ARUNAI ENGINEERING COLLEGE

(AUTONOMOUS)

TIRUVANNAMALAI

REGULATIONS 2024

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM AND SYLLABI FOR I TO IV SEMESTERS

SEMESTER I

S. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	BA24101	Statistics for Management	PCC	3	0	0	3	3
2.	BA24102	Management Concepts And Organizational Behavior	PCC	3	0	0	3	3
3.	BA24103	Managerial Economics	PCC	3	0	0	3	3
4.	BA24104	Accounting for Decision Making	PCC	3	0	0	3	3
5.	BA24105	Legal Aspects of Business	PCC	3	0	0	3	3
6.	BA24106	Information Management	PCC	3	0	0	3	3
7.		Non - Functional Elective	NEC	3	0	0	3	3
PRACTICAL								
8.	BA24111	Indian ethos (Seminar)	EEC	0	0	4	4	2
9.	BA24112	Business Communication (Laboratory)	EEC	0	0	4	4	2
TOTAL				**21**	**0**	**8**	**29**	**25**

NOTE :In the first semester students need to choose one elective from the Non-Functional stream

SEMESTER II

S. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	BA24201	Quantitative Techniques for Decision Making	PCC	3	0	0	3	3

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2.	BA24202	Financial Management	PCC	3	0	0	3	3
3.	BA24203	Human Resource Management	PCC	3	0	0	3	3
4.	BA24204	Operations Management	PCC	3	0	0	3	3
5.	BA24205	Business Research Methods	PCC	3	0	0	3	3
6.	BA24206	Business Analytics	PCC	3	0	0	3	3
7.	BA24207	Marketing Management	PCC	3	0	0	3	3
PRACTICAL								
8.	BA24211	Business Ethics(Seminar)	EEC	0	0	4	4	2
9.	BA24212	Data analysis and Business Modelling (Laboratory)	PCC	0	0	4	4	2
TOTAL				**21**	**0**	**8**	**29**	**25**

Summer internship–minimum of 4 weeks of internship

The report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER III

S. NO.	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
THEORY								
1.	BA24301	Strategic Management	PCC	4	0	0	4	4
2.	BA24302	International Business	PCC	4	0	0	4	4
3.		Professional Elective I	PEC	3	1	0	4	4
4.		Professional Elective II	PEC	3	1	0	4	4
5.		Professional Elective III	PEC	3	1	0	4	4
6.		Professional Elective IV	PEC	3	1	0	4	4
7.		Professional Elective V	PEC	3	1	0	4	4
8.		Professional Elective VI	PEC	3	1	0	4	4
PRACTICAL								
9.	BA24311	Creativity and Innovation Laboratory	EEC	0	0	6	6	3
10.	BA24312	Summer Internship	EEC	-	-	-	-	3
11.	BA24313	Leadership and team Building skills	EEC	0	0	4	4	2
TOTAL				**26**	**6**	**10**	**42**	**40**

SEMESTER IV

S. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
PRACTICAL								
1.	BA24411	Project Work	EEC	0	0	24	24	12
TOTAL				**0**	**0**	**24**	**24**	**12**

TOTAL CREDITS:102

MASTER OF BUSINESS ADMINISTRATION						
S.No	Subject Area	Credits per Semester				Total Credits
		I	II	III	IV	
1	PROFESSIONAL CORE	25				25
2	PROFESSIONAL CORE		25			25
3	PROFESSIONAL CORE AND PROFESSIONAL ELECTIVES			40		40
4	PROJECT WORK				12	12
Total		25	25	40	12	102

NON FUNCTIONAL ELECTIVES (2electives)

S. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PERWEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24032	Entrepreneurship Development	NEC	3	0	0	3	3
2.	BA24033	Event Management	NEC	3	0	0	3	3

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PROFESSIONAL ELECTIVES (PEC)

FUNCTIONAL SPECIALISATIONS

1. Students can take three elective subjects from **two functional** specializations

   Or

2. Students can take six elective subjects from any **one sectoral** specialization

PROFESSIONAL SPECIALIZATION COURSES – I

FINANCIAL MANAGEMENT

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24001	Security Analysis and Portfolio Management	PEC	3	1	0	4	4
2.	BA24002	Financial Markets	PEC	3	1	0	4	4
3.	BA24003	Banking and Financial Services	PEC	3	1	0	4	4
4.	BA24004	Financial Derivatives	PEC	3	1	0	4	4
5.	BA24005	Financial Modelling	PEC	3	1	0	4	4
6.	BA24006	International Finance	PEC	3	1	0	4	4
7.	BA24007	Behavioral Finance	PEC	3	1	0	4	4

PROFESSIONAL SPECIALIZATION COURSES – II

MARKETING MANAGEMENT

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24008	Retail Marketing	PEC	3	1	0	4	4
2.	BA24009	Consumer Behavior	PEC	3	1	0	4	4
3.	BA24010	Integrated Marketing Communication	PEC	3	1	0	4	4
4.	BA24011	Services Marketing	PEC	3	1	0	4	4

5.	BA24012	Sales and Distribution Management	PEC	3	1	0	4	4
6.	BA24013	Product and Brand Management	PEC	3	1	0	4	4
7.	BA24014	Digital Marketing	PEC	3	1	0	4	4

PROFESSIONAL SPECIALIZATION COURSES – III

HUMAN RESOURCE MANAGEMENT

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24015	Strategic Human Resource Management	PEC	3	1	0	4	4
2.	BA24016	Industrial relations and labour welfare	PEC	3	1	0	4	4
3.	BA24017	Organizational, design, change and Development	PEC	3	1	0	4	4
4.	BA24018	Negotiation and conflict management	PEC	3	1	0	4	4
5.	BA24019	Reward and Compensation Management	PEC	3	1	0	4	4
6.	BA24020	International Human Resource Management	PEC	3	1	0	4	4

PROFESSIONAL SPECIALIZATION COURSES – IV

OPERATION MANAGEMENT

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24021	Supply Chain Management	PEC	3	1	0	4	4
2.	BA24022	Quality Management	PEC	3	1	0	4	4

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3.	BA24023	Materials Management	PEC	3	1	0	4	4
4.	BA24024	Services Operations Management	PEC	3	1	0	4	4
5.	BA24025	Supply Chain Analytics	PEC	3	1	0	4	4
6.	BA24026	Project Management	PEC	3	1	0	4	4

PROFESSIONAL SPECIALIZATION COURSES – V

BUSINESS ANALYTICS

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA24027	Data Mining for Business Intelligence	PEC	3	1	0	4	4
2.	BA24028	Deep Learning and Artificial Intelligence	PEC	3	1	0	4	4
3.	BA24029	Social media web Analytics	PEC	3	1	0	4	4
4.	BA24030	E-Business Management	PEC	3	1	0	4	4
5.	BA24031	Enterprise Resource Planning	PEC	3	1	0	4	4

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Subject Code	Subject Name	Category	L	T	P	C
BA24101	STATISTICS FOR MANAGEMENT	PCC	3	0	0	3
Course Objectives:						
• To learn the applications of statistics in business decision making.						

UNIT – I	**INTRODUCTION**	**9**
Basic definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.		
UNIT – II	**SAMPLING DISTRIBUTION AND ESTIMATION**	**9**
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.		
UNIT – III	**TESTING OF HYPOTHESIS - PARAMETIRC TESTS**	**9**
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z- test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way		
UNIT – IV	**NON-PARAMETRIC TESTS**	**9**
Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.		
UNIT – V	**CORRELATION AND REGRESSION**	**9**
Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.		
		Total Contact Hours : 45

Course Outcomes:	Upon completion of the course students should be able to:
CO1	To facilitate objective solutions in business decision making.
CO2	To understand and solve business problems.
CO3	To apply statistical techniques to data sets, and correctly interpret the results.
CO4	To develop skill-set that is in demand in both the research and business environments.
CO5	To enable the students to apply the statistical techniques in a work setting.

