study	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the concept of intellectual property rights.		Analyse
CO.2 Interpret the knowledge about patent and the Indian Patent system.		Analyse
CO.3 Examine the International Treaties and conventions regarding patents.		Analyse
CO.4 Categorize the strategies to be followed before investing in R&D.		Analyse
CO.5 Examine the concept of ownership and valuation of IPR		Analyse
Text Books		
Sople Vinod V, Managing Intellectual Property, Prentice- Hall of India Private Limited , 2006.		
Reference Books		
1. Anita Rao R & Bhanoji Rao, Intellectual Property Rights- A Primer, Lastian Book Company. 2. Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property. Edward Elgar Publishing Limited ,2006. 3. Raj Shankar, Entrepreneurship Theory and Practice. Vijay Nicole Imprints Private Limited, Chennai 2012.		

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1. <https://ipindia.gov.in/>
2. <https://www.mondaq.com/india/trademark/772158/what-is-intellectual-property-valuation>
3. <https://www.financialexpress.com/archive/ipr-management-concepts-challenges-for-india/49133/>
4. https://www.researchgate.net/publication/283614488_Strategic_management_of_intellectual_property
5. <https://sloanreview.mit.edu/article/strategic-management-of-intellectual-property/>
6. https://www.wipo.int/export/sites/www/sme/en/documents/pdf/ip_panorama_11_learning_points.pdf
7. www.wipo.int, WIPO Intellectual Property Handbook.

CO Vs PO Mapping

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

21BA3730	CREATIVITY AND INNOVATION	L	T	P	C
		3	0	0	3
Preamble: This course will impart knowledge about creativity, methods of enhancing creativity and problem-solving process. This will throw light on innovation management, business idea generation techniques and basic knowledge and understandings about business modelling.					
Prerequisites for the course Basic understanding and knowledge about creativity and innovation.					
Objectives					
<ol style="list-style-type: none"> 1. To provide knowledge about creativity and its process. 2. To impart understanding about methods of enhancing creativity and problem-solving process. 3. To give inputs on innovation management. 4. To develop understanding about business idea generation techniques. 5. To impart basic knowledge and understandings about business modelling. 					
UNIT I	CREATIVITY	9			
Meaning and Definition of creativity – Features of Creativity – Elements of Creativity – Factors affecting creativity – Creative Process					
Suggestive Activities: *Prepare list of creative ideas					
UNIT II	FOSTERING AND ENHANCING CREATIVITY	9			
Fostering Creativity – Methods of Enhancing Creativity – Importance of Creativity – Creative Problem Solving – Problem Solving Process – Problem Solving Techniques.					
Suggestive Activities: * New product development					
UNIT III	INNOVATION	9			
Meaning and Definition – Essential Ingredients of Innovation – Sources of Innovation – Innovation Process- Fostering Innovation- Importance of Innovation					
Suggestive Activities: Seminar					
UNIT IV	BUSINESS IDEA GENERATION TECHNIQUES	9			
Opportunity Analysis- Ideation Techniques- Focus group - Brain storming- Creative writing- Wish Lists – Ideal Scenario- campaigns -Introspection- TRIZ- Time Machine- Catch Ball- Scientific Method					

Suggestive Activities: * Brain storming session for innovative business ideas		
UNIT V	BUSINESS MODEL	9
Introduction to Business Model – Functions of Business Model – Business Modelling – Benefits of Business Modelling- From Business Models to Business Plan		
Suggestive Activities: *Develop a business model		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (20 Marks)	End Semester Exams (50 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Business Plan	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the process of creativity		Analyse
CO.2 Examine methods of enhancing creativity and the problem-solving process		Analyse
CO.3 Apply Innovation Management		Apply
CO.4 Infer the business idea generation techniques		Analyse
CO. 5 Develop a business model		Apply
Text Books		
Ravi Shankar. (2013). Essentials of Entrepreneurship. Vijay Nicole Imprints Private Limited.		
Reference Books		
1. Peter Drucker. Innovation and Entrepreneurship.		
2. Harvard Business Essential Serier. Managing Creativity and Innovation. HBS Press.		
3. Consise Adair. Creativity and Innovation. Edited by Neil Thomas.		
4. PrahaladC.K, and Mashelkar R.A. (2010). Innovation's Holy Graill. Harvard Business Review.		
5. Gerard George and Adam J. Bock. (2011). Entrepreneurship: Theory & Practice.		

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<https://jamesclear.com/creativity>

<https://www.apa.org/gradpsych/2009/01/creativity>

<https://www.lead-innovation.com/english-blog/what-is-innovation-management>

<https://alcorfund.com/insight/the-innovation-process-importance-steps-types-examples-and-risks-involved/>

<https://mcgansonline.com/unit/unit-4-identification-of-business-opportunities>

<https://thepeakperformancecenter.com/.../lateral-thinking-techniques>

<https://www.viima.com/blog/innovation-management>

CO Vs PO Mapping

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

PROFESSIONAL ELECTIVE VI – SYSTEMS

21BA3731	e – BUSINESS	L	T	P	C
		3	0	0	3
Preamble: This course will introduce concepts, tools and approaches to electronic business. Further, the subject will help to develop skills to manage businesses in the digital world. The course will cover technology infrastructure, business applications, payment security and legal aspects of E-Business Systems.					
Prerequisite for the course: Students are required have knowledge in Management Information Systems					
UNIT I	INTRODUCTION TO e-BUSINESS	9			
e-business, e-business vs e-commerce, Economic forces – advantages – myths – ebusiness models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce					
Suggestive Activities: Case study (evolution of amazon e-business) Flipped Classroom Assignment					
UNIT II	TECHNOLOGY INFRASTRUCTURE	9			
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.					
Suggestive Activities: Case study (Strategies followed by Amazon and Flipkart) Assignment Presentation(Internet)					
UNIT III	BUSINESS APPLICATIONS	9			
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, email marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing					
Suggestive Activities: Case study (Lenskart.com: Setting Its Sight on the Indian Eyewear Market) Assignment Flipped classroom					
UNIT IV	e-BUSINESS PAYMENTS AND SECURITY	9			

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.		
Suggestive Activities: Case study (Google Pay(Tez) a well-designed app) Assignment Real time study (Paytm 's Foray into Payments Banking)		
UNIT V	LEGAL AND PRIVACY ISSUES	9
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		
Suggestive Activities: Case study (Snapdeal’s strategic mistakes) Assignment Quizzes		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom’s Level
CO.1 Examine and manage an e-business.		ANALYSE
CO.2 Identify appropriate Technology Infrastructure for e business		ANALYSE
CO.3 Simplify customer-oriented business applications		ANALYSE
CO.4 Analyse e business payment protocols and security		ANALYSE
CO.5 Dissect ethical, legal , privacy issues and encryption policies.		ANALYSE
Text Books		

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.