Textbooks:	
1.	Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management,Pearson Education, 8th Edition, 2017.
2.	Prem. S. Mann, Introductory Statistics, Wiley Publications, 9th Edition, 2015.
3.	Dr. D. S. Hira and Er. Premkumar Gupta, Operations Research, S. Chand, 7th Edition 2021

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4.	D. Gross, J.F. Shortle, J.M. Thompson and C.M. Harris, "Fundamentals of Queueing Theory," Wiley Student 4th Edition, 2014

Reference books/other materials/web resources:	
1.	T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.
2.	Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3.	David R. Anderson, Dennis J. Sweeney, Thomas A.Williams, Jeffrey D.Camm, James J.Cochran, Statistics for business and economics, 13th edition, Thomson (South – Western) Asia, Singapore,2016.
4.	N. D. Vohra, Business Statistics, Tata McGraw Hill, 2017.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**-**	**2**	**2**	**1**
CO2	**3**	**3**	**2**	**2**	**2**	**1**
CO3	**3**	**3**	**2**	**3**	**3**	**-**
CO4	**2**	**2**	**-**	**2**	**3**	**2**
CO5	**2**	**2**	**-**	**3**	**3**	**2**
Average:	**2.6**	**2.6**	**2**	**2.4**	**2.6**	**1.5**

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Subject Code	Subject Name	Category	L	T	P	C
BA24102	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR	PCC	3	0	0	3

Course Objectives:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- To acquaint the students with the fundamentals of managing business and to understand individual and group behaviour at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

UNIT – I	NATURE AND THEORIES OF MANAGEMENT	9
Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills.		
UNIT – II	**PLANNING AND ORGANISING**	**9**
Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Types, Techniques and Processes. Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Impact of Technology on Organisational design Mechanistic vs Adoptive Structures - Formal and Informal Organisation.Control: meaning, function, Process and types of Control.		
UNIT – III	**INDIVIDUAL BEHAVIOUR**	**9**
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z- test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way		
UNIT – IV	**GROUP BEHAVIOUR**	**9**
Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict, Management of conflict Organisational Change and Development.		
UNIT – V	**EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR**	**9**
Comparative Management Styles and approaches - Japanese Management Practices Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication, Management of Diversity.		
	Total Contact Hours : 45	

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Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understanding of various management concepts and skills required in the business world
CO2	In-depth knowledge of various functions of management in a real time management context
CO3	Understanding of the complexities associated with management of individual behavior in the organizations
CO4	Develop the skillset to have manage group behaviour in Organizations
CO5	Insights about the current trends in managing organizational behaviour

Textbooks:	
1.	Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.
2.	Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education,15th edition, 2018.
3.	T N Srivastava and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3rd Edition 2017.
4.	Charles W.L Hill and Steven L McShane, ,,Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
5.	Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education,16th edition, 2014.
6.	Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.

Reference books/other materials/web resources:	
1.	Don Hellriegel, Susan E. Jackson and John W,Jr Slocum, Management: A competency-Based Approach, Thompson South Western,11th edition, 2008.
2.	Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3.	Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals Of Management, PrenticeHall of India,9th edition 2016.
4.	McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.
5.	Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching.
6.	Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior And Management, 11th edition, Tata McGraw Hill, 2017.
7.	Udai Pareek, Understanding Organisational Behavior, 3rd Edition, Oxford Higher Education, 2011.
8.	Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**-**	**2**	**2**
CO2	**3**	**3**	**2**	**-**	**2**	**2**
CO3	**3**	**2**	**--**	**-**	**-**	**2**

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CO4	**2**	**2**	**2**	**-**	**-**	**3**
CO5	**2**	**-**	**-**	**-**	**-**	**-**
Average:	**2.6**	**2.25**	**2**	**-**	**2**	**2.25**

Subject Code	Subject Name	Category	L	T	P	C
BA24103	**MANAGERIAL ECONOMICS**	**PCC**	**3**	**0**	**0**	**3**

Course Objectives:

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macroeconomics to have the understanding of economic environment of business.

UNIT – I	**INTRODUCTION**	**9**
The themes of economics – scarcity and efficiency – three fundamental economic problems – society‘s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.		
UNIT – II	**CONSUMER AND PRODUCER BEHAVIOUR**	**9**
Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.		
UNIT – III	**PRODUCT AND FACTOR MARKET**	**9**
Product market – perfect and imperfect market – different market structures – Firm‘s equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market –General equilibrium and efficiency of competitive markets.		
UNIT – IV	**PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**	**9**
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.		
UNIT – V	**AGGREGATE SUPPLY AND THE ROLE OF MONEY**	**9**
Short-run and Long-run supply curve – Unemployment and its impact – Okun‘s law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployement tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.		
	Total Contact Hours : 45	

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

CO1	To introduce the concepts of scarcity and efficiency;
CO2	To explain principles of microeconomics relevant to managing an organization
CO3	To describe principles of macroeconomics
CO4	To have the understanding of economic environment of business.
CO5	To study about the policies that regulate economic variables

Textbooks:	
1.	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics,19th edition, Tata McGraw Hill, New Delhi, 2011
2.	Panneerselvam. R, Engineering Economics, 2 nd Edition, PHI Learning, 2014.

Reference books/other materials/web resources:	
1.	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7th edition 2008.
2.	N. Gregory Mankiw, Principles of Economics, 8th edition, Thomson learning, New Delhi,2017.
3.	Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford, University Press, New Delhi, 2015.
4.	Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, Education Asia, New Delhi, 2017.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**-**	**-**	**2**
CO2	**3**	**3**	**2**	**-**	**-**	**2**
CO3	**3**	**3**	**2**	**-**	**-**	**3**
CO4	**3**	**3**	**2**	**1**	**-**	**3**
CO5	**2**	**2**	**2**	**1**	**-**	**3**
Average:	**2.8**	**2.6**	**2**	**1**	**-**	**2.6**

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Subject Code	Subject Name	Category	L	T	P	C
BA24104	ACCOUNTING FOR DECISION MAKING	PCC	3	0	0	3

Course Objectives:

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

UNIT – I	FINANCIAL ACCOUNTING	9
Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Double Entry System – Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet- Reading the financial statements		
UNIT – II	**ANALYSIS OF FINANCIAL STATEMENTS**	**9**
Financial ratio analysis, Interpretation of ratio for financial decisions - Dupont Ratios – Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.		
UNIT – III	**COST ACCOUNTING**	**9**
Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.		
UNIT – IV	**MARGINAL COSTING**	**9**
Marginal Costing and profit planning – Cost, Volume, Profit 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.		
UNIT – V	**BUDGETING AND VARIANCE ANALYSIS**	**9**
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	A thorough grounding of financial accounting concepts
CO2	Preparation of financial statement analysis
CO3	Understand the management and cost accounting techniques
CO4	Apply the management and cost accounting techniques for decision Making
CO5	Assess the accountancy standards of practices in India

Textbooks:	
1.	R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.
2.	M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edition, 2018.
3.	T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014

Reference books/other materials/web resources:	
1.	Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017

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2.	Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.
3.	Earl K. Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
4.	N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3rd edition PHIL earning, 2018
5.	Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsiever, 2012.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**-**	**-**	**2**
CO2	**3**	**3**	**2**	**1**	**2**	**2**
CO3	**3**	**2**	**2**	**-**	**2**	**-**
CO4	**3**	**3**	**3**	**1**	**3**	**-**
CO5	**2**	**2**	**1**	**-**	**-**	**3**
Average:	**2.8**	**2.4**	**2**	**1**	**2.33**	**2.33**

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Subject Code	Subject Name	Category	L	T	P	C
BA24105	LEGAL ASPECTS OF BUSINESS	PCC	3	0	0	3

Course Objectives:

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

UNIT – I	COMMERCIAL LAW	9

THE INDIAN CONTRACT ACT 1872

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, 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.

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 -

NEGOTIABLE INSTRUMENTS ACT 1881: 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.

UNIT – II	COMPANY LAW AND COMPETITION ACT	9

COMPANY ACT 1956 & 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.

Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

UNIT – III	INDUSTRIAL LAW	9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

UNIT – IV	CORPORATE TAX & GST	9

Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST:An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge

UNIT – V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums-Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.– Copyrights, Trade marks, Patent Act. Introduction, Right to Information Act, 2005.

Total Contact Hours : 45

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Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand the fundamental legal principles in developing various contracts and commercial laws in the business world
CO2	Identify the common forms of business associations and elements of Corporate Governance
CO3	Develop insights regarding the laws related to industrial environment
CO4	Ability to understand the fundamentals of corporate tax and GST
CO5	Understand the role of consumer rights and cyber laws in the modern business environment

Textbooks:	
1.	N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.
2.	P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.
3.	Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 6th Edition 2018.

Reference books/other materials/web resources:	
1.	Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4th edition, 2016.
2.	Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi
3.	Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019
4.	P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.
5.	Dr. Vinod K. Singhania, Direct Taxes Planning and Management, 11th, 2007.
6.	Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning,15th edition 2017.
7.	Daniel Albuquerque, Legal Aspect of Business, Oxford, 2nd edition, 2017
8.	Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 4th Edition-2016.
9.	V.S. Datey, GST Ready Reckoner, 9th edition, 2019

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**-**	**-**	**3**
CO2	**3**	**2**	**2**	**-**	**-**	**3**
CO3	**2**	**2**	**-**	**-**	**-**	**3**
CO4	**3**	**2**	**2**	**1**	**2**	**2**
CO5	**3**	**2**	**-**	**-**	**-**	**3**
Average:	**2.8**	**2**	**2**	**1**	**2**	**2.8**

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Subject Code	Subject Name	Category	L	T	P	C
BA24106	**INFORMATION MANAGEMENT**	**PCC**	**3**	**0**	**0**	**3**

Course Objectives:

- To understand the importance of information in business
- To know about the recent information systems and technologies.

UNIT – I	**INTRODUCTION**	**9**
Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.		
UNIT – II	**SYSTEM ANALYSIS AND DESIGN**	**10**
System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD),Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.		
UNIT – III	**DATABASE MANAGEMENT SYSTEMS**	**8**
DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Datamining.		
UNIT – IV	**INTEGRATED SYSTEMS, SECURITY AND CONTROL**	**9**
Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.		
UNIT – V	**NEW IT INITIATIVES**	**9**
Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing		
		Total Contact Hours : 45

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Learn the basics of data and information system.
CO2	Understand the system development methodologies.
CO3	Understand database management system and its types.
CO4	Learn the various technologies in information system and its security.
CO5	Gains knowledge on effective applications of information systems in business.

Textbooks:

1.	Robert Schultheis and Mary Sumner, Management Information Systems – The Manager's View,Tata McGraw Hill, 2008.
2.	Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.

Reference books/other materials/web resources:

1.	Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15th edition, 2018.
2.	Efraim Turban, Carol Pollard, Gregory Wood, "Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability," Wiley. 12th Edition, 2021

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	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	2	-
CO2	3	2	3	-	3	-
CO3	3	2	2	-	3	-
CO4	3	2	-	-	3	2
CO5	3	2	2	-	3	2
Average:	3	2	2.33	-	2.8	2

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Subject Code	Subject Name	Category	L	T	P	C
BA24111	INDIAN ETHOS(SEMINAR)	EEC	0	0	4	2

Course Objectives:

- To enable the learners in understanding of the basic concepts of Indian Ethos and familiarize about ethical behaviour and value systems at work.

NOTE:

- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course.

1) Indian Ethos and Personality Development
2) Work ethos and ethics for Professional Managers
3) Indian Values, Value Systems and Wisdom for modern managers
4) Ethos in leadership development
5) Indian system of learning – Gurukul system of learning, Law of humility, Law of growth,Law of responsibility

Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	The learners are able to apply the basic concepts of Indian ethos and value systems at work.
CO2	The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO3	The learners are professionally efficient and skillful in value systems and culture
CO4	The learners are capable in ethically manage business towards well being of the society.
CO5	The learners can be socially effective in undertaking business responsibilities.

	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	-	-	-	3
CO2	3	3	2	-	-	3
CO3	3	2	-	-	-	3
CO4	3	-	-	-	-	3
CO5	2	2	-	-	-	3
Average:	2.8	2	2	-	-	3

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Subject Code	Subject Name	Category	L	T	P	C
BA24112	**BUSINESS COMMUNICATION (LABORATORY)**	**EEC**	**0**	**0**	**4**	**2**

Course Objectives:

- To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as - making speeches, controlling one-to-one communication, enriching group activities and processes, giving effective presentations, writing letters, memos, minutes, reports and advertising, and maintaining one‘s poise in private and in public.

UNIT – I	**INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION**	**12**
Introduction to Business Communication: Principles of effective communication, Target group profile, Barriers of Communication, Reading Skills, Listening, Feedback. - Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech. - Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication.		
UNIT – II	**BUSINESS COMMUNICATION WRITING MODELS AND TOOLS**	**12**
Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV, job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes		
UNIT – III	**EFFECTIVE PRESENTATIONS**	**12**
Principles of Effective Presentations, Principles governing the use of audiovisual media.		
UNIT – IV	**INTERVIEW SKILLS**	**12**
Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.		
UNIT – V	**REPORT WRITING**	**12**
Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary,List of Illustration, Report Writing. **Note:** The emphasis of the entire subject should be on practical aspects. **Practical: Module 1-**This module introduces both written and spoken communication skills to students to build their confidence in delivering clear and logical messages to their audience. They will develop written communication skills through crafting business messages such as business letters, emails, and meeting minutes. In addition, students will work through presentations and simulated meetings to refine their spoken communication skills, discussion techniques and people skills. **Practical - Module 2-**This module builds on the foundation of Business Communication 1 and creates opportunities for students to strengthen their oral and written communication. Students will be required to enhance their presentation skills through impromptu speeches. Students will also learn how to prepare a formal business report. Job hunting and employment skills will be introduced to prepare students for a positive start to their careers. Students will be taught to write application letters and resumes. Additionally, students will learn job interview techniques through role -plays and simulations		

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Practical - Module 3-This practical module aims to help students be persuasive in the business world. Students will learn listening and data gathering skills to better understand their target audience's needs and requirements and persuasive skills to convince the audience to accept a new policy/suggestion/product through role-playing a board room presentation. Students will also be taught business networking skills including conversation techniques, dining etiquette and personal branding through role-plays and simulations.
Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Develop good managerial communication skills
CO2	Ability to excel in different forms of written communication required in a business context
CO3	Develop good presentation skills
CO4	In-depth understanding of interview skills
CO5	Ability to prepare Business reports

Textbooks:	
1.	Rajendra Pal, J.S. Korlahalli ,Essentials of Business Communication by, Sultan Chand & Sons,13^{th} Edition
2.	Meenakshi Raman, Prakash Singh ,Business Communication by, Oxford, 2nd edition, 2012
3.	Supplementary Reading Material Business Communication - Harvard Business Essentials Series, HBS Press

Reference books/other materials/web resources:	
1.	Raymond V. Lesikar, Flatley, Basic Business Communication Skills for Empowering the Internet Generation by, M.E., TMGH, New Delhi , 10th edition, 2004
2.	Ludlow R , Panton ,The Essence of Effective Communications , Prentice Hall of India Pvt. Ltd.2, 1995
3.	C. S. Rayadu , Communication by, HPH, 2015
4.	R. C. Sharma , Krishna Mohan ,Business Correspondence & Report Writing , Tata McGraw Hill,5th Edition, 2017
5.	Malcolm Goodale , Developing Communication Skills, 2nd Edition Professional Presentations,Cambridge University Press
6.	Adair J , Effective Communication. , Pan Macmillan Excellence in Business Communication by Thill, J. V. & Bovee, G. L, McGraw Hill, New York. Business Communications: From Process to Product by Bowman, J.P. & Branchaw, P.P., Dryden Press, Chicago.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**3**	**-**	**3**	**2**
CO2	**3**	**2**	**3**	**-**	**3**	**2**
CO3	**3**	**2**	**3**	**-**	**3**	**2**

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CO4	**3**	**2**	**3**	**-**	**3**	**2**
CO5	**3**	**2**	**3**	**-**	**3**	**2**
Average:	**3**	**2**	**3**	**-**	**3**	**2**

Subject Code	Subject Name	Category	L	T	P	C
BA24201	**QUANTITATIVE TECHNIQUES FOR DECISION MAKING**	**PCC**	**3**	**0**	**0**	**3**
Course Objectives:						
• To apply quantitative techniques in modeling and solving business related problems.						

UNIT – I	**INTRODUCTION TO LINEAR PROGRAMMING (LP)**	**9**
Relevance of quantitative techniques in management decision making. Linear Programming -formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Sensitivity Analysis.		
UNIT – II	**LINEAR PROGRAMMING EXTENSIONS**	**9**
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, Transhipment Models.Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.		
UNIT – III	**DECISION AND GAME THEORIES**	**9**
Decision making under risk – Decision trees – Decision making under uncertainty. Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination(Averages), methods of matrices, graphical and LP solutions.		
UNIT – IV	**INVENTORY AND REPLACEMENT MODELS**	**9**
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.		
UNIT – V	**QUEUING THEORY AND SIMULATION**	**9**
Queuing Theory - single and multi-channel models – infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Linear programming in product mix decisions
CO2	Transportation and assignment in logistics and job allocation scenarios
CO3	Game theory and heuristics of decision making in real time decisions
CO4	Inventory management and replacement models in manufacturing context

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CO5	Queuing and simulation in real time scenario optimisation

Textbooks:	
1.	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
2.	Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
3.	G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011.

Reference books/other materials/web resources:	
1.	N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
2.	Bernard W.Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
3.	Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case Studies approach with spreadsheets, Tata Mcgraw Hill, 2010.
4.	Nagraj B, Barry R and Ralph M. S Jr., Managerial Decision Modelling with Spreadsheets, Second Edition, 2007, Pearson Education.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**3**	**2**	**2**	**1**
CO2	**3**	**3**	**3**	**2**	**2**	**1**
CO3	**3**	**3**	**3**	**2**	**2**	**1**
CO4	**3**	**3**	**3**	**2**	**2**	**1**
CO5	**3**	**3**	**3**	**2**	**3**	**1**
Average:	**3**	**3**	**3**	**2**	**2.2**	**1**

Subject Code	Subject Name	Category	L	T	P	C
BA24202	FINANCIAL MANAGEMENT	PCC	3	0	0	3

Course Objectives:

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions.

UNIT – I	FOUNDATIONS OF FINANCE	9
Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.		
UNIT – II	**INVESTMENT DECISIONS**	**9**
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 - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.		
UNIT – III	**FINANCING AND DIVIDEND DECISION**	**9**
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating &Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach –Determinants of Capital structure. 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.		
UNIT – IV	**WORKING CAPITAL MANAGEMENT**	**9**
Principles of working capital: 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.		
UNIT – V	**LONG TERM SOURCES OF FINANCE**	**9**
Indian capital market- New issues market- Secondary market - Long term finance: Shares, Debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Identify the concepts of financial decision of an organisation
CO2	Recognize the time value of money
CO3	Learn the capital budgeting and cost of capital techniques
CO4	Understand how to decide the decision of capital structure and distribution of dividend
CO5	Assess the short-term and long-term sources of finance

Textbooks:

1.	I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018
2.	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8thedition, 2017.

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3.	Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.