Reference Books

1. Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
2. Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.
4. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009
5. KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 20

CO Vs PO Mapping

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

21BA3732	DATA MINING FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3
Preamble:					
This course focuses on various data mining techniques, a process in business intelligence, prediction techniques involved in data mining clustering techniques, machine learning and AI in business intelligence.					
Prerequisite for the course:					
Students should have the knowledge in Business Analytics					
UNIT I	INTRODUCTION				9
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.					
Suggestive Activities:					
Case studies (Samsung used data to jumpstart a \$1B product launch)					
Assignments					
Flipped Classroom					
UNIT II	DATA MINING PROCESS				9
Data mining process – KDD, CRISP-DM, SEMMA and Domain-Specific, Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC; Validation Techniques - hold-out, k-fold cross validation, LOOCV, random sub sampling, and bootstrapping.					
Suggestive Activities:					
Case studies (Zoho Analytics)					
Assignments					
Flipped classroom					
UNIT III	PREDICTION TECHNIQUES				9
Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.					
Suggestive Activities:					
Case study (Lotte.com: BI Increases Company Revenue in South Korea)					
Assignment					
Presentation(Data visualization)					
UNIT IV	CLASSIFICATION AND CLUSTERING TECHNIQUES				9

Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminate analysis; Clustering; Market basket analysis.		
Suggestive Activities: Case study (Coco cola makes use of Big data from social networks) Assignment Flipped Classroom		
UNIT V	MACHINE LEARNING AND AI	9
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA		
Suggestive Activities: Case study (Netflix’s secret of 148 million subscribers) Assignment Applications in real-time problems (Uber’s AI)		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom’s Level
CO.1 Analyze various data mining techniques in different domains.		ANALYZE
CO.2 Examine the data mining process		ANALYZE
CO.3 Categorize various prediction techniques.		ANALYZE
CO.4 Differentiate supervised and unsupervised learning techniques		ANALYZE
CO. 5 Examine the basic trainable neural network (or) a fuzzy logic system to design and manufacturing		ANALYZE
Text Books		
1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006		
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.		

Reference Books

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3 rd edition,2013.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011.
4. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011.
5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011.
6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009.
7. Elizabeth Vitt, Michael LuckevichStaciaMisner, Business Intelligence, Microsoft, 2011.
8. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007.
9. GalitShmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010.

Web Resources

<https://doc.lagout.org/Others/Data%20Mining/Business%20Intelligence%20and%20Data%20Mining%20%5BMaheshwari%202014-12-31%5D.pdf>

CO Vs PO Mapping

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

21BA3733	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	L	T	P	C
		3	0	0	3
Preamble:					
This course will expose various algorithms related to Deep Learning and Artificial Intelligence. Students can apply suitable algorithm for the specified applications.					
Prerequisite for the course:					
Students should have the knowledge in Business Analytics					
UNIT I	DEEP NETWORKS	9			
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.					
Suggestive Activities:					
Case study (FintechOS On Microsoft Azure Cognitive Services)					
Assignment					
Quizzes					
UNIT II	MODELS	9			
Optimization for Training Deep Models: How Learning Differs from Pure Optimization - Challenges in Neural Network Optimization - Basic Algorithms - Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second-Order Methods - Optimization Strategies and Meta-Algorithms.					
Suggestive Activities:					
Case study (PureTech Global On Amazon Forecast)					
Assignment					
Flipped Classroom					
UNIT III	INTELLIGENT SYSTEMS	9			
Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.					
Suggestive Activities:					
Case study (20th Century Studios On Google Cloud AI)					
Assignment					
Real time applications (Microsoft's AI for Accessibility)					
UNIT IV	KNOWLEDGE REPRESENTATION	9			

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Knowledge Representation using Semantic Network - Knowledge Representation using Frames.		
Suggestive Activities: Case study (Intel – AI for cardiology treatment) Assignment Presentation (Knowledge Representation)		
UNIT V	APPLICATIONS	9
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.		
Suggestive Activities: Case study (Canon – Application of automation in the office environment) Assignment Flipped classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Assignment Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Infer Algorithms of Deep Learning & Artificial Intelligence.		ANALYZE
CO.2 Applying Algorithm to specified applications.		APPLY
CO.3 Identify intelligent systems and Heuristic Search Techniques		APPLY
CO.4 Analyze representation, Semantic Networks and Frame		ANALYZE
CO.5 Infer expert systems, applications and Machine learning		APPLY
Text Books		

1. Ian Goodfellow, YoshuaBengio, Aaron Courville, "Deep Learning", MIT Press, 2016.
2. Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.

Reference Books

1. YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning.
2. SarojKaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
3. Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, NewDelhi.
4. Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

Web Resources

https://www.routledge.com/rsc/downloads/AI_FreeBook.pdf

CO Vs PO Mapping

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

21BA3734	BLOCK CHAIN TECHNOLOGY	L	T	P	C
		3	0	0	3
Preamble: This course of Block chain technology will help the students to understand block chain and its main applications related to crypto currency, ethereal and hyper ledger activities.					
Prerequisite for the course: Students should have the knowledge in Business Analytics					
UNIT I	INTRODUCTION	9			
Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.					
Suggestive Activities: Case study (SCM traceability) Assignment Flipped Classroom					
UNIT II	BLOCKCHAIN & APPLICATIONS	9			
Introduction to Block chain, Gartner's Hype Curve and Evolution of Block chain Technology, Block chain Need & Genesis, Key Characteristics of Block chain, Block chain Structure, Block chain types and Network, Mining and Consensus, How Block chain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Block chain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Block chain.					
Suggestive Activities: Case study (Smart contracts) Assignment Real time Applications					
UNIT III	CRYPTOCURRENCY	9			
History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Side chain, Name coin. Crypto currency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects – Crypto currency Exchange, Black Market and Global Economy.					