Reference books/other materials/web resources:	
1.	Aswath Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2.	James C. Vanhorne – Fundamentals of Financial Management– PHI Learning,13th Edition,2014.
3.	Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning2015.
4.	Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**1**	**2**
CO2	**3**	**3**	**3**	**2**	**2**	**1**
CO3	**3**	**3**	**3**	**2**	**2**	**1**
CO4	**3**	**3**	**2**	**2**	**1**	**1**
CO5	**3**	**3**	**2**	**2**	**1**	**2**
Average:	**3**	**2.8**	**2.4**	**1.8**	**1.4**	**1.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24203	**HUMAN RESOURCE MANAGEMENT**	**PCC**	**3**	**0**	**0**	**3**

Course Objectives:

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

UNIT – I	**PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**	**9**
Evolution of human resource management – The importance of the human capital – Role of human resource manager – Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.		
UNIT – II	**HUMAN RESOURCE PLANNING AND RECRUITMENT**	**9**
Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.		
UNIT – III	**TRAINING AND DEVELOPMENT**	**9**
Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management.		
UNIT – IV	**EMPLOYEE ENGAGEMENT**	**9**
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management Mentoring - Development of mentor – Protégé relationships- Job Satisfaction, Employee Engagement,Organizational Citizenship Behavior: Theories, Models.		
UNIT – V	**PERFORMANCE EVALUATION AND CONTROL**	**9**
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	Students would have gained knowledge on the various aspects of HRM
CO2	Students will gain knowledge needed for success as a human resources professional.
CO3	Students will develop the skills needed for a successful HR manager
CO4	Students would be prepared to implement the concepts learned in the workplace.
CO5	Students would be aware of the emerging concepts in the field of HRM

Textbooks:

1.	Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson
2.	Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
3.	Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

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Reference books/other materials/webresources:	
1.	David A. Decenzo, Stephen.P.Robbins, and Susan L. Verhulst, Human Resource Management, Wiley,International Student Edition, 11th Edition, 2014.
2.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning.2012
3.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.
4.	Ivancevich, Human Resource Management, McGraw Hill 2012.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**1**	**2**
CO2	**3**	**2**	**2**	**2**	**1**	**2**
CO3	**3**	**3**	**3**	**2**	**2**	**2**
CO4	**3**	**3**	**3**	**2**	**2**	**2**
CO5	**3**	**2**	**2**	**2**	**2**	**3**
Average:	**3**	**2.4**	**2.4**	**1.8**	**1.6**	**2.2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24204	OPERATIONS MANAGEMENT	PCC	3	0	0	3

Course Objectives:

- To provide a broad introduction to the field of operations management and explain the concepts,strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT – I	INTRODUCTION TO OPERATIONS MANAGEMENT	9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities,recent trends. Operations Strategy – Strategic fit , framework. Productivity; World-class manufacturing practices		
UNIT – II	**OPERATIONS AND THE VALUE CHAIN**	**9**
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.		
UNIT – III	**DESIGNING OPERATIONS**	**9**
Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.		
UNIT – IV	**PLANNING AND CONTROL OF OPERATIONS**	**9**
Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing		
UNIT – V	**QUALITY MANAGEMENT**	**9**
Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, elements of JIT manufacturing, continuous improvement. Six sigma.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	Understanding of the evolution of operations management practices and world class manufacturing processes
CO2	Knowledge about capacity planning, strategic sourcing and procurement in organizations
CO3	Enhances the understanding of product development and design process
CO4	Ability to forecast demand and overcome bottlenecks
CO5	Provides insight to Quality management tools and practices.

Textbooks:	
1.	Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management,McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.
2.	Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.

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3.	Panneerselvam. R, Production and Operations Management, 3rd Edition,. PHI Learning, 2012.

Reference books/other materials/web resources:	
1.	William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
2.	Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
3.	Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning,9th edition, 2015.
4.	Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management,Pearson, 4th Edition, 2016.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**2**	**2**
CO2	**3**	**3**	**3**	**2**	**2**	**2**
CO3	**3**	**3**	**3**	**2**	**2**	**2**
CO4	**3**	**3**	**2**	**2**	**3**	**2**
CO5	**3**	**3**	**3**	**2**	**3**	**2**
Average:	**3**	**2.8**	**2.6**	**1.8**	**2.4**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24205	BUSINESS RESEARCH METHODS	PCC	3	0	0	3

Course Objectives:

- To make the students of tourism understand the principles of scientific methodology in business enquiry, develop analytical skills of business research and to prepare scientific business reports.

UNIT – I	INTRODUCTION	9
Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.		
UNIT – II	**RESEARCH DESIGN AND MEASUREMENT**	**9**
Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.		
UNIT – III	**DATA COLLECTION**	**9**
Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.		
UNIT – IV	**DATA PREPARATION AND ANALYSIS**	**9**
Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.		
UNIT – V	**REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**	**9**
Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	Students will understand and appreciate scientific inquiry
CO2	Students would know to write research proposals
CO3	The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational Problems
CO4	Students would be able to analyze data and find solutions to the problems.
CO5	Students could prepare research reports

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Textbooks:	
1.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2.	Panneerselvam. R, Research Methodology, 2nd Edition, PHI Learning, 2014.

Reference books/other materials/webresources:	
1.	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press,New Delhi, 2011.
2.	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
3.	William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari,Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**2**	**2**
CO2	**3**	**3**	**2**	**2**	**2**	**2**
CO3	**3**	**3**	**3**	**3**	**2**	**2**
CO4	**3**	**3**	**3**	**3**	**3**	**2**
CO5	**3**	**2**	**2**	**2**	**3**	**2**
Average:	**3**	**2.6**	**2.4**	**2.4**	**2.4**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24206	BUSINESS ANALYTICS	PCC	3	0	0	3

Course Objectives:

- Use business analytics for decision making
- To apply the appropriate analytics and generate solutions
- Model and analyse the business situation using analytics.

UNIT – I	**INTRODUCTION TO BUSINESS ANALYTICS (BA)**	**9**
Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.		
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.		
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		
UNIT – IV	**PREDICTIVE ANALYTICS**	**9**
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics		
UNIT – V	**PRESCRITIVE ANALYTICS**	**9**
Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation -Demonstrating Business Performance Improvement.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	Ability to understand the role of Business Analytics in decision making
CO2	Ability to identify the appropriate tool for the analytics scenario
CO3	Ability to apply the descriptive analytics tools and generate solutions
CO4	Understanding of Predictive Analytics and applications
CO5	Knowledge of Prescriptive Analytics and demonstrating business process improvement

Textbooks:

1.	Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How" , Pearson Ed, 2014

Reference books/other materials/webresources:

1.	Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and DecisionMaking" , Fifth edition, Cengage Learning, 2015.
2.	James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

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	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	2
CO2	3	3	2	2	3	2
CO3	3	3	3	3	3	2
CO4	3	3	3	3	3	2
CO5	3	3	3	3	3	2
Average:	3	2.8	2.6	2.6	2.8	2

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Subject Code	Subject Name	Category	L	T	P	C
BA24207	**MARKETING MANAGEMENT**	**PCC**	**3**	**0**	**0**	**3**

Course Objectives:

- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.

UNIT – I	**INTRODUCTION**	**9**
Defining Marketing − Core concepts in Marketing – Evolution of Marketing − Marketing Planning Process – Scanning Business environment: Internal and External − Value chain − Core Competencies – PESTEL – SWOT Analysis − Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System − Marketing in global environment – International Marketing – Rural Marketing − Prospects and Challenges.		
UNIT – II	**MARKETING STRATEGY**	**9**
Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing Consumer Marketing − Services marketing – Competition Analysis − Analysis of consumer and industrial markets − Influence of Economic and Behavioral Factors − Strategic Marketing Mix components.		
UNIT – III	**MARKETING MIX DECISIONS**	**9**
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning − Brand Positioning and Differentiation –Channel Management – Managing Integrated Marketing Channels − Managing Retailing, Wholesaling and Logistics − Advertising and Sales Promotions – Pricing Objectives, Policies and Methods		
UNIT – IV	**BUYER BEHAVIOUR**	**9**
Understanding Industrial and Consumer Buyer Behavior − Influencing factors – Buyer Behaviour Models – Online buyer behaviour − Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection − Creating Long Term Loyalty Relationships.		
UNIT – V	**MARKETING RESEARCH & TRENDS IN MARKETING**	**9**
Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing − Ethics in marketing – Online marketing trends - social media and digital marketing		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	Applied knowledge of contemporary marketing theories to the demands of business and management practice.
CO2	Enhanced knowledge of marketing strategies for consumer and industrial marketing
CO3	Deep understanding of choice of marketing mix elements and managing integrated marketing channels
CO4	Ability to analyze the nature of consumer buying behaviour
CO5	Understanding of the marketing research and new trends in the arena of Marketing

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Textbooks:	
1.	Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition,2017.
2.	KS Chandrasekar, ―Marketing management-Text and Cases, Tata McGraw Hill Education, 2012

Reference books/other materials/web resources:	
1.	Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning, 2012.
2.	Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press,5th edition, 2019.
3.	Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context,Macmillan Education, New Delhi, 6th edition, 2018.
4.	A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
5.	Micheal R.Czinkota, Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition ,2006.
6.	Philip Kotler , Gay Armstrong, Prafulla Agnihotri, Principles of marketing, 7th edition, 2018.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	3	2	3	2
CO4	3	3	2	2	2	2
CO5	3	3	3	3	3	2
Average:	3	2.8	2.4	2.2	2.4	2

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Subject Code	Subject Name	Category	L	T	P	C
BA24211	BUSINESS ETHICS(SEMINAR)	EEC	0	0	4	2

Course Objectives:

- To enable the learners to have exposure on business ethics and ethical business perspectives.

NOTE:

- The following is the list of topics suggested for preparation and presentation by students twice during the semester.
- This will be evaluated by the faculty member(s) handling the course and the final marks are consolidated at the end of the semester. No end semester examination is required for this course**.**
    1) Individual Culture and Ethics
    2) Ethical codes of conduct and value Systems
    3) Loyalty and Ethical Behaviour, Ethical decision making
    4) Ethical business issues and solutions
    5) Corporate Social Responsibilities of Business

Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	The learners can handle issues of business ethics and offer solutions ethical perspectives
CO2	The learners are able to apply the basic concepts of Indian ethos and value systems at work.
CO3	The learners can handle issues of business ethics and offer solutions in ethical perspectives
CO4	The learners are professionally efficient and skillful in value systems and culture
CO5	The learners are capable in ethically manage business towards well being of the society.

	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	1	3
CO2	3	2	2	1	1	3
CO3	3	3	2	2	1	3
CO4	2	2	2	1	1	3
CO5	3	2	2	1	1	3
Average:	2.8	2.4	2	1.4	1	3

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Subject Code	Subject Name	Category	L	T	P	C
BA24212	DATA ANALYSIS AND BUSINESS MODELING (LABORATORY)	PCC	0	0	4	2

Course Objectives:

- To have hands-on experience on data analysis for business modeling.

S.No.	Exp. No.	Details of experiments Name	Duration
1	1	Descriptive Statistics	4
2	2	Parametric Tests	4
3	3	Non-parametric Tests	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Deep knowledge about the nature of data and conducting hypothesis testing using various data analysis techniques
CO2	Facilitates to identify the relationship between variables using data analytical tools
CO3	Provides understanding about forecasting in real time business world using analytical tools
CO4	Ability to conduct Risk and sensitivity analysis and portfolio selection based on business data
CO5	Enhances knowledge about networking, inventory models and queuing theory using data analytical tools

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**3**	**3**	**1**
CO2	**3**	**3**	**3**	**3**	**3**	**1**
CO3	**3**	**3**	**3**	**3**	**3**	**2**
CO4	**3**	**3**	**3**	**3**	**3**	**2**
CO5	**3**	**3**	**3**	**3**	**3**	**2**
Average:	**3**	**3**	**2.8**	**3**	**3**	**1.6**

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Subject Code	Subject Name	Category	L	T	P	C
BA24032	ENTREPRENEURSHIP DEVELOPMENT	NEC	3	0	0	3

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

UNIT – I	ENTREPRENEURAL COMPETENCE	9
Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.		
UNIT – II	**ENTREPRENEURAL ENVIRONMENT**	**9**
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.		
UNIT – III	**BUSINESS PLAN PREPARATION**	**9**
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.		
UNIT – IV	**LAUNCHING OF SMALL BUSINESS**	**9**
Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.		
UNIT – V	**MANAGEMENT OF SMALL BUSINESS**	**9**
Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course:
CO1	The learners will gain entrepreneurial competence to run the business Efficiently
CO2	The learners are able to undertake businesses in the entrepreneurial Environment
CO3	The learners are capable of preparing business plans and undertake feasible projects.
CO4	The learners are efficient in launching and develop their business ventures successfully
CO5	The learners shall monitor the business effectively towards growth and development..

Textbooks:	
1.	S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.
2.	R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
3.	Dr. Vasant Desai, ―Small Scale Industries and Entrepreneurship, HPH,2006.

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Reference books/other materials/web resources:	
1.	Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
2.	Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
3.	Arya Kumar. Entrepreneurship, Pearson,2012.
4.	Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8th edition ,2017.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**3**	**2**	**2**	**2**
CO2	**3**	**3**	**3**	**2**	**2**	**3**
CO3	**3**	**3**	**3**	**3**	**3**	**2**
CO4	**3**	**3**	**3**	**3**	**3**	**2**
CO5	**3**	**3**	**3**	**3**	**3**	**3**
Average:	**3**	**2.8**	**3**	**2.6**	**2.6**	**2.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24033	EVENT MANAGEMENT	NEC	3	0	0	3

Course Objectives:

- This course is designed to provide an introduction to the principles of event management. The course aims to impart knowledge on the various events and how these events can be organized successfully.

UNIT – I	EVENT CONTEXT	9
History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.		
UNIT – II	**EVENT PLANNING & LEGAL ISSUES**	**9**
Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation.		
UNIT – III	**EVENT MARKETING**	**9**
Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.		
UNIT – IV	**EVENT OPERATION**	**9**
Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.		
UNIT – V	**SAFETY & EVENT EVALUATION**	**9**
Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.		
	Total Contact Hours : 45	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Learning about structure and code of ethics of events
CO2	Exploring and getting to know about event planning and regulations
CO3	Understand about event marketing, planning and strategies
CO4	Enhance professional skills in event management
CO5	Analyse the safety measure of event management

Textbooks:

1.	Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4th Edition, Pearson Publications, 2014.
2.	John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management,

	Pearson Publication, 2014.
3.	Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.

Reference books/other materials/web resources:	
1.	Lynn Van Der Wagen, & Brenda R. Carlos ,Sucessful Event Management.
2.	Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2014.
3.	G.A.J. Bowdin, Events Management ,Elseiver Butterworth
4.	Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2014.
5.	Shannon Kilkenny, The complete guide to successful event planning.
6.	Allison ,The Event Marketing Handbook: Beyond Logistics & Planning.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**1**	**3**
CO2	**3**	**3**	**3**	**2**	**2**	**3**
CO3	**3**	**3**	**3**	**2**	**2**	**2**
CO4	**3**	**3**	**3**	**2**	**3**	**2**
CO5	**3**	**3**	**2**	**3**	**3**	**3**
Average:	**3**	**2.8**	**2.6**	**2**	**2.2**	**2.6**

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Subject Code	Subject Name	Category	L	T	P	C
BA24301	**STRATEGIC MANAGEMENT**	**PCC**	**4**	**0**	**0**	**4**

Course Objectives:

- Strategic Management course helps to identify the strategies that managers can carry to achieve better performance and a competitive advantage for their organization.
- Students will learn how to analyze and critically evaluate the strategy of a company.

UNIT – I	INTRODUCTION TO STRATEGIC MANAGEMENT	12
Conceptual framework for strategic management, the Concept of Strategy and the Strategic Management Process – Stakeholders in business – Strategic Intent: Vision, Mission and Purpose.		
UNIT – II	**UNIT II COMPETITIVE ADVANTAGE**	**12**
External Analysis - Porter‘s Five Forces Model- Strategic Groups -Competitive Changes during Industry Evolution; Competitive advantage: Resources- Capabilities and competencies –core competencies-Low cost and differentiation; Generic Building Blocks of Competitive Advantage durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.		
UNIT – III	**TYPES OF STRATEGIES**	**12**
The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances		
UNIT – IV	**STRATEGIC ANALYSIS AND CHOICE**	**12**
Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balance Score Card		
UNIT – V	**STRATEGY IMPLEMENTATION AND EVALUATION**	**12**
The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Techniques of strategic evaluation & control		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Describe the practical and integrative model of strategic management process that defines basic activities in strategic management
CO2	Demonstrate the knowledge and abilities in formulating strategies and Competitive advantage
CO3	Analyze various strategies at Corporate, Business & Functional Level
CO4	Illustrate process & techniques involved in strategic Analysis & Choice
CO5	Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences

Textbooks:

1.	Michael A. Hitt, R. Duane Ireland, and Robert E. Hoskisson, Strategic Management: Concepts and Cases: Competitiveness and Globalization, Cengage Learning, 12th Edition, 2020
2.	Fred R. David and Forest R. David, Strategic Management: A Competitive Advantage

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	Approach, Pearson Publication, 16th Edition, 2020

Reference books/other materials/web resources:	
1.	Azhar kazmi (2012), Strategic Management and Business policy, Tata McGraw Hill, Third edition
2.	John A. Pearce, Richard B. Robinson, Amita Mital, (2012). Strategic Management: Formulation, Implementation and Control, 12/e (Special Indian Edition); New Delhi: Tata McGraw-Hill
3.	Thomas L. Wheelen and David J. Hunger (2012). Concepts in Strategic Management and Business Policy: Towards Global sustainability, 13/e, New Delhi: Pearson Education Asia

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**1**	**1**
CO2	**3**	**3**	**2**	**2**	**1**	**1**
CO3	**3**	**3**	**3**	**2**	**1**	**1**
CO4	**3**	**3**	**3**	**3**	**2**	**1**
CO5	**3**	**2**	**2**	**2**	**1**	**2**
Average:	**3**	**2.6**	**2.4**	**2**	**1.2**	**1.2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24302	**INTERNATIONAL BUSINESS**	**PCC**	**4**	**0**	**0**	**4**

Course Objectives:

- To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

UNIT – I	**INTRODUCTION TO INTERNATIONAL BUSINESS**	**12**
Definition and drivers of International Business- Changing Environment of International Business. Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization- International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.		
UNIT – II	**THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**	**12**
Theories of International Trade: Mercantilism, Absolute Advantage Theory (Adam Smith), Comparative Advantage Theory (David Ricardo), Heckscher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic Theory (OLI Framework) , Market Power Theory Internationalization Theory, Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.		
UNIT – III	**GLOBAL ENTRY STRATEGIES**	**12**
Strategic compulsions-– Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.		
UNIT – IV	**PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**	**12**
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation ,Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing-production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.		
UNIT – V	**HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**	**12**
Selection of expatriate managers- Managing across cultures -Training and development. Compensation- Disadvantages of international business – Conflict in international business-Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	In Depth knowledge of driving factors of international Business
CO2	Understanding theories of trade & investment practiced in global world
CO3	Deep Insights in to various market entry strategies followed by Global Organizations
CO4	Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system
CO5	Enhance the cognitive knowledge of managing business across the cultures

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Textbooks:	
1.	K. Aswathappa – International Business, 7th Edition, Tata McGraw-Hill, 2021.
2.	Charles W.I. Hill & Arun Kumar Jain – International Business: Competing in the Global Marketplace, 11th Edition, McGraw-Hill Education, 2022.
3.	Vyuptakesh Sharan – International Business: Theory and Practice, 5th Edition, Pearson Education, 2022.