Suggestive Activities: Case study (Online Cash currency Bitcoin) Assignment Flipped classroom		
UNIT IV	ETHEREU	9
Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.		
Suggestive Activities: Case study Assignment Presentation (Ethereu)		
UNIT V	HYPERLEDGER FABRIC	9
Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Block chain, How Hyperledger Fabric Works.		
Suggestive Activities: Case study (Block chain eases trade finance: Marco Polo Network) Assignment Real time applications problem solving		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case discussion Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Examine the concept of block chain technology		ANALYSE
CO.2 Examine the key features, different types of platforms & languages of block chain technology		ANALYSE
CO.3 Examine crypto currency concepts.		ANALYSE
CO.4 Dissect the design principles of ethereum.		ANALYSE
CO.5 Interpret about hyper ledger fabric model and its architecture.		ANALYSE

Text Books

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2. DebajaniMohanty, BlockChain : From Concept to Execution, BPB Publications, 2nd edition, 2018

Reference Books

1. Artemis Caro, Blockchain: Bitcoin, Ethereum&Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017
2. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018
3. Nitin Gaur, Luc Desrosiers, Venkatraman Ramakrishna, Petr Novotny, Dr. Salman A. Baset and Anthony O'Dowd, Hands-on Blockchain with Hyperledger, Packt Publishing, 2018

Web Resources

<https://www.buffalo.edu/content/dam/www/ubblockchain/files/basics/001%20What%20is%20Blockchain.pdf>

CO Vs PO Mapping

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

21BA3735	CLOUD COMPUTING	L	T	P	C
		3	0	0	3
Preamble: This course will help the students to focus on the frontier areas of Cloud Computing. This will provide an in-depth and comprehensive knowledge of the Cloud Computing fundamental issues, technologies, applications and implementations, Security issues in Cloud Computing and Cloud Standards					
Prerequisite for the course: Students should have the knowledge in Business Analytics					
UNIT I	HISTORY OF CLOUD COMPUTING	9			
History of Centralized and Distributed Computing - Overview of Distributed Computing, Cluster computing, Grid computing. Technologies for Network based systems- System models for Distributed and cloud computing- Software environments for distributed systems and clouds.					
Suggestive Activities: Case study (Netflix on AWS) Assignment Quizzes					
UNIT II	INTRODUCTION TO CLOUD COMPUTING	9			
Introduction to Cloud Computing- Cloud issues and challenges - Properties - Characteristics - Service models, Deployment models. Cloud resources: Network and API - Virtual and Physical computational resources - Data-storage. Virtualization concepts - Types of Virtualization- Introduction to Various Hypervisors - High Availability (HA)/Disaster Recovery (DR) using Virtualization, Moving VMs .					
Suggestive Activities: Case study (Airbnb) Assignment Real time problem solving					
UNIT III	CLOUD COMPUTING APPLICATIONS	9			
Cloud Programming and Software Environments – Parallel and Distributed Programming paradigms – Overview on Amazon AWS and Microsoft Azure – Overview on Google App Engine – Emerging Cloud software Environment.					
Suggestive Activities: Case study (NASA) Assignment Presentation (AWS / Azure)					
UNIT IV	CLOUD SECURITY	9			

Cloud Access: authentication, authorization and accounting - Cloud Provenance and metadata - Cloud Reliability and fault-tolerance - Cloud Security, privacy, policy and complianceCloud federation, interoperability and standards.		
Suggestive Activities: Case study (Huawei Cloud Computing) Assignment Flipped Classroom		
UNIT V	GOVERNANCE AND THE FUTURE OF CLOUD	9
Organizational Readiness and Change Management in the Cloud Age, Legal Issues in Cloud Computing, Achieving Production Readiness for Cloud Services, How Cloud Will Change Operating Systems, Future of Cloud TV & Cloud-Based Smart Devices, Cloud and Mobile, Home-Based Cloud Computing		
Suggestive Activities: Case study (Siemens adopting AWS) Assignment Quizzes		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case Study Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO. 1 Examine the cloud computing models		Analyze
CO.2 Identify the architecture and infrastructure of cloud computing, including SaaS, PaaS, IaaS, public cloud, private cloud, hybrid cloud, etc		Analyze
CO.3 Provide the appropriate cloud computing solutions and recommendations according to the applications used.		Analyze
CO.4 Examine the core issues of cloud computing such as security, Privacy.		Analyze
CO.5. Examine the future of cloud computing.		Analyse
Text Books		

1. Kai Hwang, Geoffrey C. Fox and Jack J. Dongarra, Distributed and cloud computing from Parallel Processing to the Internet of Things, Morgan Kaufmann, Elsevier, 2012.
2. RajkumarBuyya, James Broberg and Andrzej Goscinski, Cloud Computing – Principles and Paradigms, John Wiley & Sons, 2011.

Reference Books

1. Kris Jamsa, Cloud Computing, Jones & Bartlett Learning, 2013.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012.
3. Barrie Sosinsky, “ Cloud Computing Bible” John Wiley & Sons, 2011.
4. Tim Mather, Subra Kumaraswamy, and Shahed Latif, Cloud Security and Privacy An Enterprise Perspective on Risks and Compliance, O'Reilly 2009.

Web Resources

https://www.tutorialspoint.com/cloud_computing/cloud_computing_tutorial.pdf

CO Vs PO Mapping

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

21BA3736	INTERNET OF THINGS	L	T	P	C
		3	0	0	3
Preamble: This course will help the students to experiment the technical aspects of Internet of Things. And this focuses on IoT architecture, IoT data platform with real world examples.					
Prerequisite for the course: Students should have the knowledge in Business Analytics					
UNIT I	INTRODUCTION	9			
Introduction to Internet of Things - Physical Design of IoT - Logical Design of IoT - IoT Enabling Technologies - IoT Levels and Deployment Templates - Domain Specific to IoTs.					
Suggestive Activities: Case study (Tesla – an IoT Car) Assignment Quizzes					
UNIT II	IoT ARCHITECTURE	9			
ETSI, IETF, OGC architectures - IoT reference model - Domain model - information model - functional model - communication model - IoT reference architecture					
Suggestive Activities: Case study (Smart Cities) Assignment Flipped Classroom					
UNIT III	BUILDING IoT	9			
IoT Systems - Logical Design using Python - IoT Physical Devices and Endpoints: What is an IoT Device - Basic building blocks of an IoT device - Exemplary Device: Raspberry Pi - Programming Raspberry Pi with Python - Other IoT Devices.					
Suggestive Activities: Case study (The Supermarket of future) Assignment Presentation (Raspberry Pi)					
UNIT IV	IoT DATA PLATFORM	9			
Data Analytics for IoT: Introduction - Apache Hadoop - Using Hadoop Map Reduce for Batch Data Analysis - Apache Oozie - Apache Spark - Tools for IoT - Introduction - Chef: Setting up Chef.					

Suggestive Activities: Case study (IoT for electronic medical records) Assignment Flipped Classroom		
UNIT V	CASE STUDIES AND REAL-WORLD APPLICATIONS	9
IoT Physical Servers & Cloud Offerings - Case Studies Illustrating IoT Design: Introduction - Home Automation – Smart Cities - Environment - Agriculture - Productivity Applications.		
Suggestive Activities: Case study (Smart traffic systems) Assignment Flipped Classroom		
Total Periods		45
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Case discussion Seminar Presentation	Descriptive Type Questions Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		Bloom's Level
CO.1 Make use of technical knowledge of Internet of Things		ANALYZE
CO.2 Analyze an IoT Architecture		ANALYZE
CO.3 Identify the building blocks of IoT		ANALYZE
CO.4 Simplify the deep insights about IoT Data Platform		ANALYZE
CO.5 Interpret the real-world applications using IoT		ANALYZE
Text Books		
1. ArshdeepBahga, Vijay Madiseti, - Internet of Things - Ahands-on approach, University Press, 2015 2. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), —Architecting the Internet of Things, Springer, 2011		
Reference Books		

1. Honbo Zhou, —The Internet of Things in the Cloud: A Middleware Perspective, CRC Press, 2012.
2. Jan Holler, VlasiosTsiatsis , Catherine Mulligan, Stamatis , Karnouskos, Stefa. Avesand. David Boyle, "From Machine-to-Machine to the Internet of Things - Introduction to a New Age of Intelligence", Elsevier, 2014.
3. Olivier Hersent, David Boswarthick, Omar Elloumi , —The Internet of Things – Key applications and Protocol, Wiley, 2012.
4. Adrian McEwen and Hakim Cassimally, “Designing the Internet of Things”, John Wiley & Sons, 2013.
5. CunoPfister, “Getting Started with the Internet of Things: Connecting Sensors and Microcontrollers to the Cloud”, Maker Media, 2011.

Web Resources

https://www.tutorialspoint.com/internet_of_things/internet_of_things_tutorial.pdf

CO Vs PO Mapping

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

**PROFESSIONAL
ELECTIVE VII –
INTERNATIONAL
BUSINESS**

21BA3737	EXIM MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
<p>The course on Export-Import Policies and Procedures provides an in-depth understanding of the principles, regulations, and processes involved in international trade. It covers the policies and procedures related to exporting and importing goods and services across national borders. Students will explore key topics such as export documentation, import regulations, customs compliance, international trade agreements, and the role of government agencies in facilitating global trade. Through case studies and practical exercises, students will develop the necessary skills to navigate the complexities of export and import procedures effectively.</p>					
Prerequisites for the course					
International trade concepts					
Objectives					
<ul style="list-style-type: none"> To provide a comprehensive understanding of international trade concepts, including the importance of exports and imports in the global economy. Explore the various financing options available for export-import businesses, including trade credit, export credit insurance, and government assistance programs. 					
UNIT I	INTRODUCTION TO EXIM POLICY				9
<p>India's Trade Policy-Tariffs and Import Duties, Free Trade Agreements, Make in India Initiative, E-commerce Regulations- Introduction to India's Foreign Trade Policy(Export Promotion, Sector-specific Initiatives, Trade Facilitation, Import Policies, Trade Remedies, Foreign Investment and Collaboration) – Foreign Trade (Development & Regulation) Act 1992 – EXIM Policy.</p>					
SUGGESTED ACTIVITIES:					
Assignment					
UNIT II	NAVIGATING INTERNATIONAL TRADE				9
<p>Introduction to Registration Requirements in International Trade - Concept and Purpose of the IEC Number - Importance and Benefits of RCMC(Export Promotion Schemes, Recognition and Credibility, Market Access, Networking, Advisory Services, Resolution of Export-related Issues) - Functions and Objectives of Export Promotion Councils - Introduction to Commodity Boards in India - Documentation requirements for Export Transactions - Government Schemes and Incentives for Exporters.</p>					
SUGGESTED ACTIVITIES:					
Case Study Discussion					

UNIT III	EXIM POLICY SCHEMES		9
Overview of the Current Export-Import (EXIM) Policy - Schemes for Export Promotion - Schemes for Import Facilitation - Quality Assurance Measures for Exports - Status Holders under the EXIM Policy- Deemed Exports - Procedures for Availing Export Promotion Schemes - Impact of Import Facilitation Schemes - Quality Certifications for Exports.			
SUGGESTED ACTIVITIES: Quizzes			
UNIT IV	DOCUMENTATION IN INTERNATIONAL TRADE		9
Trade Documentation in International Trade - Export Contracts: Salient Features -Standardized Pre- Shipment Documents - Legal and Commercial Documents in International Trade - Incoterms (International Commercial Terms) - Methods of Payment in International Trade - Risks and Benefits of Methods of Payment - Trade Documentation Process and Best Practices - Dispute Resolution and Risk Mitigation in Trade Documentation - Emerging Trends in Trade Documentation			
SUGGESTED ACTIVITIES: Presentation			
UNIT V	EMERGING TRENDS IN EXPORT		9
Export Order Execution - Booking of Shipping Space - Excise Clearance - Customs Clearance - Documentation for Execution Process - Role of Freight Forwarders and Custom House Agents - Compliance and Regulatory Considerations - Risk Management in Execution Process - Export Order Execution Best Practices - Emerging Trends in Export Order Execution			
SUGGESTED ACTIVITIES: Case Study Discussion			
Total Periods			45
Suggestive Activities			
Suggestive Assessment Methods			
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)	
Descriptive Type Questions Formative Multiple Choice Questions	Assignment, Case study, Seminar	Descriptive Type Questions Formative Multiple Choice Questions	
Outcomes			
Upon completion of the course, the students will be able to:			
CO1 Examine the concepts of export-import activities			Analyse
CO2 Analyse the procedure and importance Registration-cum-Membership Certificate in export and import			Analyse
CO3Analyse the impact of international trade agreements on export-import policies and procedures			Analyse