Reference books/other materials/web resources:	
1.	Michael R. Czinkota, Ilkka A. Ronkainen & Michael H. Moffett – International Business, 10th Edition, Cengage Learning, 2022.
2.	Rakesh Mohan Joshi – International Business, 2nd Edition, Oxford University Press, 2021.
3.	S. Tamer Cavusgil, Gary Knight & John Riesenberger – International Business: The New Realities, 5th Edition, Pearson, 2022.
4.	Global Business Today, by Charles W.I. Hill, 10th Edition, McGraw-Hill Education, 2021.
5.	Helen Deresky – International Management: Managing Across Borders and Cultures, 10th Edition, Pearson, 2021.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**1**	**1**	**1**	**2**
CO2	**3**	**3**	**2**	**2**	**1**	**1**
CO3	**3**	**3**	**3**	**2**	**1**	**1**
CO4	**3**	**3**	**3**	**3**	**2**	**2**
CO5	**3**	**2**	**2**	**2**	**1**	**3**
Average:	**3**	**2.6**	**2.2**	**2**	**1.2**	**1.8**

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Subject Code	Subject Name	Category	L	T	P	C
BA24311	**CREATIVITY AND INNOVATION LABORATORY**	**EEC**	**0**	**0**	**6**	**3**

Course Objectives:

- To understand the nuances involved in Creativity & Innovation.
- To get hands on experience in applying creativity in problem solving.

UNIT – I	**INTRODUCTION**	**12**
Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.		
UNIT – II	**MECHANISM OF THINKING AND VISUALIZATION**	**12**
Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2-d and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking		
UNIT – III	**CREATIVITY**	**12**
Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.		
UNIT – IV	**CREATIVITY IN PROBLEM SOLVING**	**12**
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities		
UNIT – V	**INNOVATION**	**12**
Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator‘s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation		
		Total Contact Hours : 60

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Course Outcomes:	Upon completion of the course students should be able to:
CO1	Provides insights about approaches to creativity and innovation
CO2	Understanding of heuristic models and its applications
CO3	Enhances the knowledge of nature of creativity
CO4	Ability to apply creativity in problem solving
CO5	Knowledge about radical and disruptive models of innovation

Note: Students will undergo the entire programme similar to a Seminar. It is an activity-based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

Reference books/other materials/web resources:	
1.	Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999
2.	Geoffrey Petty,How to be better at Creativity, The Industrial Society 2012
3.	Clayton M. Christensen Michael E. Raynor, The Innovator's Solution‖, Harvard Business School Press Boston, USA, 2007
4.	Semyon D. Savransky, Engineering of Creativity – TRIZ, CRC Press New York USA, 1st edition,2000
5.	CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**	**2**	**2**	**1**	**1**	**2**
CO2	**2**	**3**	**2**	**2**	**2**	**1**
CO3	**2**	**1**	**1**	**-**	**-**	**1**
CO4	**3**	**3**	**3**	**2**	**3**	**3**
CO5	**3**	**2**	**3**	**2**	**1**	**3**
Average:	**2.4**	**2.2**	**2.2**	**1.75**	**1.75**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24313	LEADERSHIP AND TEAM BUILDING SKILLS	EEC	0	0	4	2

Course Objectives:

- To learn more about self-leadership and developing team-building skills through case studies and examples.

UNIT – I	LEADERSHIP THEORIES	12
Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership.		
UNIT – II	**LEADERSHIP STYLES**	**12**
Leadership qualities -styles of leadership -attitudes-role models & new leadership patterns- cultural differences and diversity in leadership - leader behaviour - leadership in different countries ethical leadership - social responsibility of leaders.		
UNIT – III	**LEADERSHIP SKILLS**	**12**
Leadership skills - Leadership & management - transactional & transformational leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership – influential tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.		
UNIT – IV	**TEAM WORK**	**12**
Working in group & teams - characteristics of effective teams- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett team effectiveness leadership model.		
UNIT – V	**EXPLORING TEAM ROLES AND PROCESSES**	**12**
Mapping the stages of group development -Building: and developing teams-overcoming resistance coping , conflict and Ego-leading a team by managing meetings.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Critical understanding of theories and concepts of leadership and teamwork in Organizations.
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams.
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.
CO4	Development of skills in effective leadership and professional communication.
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.

Reading List:

1.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014
2.	International Journal on Leadership, Publishing India Group
3.	International Journal of Organizational Leadership, CIKD

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Reference books/other materials/web resources:	
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: Harper Collins
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	-	3	3	3
CO2	-	-	-	3	3	3
CO3	-	3	-	3	3	3
CO4	-	-	-	3	3	3
CO5	-	-	-	3	-	3
Average:	-	3	-	3	3	3

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Subject Code	Subject Name	Category	L	T	P	C
BA24001	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- Enables students to understand the nuances of stock market operations and the techniques involved in deciding upon purchase or sales of securities.

UNIT – I	**INTRODUCTION TO INVESTMENT**	**12**
Introduction to investing – investment vs speculation, Investment process already, categories. Securities markets- functions of markets, primary and secondary markets. Over the counter markets and size of order. Risk and returns- returns elements, measurement, Scientific predicting, capital allocation. Introduction to bonus-and markets.		
UNIT – II	**FUNDAMENTAL ANALYSIS**	**12**
Economic analysis: Economic forecasting and stock investment decisions- Forecasting technique use. Industry analysis: Industry classification, Industry lifecycle. Company analysis: Measuring earning and forecasting earnings, applied valuation techniques.		
UNIT – III	**TECHNICAL ANALYSIS**	**12**
Fundamental analysis vs Technical Analytics- Dow theory- Charting methods- chart patterns trend- trend reversal- market indicators- moving Average-exponential moving average Oscillators-RSIROC-MACD. Efficient Market theory- Forms of market efficiency-weak, semi-strong form – Empirical tests of market efficiency -its application.		
UNIT – IV	**PORTFOLIO CONSTRUCTION AND SELECTION**	**12**
Portfolio analysis-Reduction of portfolio risk through diversification – Portfolio risk – Portfolio selection- Feasible set of portfolios – Efficient set – Markowitz model – Single index model- Need and effect of combining securities, Optimal risk portfolio.		
UNIT – V	**CAPITAL MARKET THEORY AND MANAGED PORTFOLIO**	**12**
CMT assumption – capital asset pricing model – Lending and borrowing- CML- SML- pricing with CAPM- Arbitrage pricing theory – Portfolio Evaluation – Sharpe‘s index Treynor‘s index, Jensen‘s index, Jensen‘s index- Mutual Funds- Portfolio Revision.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand, Analyse and evaluate investment alternatives.
CO2	Learn the nuances of fundamental analyses and technical analyses.
CO3	Analyse and evaluate the value of securities.
CO4	Compare, build and construct an efficient portfolio.
CO5	Understand, apply the CAPM for Portfolio.

Textbooks:

1.	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
2.	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.

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Reference books/other materials/web resources:	
1.	Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHIL earning., New Delhi, 8th edition, 2011.
2.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
3.	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
4.	Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011
5.	V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**2**	**2**	**1**
CO2	**3**	**3**	**2**	**2**	**2**	**1**
CO3	**3**	**3**	**2**	**2**	**2**	**1**
CO4	**3**	**3**	**3**	**3**	**2**	**1**
CO5	**3**	**2**	**3**	**3**	**2**	**1**
Average:	**3**	**2.8**	**2.4**	**2.4**	**2**	**1**

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Subject Code	Subject Name	Category	L	T	P	C
BA24002	**FINANCIAL MARKETS**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To provide an in-depth understanding of financial markets, including their structure, instruments, regulations, and emerging trends such as AI in trading, block chain, and sustainable finance.