CO4 Classify the Documentation requirements for export transactions	Analyse
CO5 Categorise various risks associated with export-import activities	Analyse
Text Books	
1. Mastering import & export management / Thomas A. Cook with Rennie Alston and Kelly Raia-16 March 2012- Publisher AMACOM	
2. Export Import Procedures: Documentation and Logistics - October 2022 by C Rama Gopal (Author) - New Age International Private Limited	
Reference Books	
1. Export and Import Management -SAGE Publications Pvt. Ltd –December 2020 by Ram Singh (Author)	
2. Foreign Trade Policy of India – January 2021 by Pramod Kumar Rai - Orange Books Publication	
Web Resources	
1. https://www.youtube.com/watch?v=rJ7HIif-cOpo	
2. https://www.youtube.com/watch?v=5jd_BRlnVuQ	
3. https://www.youtube.com/watch?v=B1pZ31b6Flk	
4. https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1912572	
5. https://www.investindia.gov.in/exim	

CO Vs PO Mapping

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

21BA3738	INTERNATIONAL MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3
<p>Preamble</p> <p>International Marketing Management plays a crucial role in helping organizations navigate the complexities of operating in diverse cultural, economic, and regulatory environments. It involves gathering and analysing data on consumer behaviour, market trends, competitor analysis, and regulatory frameworks in target markets. This information helps businesses make informed decisions and develop effective marketing strategies tailored to specific international markets.</p>					
<p>Prerequisites for the course:</p> <p>Marketing Management.</p>					
<p>Objectives:</p> <ul style="list-style-type: none"> To conduct market research in different countries, identify target markets, and analyse consumer behaviour and preferences across cultures. Understand the challenges and strategies for building and maintaining a strong global brand identity that resonates with diverse audiences. Learn how to measure the effectiveness of international marketing campaigns and adjust strategies based on performance analysis. 					
UNIT I	INTRODUCTION TO INTERNATIONAL MARKETING				9
Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences Hofstede model.					
<p>SUGGESTED ACTIVITIES:</p> <p>Assignment</p>					
UNIT II	MANAGING INTERNATIONAL DISTRIBUTION				9
Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication.					
<p>SUGGESTED ACTIVITIES:</p> <p>Case Study Discussion</p>					
UNIT III	PROMOTION STRATEGY IN INTERNATIONAL MARKETING				9
The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services					

in global economy, Media advertising, PR, Trade Fairs		
SUGGESTED ACTIVITIES: Quizzes		
UNIT IV	INTERNATIONAL PRODUCT AND PRICING STRATEGIES	9
Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination; Price Quotations and Terms of Sale.		
SUGGESTED ACTIVITIES: Seminar		
UNIT V	TRENDS IN INTERNATIONAL MARKETING	9
Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing, Marketing Research for Identifying Opportunities in International Markets. Government measures and export incentives, Services export from India, sourcing newly emerging democracies.		
SUGGESTED ACTIVITIES: Case Study		
Total Periods		45
Suggestive Activities		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Assignment, Case study Seminar , Quiz	Descriptive Type Questions Formative Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		
CO1: Analyse the Concepts and Scope & Contrast in domestic and international marketing		Analyse
CO2: Analyse the Roles and Functions of International Distribution Channels		Analyse
CO3: Examine the International Product, pricing, place and promotional strategies		Analyse
CO4: Analyse international product line, product life cycle and pricing strategies		Analyse
CO5-Analyse and identifying the opportunities in International Markets		Analyse
Text Books		

1. Global Marketing, 9e/January , J. Keegan Warren , C. Green Mark Publisher Pearson Education, 2018
2. International Marketing (SIE), /Phillip R. Cateora (Author) Publisher McGraw-Hill, 18th Edition /October 2019
3. International Marketing by Cateora & Gilly, Mc Graw Hill India 14Th Edition 2009

Reference Books

1. International Marketing / July 2017 Philip R. Cateora/McGraw Hill.
2. International Marketing - second edition - Daniel W. Baack - | SAGE Publications Ltd, November 2018

Web Resources

1. <https://www.youtube.com/watch?v=ch9OjWY6hjE>
2. <https://www.youtube.com/watch?v=EgjFowGZukU>

CO Vs PO Mapping

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

21BA3739	INTERNATIONAL BUSINESS ENVIRONMENT	L	T	P	C
		3	0	0	3
Preamble					
The international business environment refers to the external factors and conditions that affect the operations and decision-making of businesses operating globally. It encompasses various economic, political, legal, social, cultural, and technological aspects that influence business activities in different countries. This preamble provides an overview of the key elements of the international business environment and their significance in shaping global business operations.					
Prerequisites for the course					
Marketing					
Objectives					
<ul style="list-style-type: none"> Learn how to identify and assess political risks and their potential impact on international business operations. Learn the fundamentals of international business, its scope, and significance in the context of the global economy. Understand trade agreements, tariffs, trade barriers, and investment regulations that affect cross-border business activities. 					
UNIT I	INTERNATIONAL BUSINESS DYNAMICS AND CHALLENGES				9
Definition and Drivers of International Business- Changing Environment of International Business- Country Attractiveness – Challenges of International Business - Country Attractiveness - Protection Vs Liberalization of Global Business Environment.					
SUGGESTED ACTIVITIES:					
Assignment					
UNIT II	INTRODUCTION TO ECONOMIC AND POLITICAL DYNAMICS				9
Economic Environment: Economic Policy - Impact of Liberalization, Globalization and Structural Reforms - Domestic and International Implications - Impact of Entry of Multi-National Companies - Problems of Sick Industries and their Remedies - Political Environment: Impact of Competing Political Ideologies - Political Stability and Instability on Business Activities - Business and Politics.					
SUGGESTED ACTIVITIES:					
Case Study Discussion					
UNIT III	INTRODUCTION TO TECHNOLOGICAL DYNAMICS				9
Technological Environment: Dynamics of Technological Environment- Technological Advancements- Rapid Pace of Change-Disruptive Innovations-Global Connectivity-Digital Transformation-Ethical and					

Social Considerations-Collaboration and Interdisciplinary Approaches - Challenges of Technology Up gradation - Impact of Foreign Investments and Foreign Collaborations- Technology Transfer-Employment, Generation-Infrastructure, Foreign Exchange Reserves.		
SUGGESTED ACTIVITIES:		
Seminar		
UNIT IV	INTRODUCTION TO SOCIO-CULTURAL DYNAMICS	9
Socio-Cultural Environment: Social Values and Norms-Demographics-Social Institutions-Cultural Diversity-Lifestyle and Consumption Patterns-Social Attitudes and Trends-Social Media and Technology -Demographic Profile - Class Structure and Mobility - Rural-Urban Convergence. Changes In Consumption Habits And Life Styles. Social Responsibilities Of Business.		
SUGGESTED ACTIVITIES:		
Quizzes		
UNIT V	MANAGEMENT OF GLOBAL BUSINESS	9
Global Production –Location – Scale of Operations - Cost of Production – Make or Buy Decisions– Global Supply Chain Issues – Quality Considerations- Globalization of Markets, Marketing Strategy – Challenges in Product Development , Pricing, Production and Channel Management Investment Decisions – Sources of Fund- Exchange–Rate Risk and Management – Strategic Orientation.		
SUGGESTED ACTIVITIES:		
Case Study Discussion		
Total Periods		45
Suggestive Activities		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Assignment, Case study , Quiz ,Seminar	Descriptive Type Questions Formative Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		
CO1-Examine the challenges and significance of international business		ANALYSE
CO2- Analyse the economic environment in domestic and international trade		ANALYSE
CO3- Analyse the challenges of technology up gradation		ANALYSE