UNIT – I	**INTRODUCTION TO FINANCIAL MARKETS**	**12**
Overview of Financial Systems and Market Structure- Role of Regulators (RBI, SEBI, IRDAI, PFRDA)- Classification: Money Markets, Capital Markets, Commodity Markets- Impact of Digital Transformation on Financial Markets		
UNIT – II	**EQUITY & DEBT MARKETS**	**12**
Primary Market: IPOs, FPOs, SPACs, Direct Listings- Secondary Market: Stock Exchanges, Trading Mechanisms- Debt Markets: Government & Corporate Bonds, Securitization- Bond Valuation & Yield Curve Analysis		
UNIT – III	**FOREIGN EXCHANGE & DERIVATIVES MARKETS**	**12**
Forex Markets: Exchange Rate Mechanisms & Risk Management- Crypto currency & Digital Currencies- derivatives: Futures, Options, Swaps, Hedging Strategies- AI & Algorithmic Trading in Financial Markets		
UNIT – IV	**EMERGING TRENDS & SUSTAINABLE FINANCE**	**12**
ESG Investing & Green Bonds- Fin Tech Innovations in Capital Markets- Role of AI, Block chain, and Big Data in Financial Decision-Making- Regulatory Challenges in the Digital Financial Ecosystem		
UNIT – V	**GLOBAL FINANCIAL MARKETS & RISK MANAGEMENT**	**12**
International Financial Institutions (IMF, World Bank, BIS)-Cross-Border Capital Flows & Global Market Integration-Systemic Risks & Financial Crises- Market Regulations & Investor Protection Mechanisms		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Comprehend the structure and functions of various financial markets
CO2	Analyze the roles of financial institutions and regulatory bodies.
CO3	Evaluate the impact of technological advancements on financial markets.
CO4	Understand the principles of sustainable finance and ESG investing.
CO5	Apply knowledge of derivatives and risk management strategies.

Textbooks:

1.	Saunders, A., Cornett, M. M., & Erhemjamts, O. (2024). Financial Markets and Institutions. McGraw Hill.

Reference books/other materials/web resources:

1.	Madura. J., & Paskelian. O, (2021). Financial Markets & Institutions (14th ed.). Cengage Learning.

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2.	Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015), 8th Edition published by McGraw Hill.
3.	Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson Education (Singapore), New Delhi, Fourth edition, 2014.
4.	Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGraw Hill, New Delhi, Sixth edition, 2017.
5.	Fabozzi, Frank J. and Modigliani, Franco, Capital Markets: Institutions and Markets, Prentice Hall of India, New Delhi, Fourth edition, 2009.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**-**	**1**	**1**
CO2	**2**	**3**	**-**	**2**	**-**	**2**
CO3	**2**	**2**	**2**	**2**	**3**	**-**
CO4	**2**	**-**	**-**	**-**	**-**	**3**
CO5	**3**	**3**	**2**	**2**	**3**	**-**
Average:	**2.4**	**2.5**	**2**	**1.2**	**1.33**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24003	**BANKING AND FINANCIAL SERVICES**	**PEC**	**3**	**1**	**0**	**4**
Course Objectives:						
• Grasp how banks raise their sources and how they deploy it and manage the associated risk and to understand about their asset based and fund based financial services in India.						

UNIT – I	**INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION.**	**12**
Overview of Indian banking system- Structure- functions- key revolutions in Indian banking sector- RBI Act, 1934/2006 – Banking regulation act,1949- Negotiable instrument act 1881/2002- Provisions relating to CRR- provision for NPA‘S – overview of financial statement of banks- Balance sheet- income statement-CAMEL		
UNIT – II	**MANAGING BANK FUNDS/ PRODUCTS&RISK MANAGEMENT**	**12**
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 Current issues on NPA‘s – M&A‘s of banks into securities markets.		
UNIT – III	**DEVELOPMENT IN BANKING TECHNOLOGY**	**12**
Payment system in India paper-based e payment -electronic banking -plastic money -e- money forecasting of cash demand at ATM's -The Information Technology Act, 2000 in India - RBI's Financial Sector Technology vision document - security threats in e-banking & RBI's Initiative.		
UNIT – IV	**ASSET BASED FINANCIAL SERVICES**	**12**
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.		
UNIT – V	**INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES**	**12**
Insurance Act, 1938-IRDA Regulations Products and services -Venture Capital Financing -Bill discounting-factoring - Merchant Banking - Role of SEBI.		
	Total Contact Hours : 60	

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Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand the overall structure & functions of Indian Financial System
CO2	Gain knowledge about regulations governing the Indian Banking system
CO3	Price various types of loans proposed by banks to various prospective borrowers with different risk profiles & evaluate performance of banks
CO4	Familiarise the students with the concept of e-banking
CO5	In-depth understanding of fee-based & fund-based financial services in India

Textbooks:	
1.	Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, Delhi, 2017.
2.	Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi, 2010.
3.	Peter S. Rose and Sylvia C. Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 2017.

Reference books/other materials/web resources:	
1.	Khan, M.Y., ―Indian Financial System, McGraw Hill Education, 2019.
2.	Reserve Bank of India, ―Report on Trends and Progress of Banking in India,RBI Annual Publication, Latest Edition.
3.	https://onlinecourses.nptel.ac.in/noc23_mg55/preview (NPTEL Course on Banking and Financial Markets)

	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	1	-
CO2	3	3	2	2	2	-
CO3	3	3	3	2	2	-
CO4	2	2	2	3	2	-
CO5	3	3	3	3	2	-
Average:	2.8	2.6	2.4	2.4	1.8	-

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Subject Code	Subject Name	Category	L	T	P	C
BA24004	FINANCIAL DERIVATIVES	PEC	3	1	0	4

Course Objectives:

- Understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives

UNIT – I	INTRODUCTION	12
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.		
UNIT – II	**FUTURES CONTRACT**	**12**
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.		
UNIT – III	**OPTIONS**	**12**
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options –Option payoff, options on Securities, Stock Indices, Currencies, and Futures – Options pricing models – Differences between future and Option contracts.		
UNIT – IV	**SWAPS**	**12**
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary–Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk.		
UNIT – V	**DERIVATIVES IN INDIA**	**12**
Evolution of Derivatives Market in India – Regulations - framework – Exchange Trading in Derivatives– Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course, students should be able to:
CO1	Possesses good skills in hedging risks using derivatives
CO2	Understand about future contracts and options
CO3	Learning in depth about options and swaps
CO4	Knowing about the evolution of derivative markets
CO5	Develop in depth knowledge about stock options and index futures in NSE

Textbooks:

1.	Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, Pearson, Delhi, 2017.
2.	Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk

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	Management, PHI Learning Pvt. Ltd., New Delhi, 2010.
3.	Peter S. Rose and Sylvia C. Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 2017.

Reference books/other materials/web resources:	
1.	John.C.Hull, Options, Futures and other Derivative Securities, PHI Learning, 9thEdition, 2012
2.	Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs,– PHI Learning, 2011.
3.	Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.
4.	Varma, Derivaties and Risk Management, 2ndt Edition, 2011.
5.	David Dubofsky – Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
6.	S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2011.Website of NSE, BSE.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**2**	**1**	**2**
CO2	**3**	**3**	**2**	**1**	**-**	**1**
CO3	**3**	**2**	**1**	**1**	**-**	**1**
CO4	**2**	**3**	**1**	**2**	**1**	**2**
CO5	**3**	**3**	**2**	**2**	**-**	**2**
Average:	**2.8**	**2.8**	**1.6**	**1.6**	**1**	**1.6**

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Subject Code	Subject Name	Category	L	T	P	C
BA24005	**FINANCIAL MODELLING**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- Making students to build financial models by including various fields of study viz Financial Management and Derivatives.

UNIT – I	**INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS**	**12**
Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modeling - Introduction to Time value of money & Lookup array functions: FV, PV, PMT, RATE, NPER, V lookup, H lookup, if, count if etc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortisation modeling - Debenture redemption Modeling		
UNIT – II	**BOND & EQUITY SHARE VALUATION MODELLING**	**12**
Bond valuation – Yield to Maturity(YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation : Multiple growth rate valuation modelling with and without growth rates		
UNIT – III	**CORPORATE FINANCIAL MODELLING**	**12**
Alt Man Z score Bankruptcy Modelling-Indifference point modelling – Financial Break even modelling -Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: Payback period ,NPV ,IRR and MIRR		
UNIT – IV	**PORTFOLIO MODELLING**	**12**
Risk ,Beta and Annualised Return –Security Market Line Modelling –Portfolio risk calculation (Equal Proportions)-Portfolio risk optimisation (varying proportions)-Portfolio construction modeling		
UNIT – V	**DERIVATIVE MODELLING**	**12**
Option pay off modelling: Long and Short Call & Put options -Option pricing modeling (B-S Model)-Optimal Hedge Contract modeling		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course, students should be able to:
CO1	Develop fast, efficient and accurate excel skills
CO2	Design and construct useful and robust financial modelling applications
CO3	Recognize efficient financial budgeting and forecasting techniques
CO4	Familiarise the students with the valuation modelling of securities
CO5	The course establishes the platform for students to develop various portfolio models

Textbooks:

1.	Wayne L Winston,Microsoft Excel 2016-Data Analysis and Business Modelling ,PHI publications, (Microsoft Press),New Delhi,2017.