CO4-Examine how socio-cultural factors influence business operations and strategies	ANALYSE
CO5- Compare the challenges and opportunities of the global marketplace.	ANALYSE
Text Books	
1. Dr. Francis Cherunilam, International Business Environment, Himalaya Publishing House 2019	
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.	
3. Shaikh Saleem , Business Environment, Pearson Education 2020	
Reference Books	
1. John D Daniels and Lee H Radebaugh and Daniel P Sullivan and Prashant Salwan, International Business: Environments And Operations, Pearson	
2. Mike Cullinan , Ben Herlod , Business Management and Development , Author's Republic 2021	
3. Charles W. L. Hill, G. Tomas M. Hult, RohitMehtani International Business: Competing in the Global Marketplace (SIE) McGraw Hill Education 2018	
Web Resources	
1. https://www.youtube.com/watch?v=3hMNnvd_HbQ	
2. https://www.youtube.com/watch?v=kOfJT-WXeH4	

CO Vs PO Mapping

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

21BA3740	INTERNATIONAL BUSINESS LAWS AND ARBITRATION	L	T	P	C
		3	0	0	3
Preamble					
International Business Laws and Arbitration play a vital role in facilitating and regulating international trade and business transactions. As businesses engage in cross-border activities, they encounter a diverse range of legal frameworks, regulations, and disputes that require a deep understanding of international business laws and the use of arbitration as a means of resolving conflicts. It is important for businesses to consult with legal experts who specialize in international business laws and arbitration to ensure compliance, manage risks, and effectively resolve disputes that may arise in the global business environment.					
Prerequisites for the course					
Business Law					
Objective					
<ul style="list-style-type: none"> • The sources of international business law, including treaties, conventions, and customary international law. • Understand the principles and procedures of international commercial arbitration, including the role of arbitral institutions. • Study the key stages of arbitration proceedings, including the selection of arbitrators, presentation of evidence, and rendering of awards. 					
UNIT I	LEGAL FRAMEWORK OF INTERNATIONAL BUSINESS				9
Legal Framework of International Business: Nature and Complexities –Code and Common Laws and their Implications to Business -International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.					
SUGGESTED ACTIVITIES:					
Assignment					
UNIT II	REGULATORY FRAMEWORK OF THE WTO				9
Regulatory Framework of WTO: Basic Principles and Charter of GATT/WTO - GATT/WTO Provisions Relating to Preferential Treatment of Developing Countries -Regional Groupings, Subsidies, Technical Standards - Anti-Dumping Duties and Other Non-Tariff Barriers - Custom Valuation and Dispute Settlement - Implications of WTO to Important Sectors – GATS,TRIPS And TRIMS.					
SUGGESTED ACTIVITIES:					
Case Study Discussion					
UNIT III	FRAMEWORK FOR GLOBAL ENTRY MODE				9

Legal Framework Relating to International Licensing - Franchising – Join Ventures - Technology transfer –Telecommunications - Legal Framework relating to Electronic Commerce –Intellectual Property Rights: Patents and Trademarks.		
SUGGESTED ACTIVITIES: Quiz		
UNIT IV	REGULATORY FRAMEWORK, TAXATION, AND INDIAN LAWS	9
Regulatory Framework and Taxation: Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards –International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues - Indian Laws and Regulations Governing International Transactions: FEMA - Taxation of foreign income - Foreign investments - Setting up offices and branches abroad - Restrictions on trade in endangered species and other commodities.		
SUGGESTED ACTIVITIES: Seminar		
UNIT V	CONTRACT ENFORCEMENT AND DISPUTE SETTLEMENT	9
Contract of Enforcement and Dispute Settlement Governing Law-Dispute Resolution Clause-Forum Selection Clause-Arbitration Clause-Mediation Clause-Enforcement Mechanisms-Confidentiality-Severability Clause- International Commercial Arbitration and Enforcement of Foreign Awards - Non-administered and Administered Arbitration.		
SUGGESTED ACTIVITIES: Flipped Classroom		
Total Periods		45
Suggestive Activities		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Assignment& Seminar	Descriptive Type Questions Formative Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		
CO1-Classify the legal framework in governing international business		Analyse
CO2-Analysethe regulatory framework of the World Trade Organization		Analyse
CO3-Examinevarious modes of entry in international business		Analyse
CO4- Compare the taxation aspects of electronic commerce and cross-border		Analyse

transactions	
CO5- Analyse the role of the contract enforcement, arbitration and dispute settlement mechanisms	Analyse
Text Books	
1 . Malcolm N Shaw , International law, 9th edition Unknown Binding CAMBRIDGE UP 2022 2. Michael J. Trebilcock · Joel Trachtman , Advanced Introduction to International Trade Law · Edward Elgar Publishing 2nd edition 2020 3. Rohith Subramoniam and Navya Jain , International Commercial Arbitration: An Introduction M Eastern Book Company 1st Edition 2022-	
Reference Books	
1. Saraf, S M Jhunjhunwala , Law of Arbitration and Conciliation Snow White Publication 10th Edition, 2023 2. Margaret L. Moses , The Principles and Practice of International Commercial Arbitration Cambridge University Press 3rd Edition 2017 3. Dr. S.R Myneni , International Trade Law, Alahaabad Law Agency 2017	
Web Resources	
1. https://www.youtube.com/watch?v=XmewTgGxaas&list=PLLy_2iUCG87AV6gOOI5-GtZJfLoCBGHb 2. https://www.youtube.com/watch?v=9HAJrkzWgXA	

CO Vs PO Mapping

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

21BA3741	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
International Human Resource Management (IHRM) is a multidisciplinary field that focuses on managing the human resources of multinational organizations. It involves the application of human resource management principles and practices in a global context, considering the complexities and challenges posed by cross-border operations.					
Prerequisites for the course					
Human Resource Management					
Objective					
<ul style="list-style-type: none"> • Learn effective strategies for recruiting and selecting talent across borders, considering cultural fit and international labour market trends. • Understand how to foster effective communication and employee relations across diverse cultures and time zones. • Explore the use of technology and HR information systems to streamline global HR processes and enhance efficiency. 					
UNIT I	INTRODUCTION TO IHRM				9
Human Resource Management: Evolution – Objectives – Significance – HR Planning – Recruitment – Selection – Training & Development – Performance Evaluation – Career Planning and Succession- - Domestic HRM v/s IHRM - Growth of Internationalization of World Business- Strategic Orientation of IHRM- Types of International Assignments-Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model.					
SUGGESTED ACTIVITIES:					
Assignment					
UNIT II	INTERNATIONAL WORKFORCE PLANNING AND STAFFING				9
International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues..					
SUGGESTED ACTIVITIES:					
Case Study Discussion					
UNIT III	DEVELOPING GLOBAL MINDSET				9

Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management.		
SUGGESTED ACTIVITIES: Presentation		
UNIT IV	IHRM CHALLENGES AND OPPORTUNITIES	9
Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation.		
SUGGESTED ACTIVITIES: Quizzes		
UNIT V	INTERNATIONAL WORKFORCE AND INTERNATIONAL HRIS	9
Working with multicultural and ethnic groups, Health and safety and International Assignees, Crisis Management, Global HR Shared Services, Managing HR in virtual organization, HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS. Practical Component: Study the Socio-Political-Economic System in U.S, U.K, Japan and India and prepare a comparative analysis.		
SUGGESTED ACTIVITIES: Case Study Discussion		
Total Periods		45
Suggestive Activities		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Assignment & Seminar	Descriptive Type Questions Formative Multiple Choice Questions
Outcomes		
Upon completion of the course, the students will be able to:		

CO1-Analyse the growth of Internationalization of World Business towards IHRM.	Analyze
CO2-Examine the international workforce planning and staffing.	Analyze
CO3-Examine the concepts of global Global Leadership and their mind set.	Analyze
CO4- Analyse the challenges and opportunities in international institutions.	Analyze
CO5- Analyse the importance of international workforce and international HRIS.	Analyze
Text Books	
Text Books:	
1. Peter j. Dowling, International human resource management, Cengage Learning, seventh edition, 2017	
2. K. Aswathappa, Sadhna Dash International Human Resource Management, 3rd Edition 2020	
3. Miguel Martinez Lucio, International Human Resource Management Sage Publishing 2022	
Reference Books	
1. Peter J.Dowling, Marion Festing, Allen D. Engle , International Human Resource Management Cengage India Private Limited 2017	
2. Christopher Brewster Elizabeth Houldsworth Paul Sparrow Guy Vernon - International Human Resource Management - CIPD - Kogan Page 2023	
Web Resources	
1. https://www.youtube.com/watch?v=LiTCSTkQRXs	
2. https://www.youtube.com/watch?v=eqrnzZhxzDo	
3. https://www.youtube.com/watch?v=pi4ZVfHyUNc	

CO Vs PO Mapping

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

21BA3742	GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3
Preamble					
Global Logistics and Supply Chain Management is a field that encompasses the management of various activities involved in the movement and coordination of goods, services, and information across the global marketplace. It focuses on the efficient and effective flow of materials, information, and financial resources from the point of origin to the point of consumption.					
Prerequisites for the course					
Operations Management					
Objective					
<ul style="list-style-type: none"> • Learn how to design and develop effective supply chain strategies that consider the complexities of global markets. • Explore the management of product returns, recycling, and waste reduction in a global supply chain. • Explore the role of technology and automation in enhancing the efficiency and visibility of global logistics operations. 					
UNIT I	INTRODUCTION TO GLOBAL LOGISTICS MANAGEMENT				9
Global Logistics Management: Concepts International Trade-Transportation Modes-Warehousing and Inventory Management Customs and Trade Compliance-Logistics Technology and Automation-Risk Management and Resilience-Sustainability and Green Logistics-Inco terms-Reverse Logistics– Elements of the logistic System– Marketing and logistic mix – Logistics and marketing interface –Value-chain - Production efficiency.					
SUGGESTED ACTIVITIES:					
Assignment					
UNIT II	PLANNING AND FORECASTING				9
Role of Technology in supply chain management – Planning, Forecasting in supply chain management, Data Analysis-Forecasting Techniques-Demand Planning-Collaboration and Information Sharing-Demand Forecast Accuracy-Lead Time Forecasting-Demand Volatility and Seasonality-Collaborative Planning, Forecasting, and Replenishment (CPFR-Technology and Forecasting Tools-Continuous Improvement-Co-ordination in supply chain management.					
SUGGESTED ACTIVITIES:					
Quizzes					
UNIT III	CONTAINERIZATION FOR EFFICIENT GLOBAL TRADE				9

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agents, forwarders, brokers and others – Containerization:Types of containers – ICDs – CFS – CONCOR.		
SUGGESTED ACTIVITIES: Case Study Discussion		
UNIT IV	EFFICIENT DISTRIBUTION AND TRANSPORTATION	9
Air Transport: Air transport – Air freight – IATA – Cargo handling, Loading and Unloading-Packaging and Labelling-Equipment and Tools-Warehousing and Storage-Safety and Security-Documentation and Record-Keeping-Special Cargo Handling-Customs Compliance-Efficiency and Time Management-Environmental Considerations– Designing the International Information system – System modules – Distribution and Transportation.		
SUGGESTED ACTIVITIES: Seminar		
UNIT IV	OPTIMIZING SUPPLY CHAINS	9
Supply Chain: Supply chain drivers and metrics - Efficient and responsive supply chain - Designing supply chain network: Distribution network – Factors influencing distribution -Transportation decision in supply chain management.		
SUGGESTED ACTIVITIES: Real time study		
UNIT V	CURRENT TRENDS IN SUPPLY CHAIN	9
E-Business –Framework and Role of Supply Chain in e-business and b2b practices. Supply Chain IT Framework internal Supply Chain Management. Fundamentals of transaction management. Supply Chain in IT Practice. Supplier relationship Management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Supply Base Management		
•		
Total Periods		45
Suggestive Activities		
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment Test(10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Formative Multiple Choice Questions	Assignment, Case study, Real time study , Quiz , Seminar	Descriptive Type Questions Formative Multiple Choice Questions

Outcomes	
Upon completion of the course, the students will be able to:	
CO1-Categorize the elements of the logistics system and its interaction with marketing management	Analyse
CO2-Analyse the role of supporting containerized logistics and cargo handling.	Analyse
CO3-Examine the efficient movement of goods through the air transportation system	Analyse
CO4- Distinguish the trade-off between efficiency and responsiveness to achieve customer satisfaction.	Analyse
CO5- Examine the importance of coordination and collaboration in achieving operational efficiency	Analyse
Text Books	
1. John Mangan, Chandra Lalwani, Agustina Calatayud , Global Logistics and Supply Chain Management, Wiley February 2021 2. Chopra S and P Meind “Supply chain management: Strategy, planning and operations” Biztantra, New Delhi, 2003 3. Deepankar Sinha , Global Supply Chains and Multimodal Logistics: Emerging Research and Opportunities , IGI Global 2019	
Reference Books	
1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc.GrawHill,New Delhi.2009 2. Approach Joel D. Wisner,Keah-Choon Tan, G. Keong Leong , Principles Of Supply Chain Management: Cengage 2019 3. Richard B. Chase, Ravi Shankar, F. Robert Jacobs , Operations and Supply Chain Management (SIE) McGraw Hill Education 15th Edition 2018	
Web Resources	
1. https://www.youtube.com/watch?v=fdg9nhmZuJw 2. https://www.youtube.com/watch?v=UYAqObW13pc	

CO Vs PO Mapping

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

21BA3743	MUTUAL FUND DISTRIBUTORS	L	T	P	C
		3	0	0	3
PREAMBLE					
The course seeks to create a common minimum knowledge benchmark for all persons involved in selling and distributing mutual funds including: Individual Mutual Fund Distributors. Employees of organizations engaged in sales and distribution of Mutual Funds, Employees of Asset Management Companies specially persons engaged in sales and distribution of Mutual Funds.					
PREREQUISITES FOR THE COURSE					
Financial Management and Modelling.					
OBJECTIVES:					
<ol style="list-style-type: none"> 1. To know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features. 2. To understand how mutual funds are distributed in the market-place, how schemes are to be evaluated, and how suitable products and services can be recommended to investors and prospective investors in the market. 3. To get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution. 4. To get acquainted with financial planning as an approach to investing in mutual funds, as an aid for mutual fund distributors to develop long term relationships with their clients. 					
UNIT I	MUTUAL FUND – CONCEPT, LEGAL STRUCTURE AND REGULATORY FRAMEWORK				9
Mutual Fund: Concept, Classification - Structure, Key Constituents, Organization Structure of Asset Management Company, Role and Support function of Service Providers, Role and Function of AMFI – Role of Regulators, Role of Securities and Exchange Board of India, Due Diligence Process by AMCs for Distributors of Mutual Funds, Investor Grievance Redress Mechanism.					
Suggestive Activities: Case Study					
UNIT II	FUND DISTRIBUTION AND CHANNEL MANAGEMENT PRACTICES				9
Mutual Fund Distributors: Role, Importance, Kinds, Pre-requisites to become distributor, Revenue, Commission Disclosure – Modes of Distribution – Difference between distributors and investment advisors – Nomination facilities to Distributors and Payment of commission to Nominee–Change of distributor.					
Suggestive Activities: Assignment					
UNIT III	NET ASSET VALUE, PRICING OF UNITS AND TAXATION				9

Computation of Net Assets of Mutual Fund Scheme and NAV, Concept of Entry and Exit Load and its impact on NAV, NAV, Total expense ratio and pricing of units for the Segregated Portfolio - Applicability of taxes in respect of mutual funds, Capital Gains, Dividend income, Stamp Duty on Mutual Fund Units, Setting off of Capital Gains and Losses under Income Tax Act, Securities Transaction Tax, Tax benefit under Section 80C of the Income Tax Act, Tax Deducted at Source, Applicability of GST.		
Suggestive Activities: Mini Report		
UNIT IV	SERVICES, RISK AND RETURN OF FUNDS	9
The NFO process, New Fund Offer Price/On-going Offer Price for subscription, Investment Plans and Services, Allotment of Units to the Investor, Account statements for investments, Mutual Fund Investors, Systematic Transactions - General and Specific Risk Factors, Factors that affect mutual fund performance, Drivers of Returns and Risk in a Scheme, Measures of Returns, SEBI Norms regarding Representation of Returns by Mutual Funds in India, Risks in fund investing with a focus on investors, Measures of Risk, Certain Provisions with respect to Credit risk.		
Suggestive Activities: Case Study		
UNIT V	MUTUAL FUND SCHEME PERFORMANCE AND SELECTION	9
Benchmarks and Performance, Price Return Index or Total Return Index, Basis of Choosing an appropriate performance benchmark, Benchmarks for equity schemes, Debt Schemes and Other Schemes, Quantitative Measures of Fund Manager Performance, Tracking Error, Scheme Performance Disclosure - Scheme Selection based on Investor needs, preference and risk-profile, Risk levels in mutual fund schemes, Scheme Selection based on investment strategy of mutual funds, Selection of Mutual Fund scheme offered by different AMCs or within the scheme category, Selecting options in mutual fund schemes, Do's and Don'ts while selecting mutual fund schemes.		
Suggestive Activities: Assignment		
Total Periods Hours		45 Hours
Suggestive Assessment Methods		
Summative / Continuous Assessment (30 Marks)	Formative Assessment (10 Marks)	End Semester Exams (60 Marks)
Descriptive Type Questions Multiple Choice Questions	Presentation of Financial Statement Analysis Report of a company.	Descriptive Type Questions Multiple Choice Questions
Outcomes:		
Upon completion of the course, the students will be able to:		Bloom's Level
CO1 Outline the regulatory framework of mutual fund distributors.		Understand
CO2 Discover the fund distribution.		Analyze

CO3 Apply the computation of NAV technique.	Apply
CO4 Examine the risk and return of funds.	Analyze
CO5 Inspect the performance and do the selection of funds.	Analyze
Text Books	
Taxmann, “Mutual Fund Distributors”, Workbook Version, September 2022.	
Reference Books	
<u>Anil G Rane</u>, “Mutual Fund Investment: How To Multiply Money & Create Wealth”, December 2022.	
Web Resources	
https://www.nism.ac.in/mutual-fund-distributors/	

CO Vs PO Mapping

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