Reference books/other materials/web resources:

1.	Chandan Sen Gupta, Financial analysis and Modelling –Using Excel and VBA , Wiley Publishing House ,2014‘

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2.	Craig W Holden,Excel Modelling in Investments Pearson Prentice Hall, Pearson Inc,New Jersey,5th Edition 2015
3.	Ruzhbeh J Bodanwala , Financial management using excel spread sheet,Taxman Allied services Pvt Ltd, New Delhi,3rd Edition 2015.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**3**	**1**
CO2	**3**	**3**	**3**	**2**	**3**	**1**
CO3	**3**	**3**	**3**	**3**	**2**	**1**
CO4	**3**	**3**	**3**	**3**	**2**	**1**
CO5	**3**	**3**	**3**	**3**	**3**	**1**
Average:	**3**	**2.8**	**2.8**	**2.6**	**2.6**	**1**

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Subject Code	Subject Name	Category	L	T	P	C
BA24006	**INTERNATIONAL FINANCE**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To understand the International Financial Environment, Management and Risks involved.

UNIT – I	**INTERNATIONAL TRANSACTIONS**	**12**
Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process –International Monetary and Financial System – Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.		
UNIT – II	**MULTINATIONAL FINANCIAL MANAGEMENT**	**12**
Process of overseas expansion – Reasons for cross-border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty - FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries		
UNIT – III	**INTERNATIONAL MONETARY SYSTEM**	**12**
Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot Transactions – forward market –– Hedging and Speculation - Hedging FX Transaction Exposure - The Eurocurrency market – international banking – structure and instruments		
UNIT – IV	**BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE**	**12**
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yeils – Bond Management – tools and techniques		
UNIT – V	**INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS**	**12**
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course, students should be able to:
CO1	Learn about evolution, process and system of International Finance
CO2	Identify the concepts of international merger and acquisitions, financial techniques and regulations
CO3	Understand about international monetary system
CO4	Knowing about ADR, GDR and bond management
CO5	Explore the learning in international risk assessment

Textbooks:

1.	Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2.	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

Reference books/other materials/web resources:	
1.	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2010.
2.	Eunand Resnik, International Financial Management, Tata Mcgraw Hill, 5th Edition, 2011.
3.	Website of Indian Government on EXIM policy

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**1**	**2**	**1**
CO2	**2**	**3**	**3**	**2**	**2**	**2**
CO3	**3**	**2**	**2**	**2**	**2**	**2**
CO4	**2**	**2**	**3**	**2**	**3**	**2**
CO5	**2**	**2**	**2**	**3**	**2**	**3**
Average:	**2.4**	**2.2**	**2.4**	**2**	**2.2**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24007	**BEHAVIORAL FINANCE**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To identify and understand systematic behavioral factors that influences the investment behavior.

UNIT – I	INTRODUCTION: WHY BEHAVIORAL FINANCE	12
The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework – Equilibrium expected return models – Investment decision under uncertainty – Introduction to neoclassical economics and expected utility theory – Return predictability in stock market - Limitations to arbitrage		
UNIT – II	**DECISION AND BEHAVIORAL THEORIES**	**12**
Nash Equilibrium: Keynesian Beauty Context and The Prisoner‘s Dilemma - The Monthy Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospects theory – CAPM - behavioral portfolio theory – SP/A theory – brief history on rational thought – pasacl – Fermat to Friedman - savage		
UNIT – III	**DECISION MAKING BIASES**	**12**
Information screening bias - Heuristics and behavioral biases of investors – Bayesian decision making – cognitive biases – forecasting biases – emotion and neuroscience – group behaviour – investing styles and behavioral finance		
UNIT – IV	**ARBITRAGEURS**	**12**
Definition of arbitrageur - Long-short trades - Risk vs. Horizon - Transaction costs and short-selling costs - Fundamental risk - Noise-trader risk - Professional arbitrage - Destabilizing informed trading		
UNIT – V	**MANAGERIAL DECISIONS**	**12**
Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course, students should be able to:
CO1	Understanding the need of behavioural finance
CO2	Knowing about various decision and behavioural theories
CO3	Learn about heuristic and behavioural biases of investors
CO4	Analyse and understand about arbitragers and managerial decision
CO5	Thorough understanding about the price discovery in markets

Textbooks:

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford,UK: Oxford University Press.

Reference books/other materials/web resources:

1. Daniel Kahneman, Paul Slovic, and Amos Tversky (eds.). (1982) Judgment under Uncertainty:
Heuristics and biases, Oxford; New York: Oxford University Press.

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	CO-PO Mapping					
PO / CO	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	-	1
CO2	2	3	2	2	1	1
CO3	2	3	2	2	2	2
CO4	3	2	1	2	-	1
CO5	3	3	3	2	2	2
Average:	2.6	2.6	1.8	2	1.66	1.4

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Subject Code	Subject Name	Category	L	T	P	C
BA24008	**RETAIL MARKETING**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To provide a comprehensive understanding of the structure and evolution of global and Indian retail industries.
- To familiarize students with various retail formats and the strategic role of retail marketing in different contexts.
- To develop knowledge and analytical skills in managing key retail decisions such as location, pricing, merchandising, and supply chain.
- To introduce the operational and technological aspects of managing retail stores, including inventory and promotion management.
- To analyze consumer behavior in retail environments and address the challenges of retail sales and customer relationship management in India.

UNIT – I	INTRODUCTION	12
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio-economic and technological influences on retail management – Government of India policy implications on retailing.		
UNIT – II	**RETAIL FORMATS**	**12**
Organized and unorganized retail formats – Different organized formats – Characteristics of each format – Emerging trends in retail formats – Role of MNCs in organized retail.		
UNIT – III	**RETAILING DECISIONS**	**12**
Choice of retail locations – Internal and external atmospherics – Positioning of retail stores – Building store image – Retail service quality – Supply chain management in retail – Retail pricing decisions – Merchandising – Category management – Buying.		
UNIT – IV	**RETAIL SHOP MANAGEMENT**	**12**
Visual merchandising – Space management – Retail inventory management – Retail accounting and audits – Retail store brands – Retail advertising and promotions – Retail Management Information Systems – Online retailing – Emerging trends in retail.		
UNIT – V	**RETAIL SHOPPER BEHAVIOUR**	**12**
Understanding retail shopper behavior – Shopper profile analysis – Shopping decision process – Factors influencing retail shopper behavior – Complaint handling – Retail sales force management – Challenges in Indian retailing.		
		Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Provide insights into retail operations
CO2	Apply effective methods and strategies in retail management
CO3	Utilize resources and techniques effectively in retail settings
CO4	Analyze store location, merchandising, product positioning, and pricing
CO5	Evaluate customer shopping behavior and manage related challenges

Textbooks:

1. Michael Havy, Baston, Aweitz, and Ajay Pandit, Retail Management, Tata McGraw Hill, Sixth Edition, 2007

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2.	Ogden, Integrated Retail Management, Biztantra, India, 2008
3.	Patrick M. Dunne and Robert F. Lusch, Retailing, Thomson Learning, 4th Edition, 2008.

Reference books/other materials/web resources:	
1.	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008.
2.	Ramkrishnan and Y.R. Srinivasan, Indian Retailing – Text and Cases, Oxford University Press, 2008.
3.	https://nptel.ac.in/courses/110105136 – NPTEL Course on Retail Management

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**2**	**1**	**-**
CO2	**3**	**3**	**3**	**2**	**2**	**-**
CO3	**3**	**3**	**3**	**3**	**2**	**-**
CO4	**3**	**3**	**3**	**3**	**2**	**-**
CO5	**2**	**3**	**2**	**2**	**1**	**-**
Average:	**2.8**	**3**	**2.6**	**2.4**	**1.6**	**-**

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Subject Code	Subject Name	Category	L	T	P	C
BA24009	**CONSUMER BEHAVIOR**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To understand the concept and importance of consumer behavior in marketing.
- To analyze the internal factors influencing consumers' decisions.
- To assess the external socio-cultural forces shaping consumer behavior.
- To study various consumer behavior models and their applications.
- To understand the consumer decision-making process and its implications in a dynamic market.

UNIT – I	**INTRODUCTION**	**12**
Understanding Consumer Behaviour – Consumption – Consumer Orientation – Interpretive and Quantitative Approaches – Effects of Technology, Demographics and Economy on Consumer Behaviour.		
UNIT – II	**INTERNAL INFLUENCES**	**12**
Motivation – Perception – Attitudes and Beliefs – Learning and Experience – Personality – Self-Image – Psychological Drivers of Consumer Choices.		
UNIT – III	**EXTERNAL INFLUENCES**	**12**
Socio-Cultural Factors – Cross-Cultural Aspects – Family and Reference Groups – Social Class – Word of Mouth – Role of Communication – Opinion Leadership – Media Influence.		
UNIT – IV	**CONSUMER BEHAVIOR MODELS**	**12**
Overview of Consumer Behavior Models – Traditional Models – Contemporary Models – Models of Individual and Industrial Buying Behavior – Buyer Decision-Making Frameworks.		
UNIT – V	**PURCHASE DECISION PROCESS**	**12**
Steps in Consumer Decision Making – Levels and Decision Rules – Post-Purchase Behavior – Indian Consumer Trends – Diffusion and Adoption of Innovations – Role of Opinion Leaders.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand consumer orientation and consumption dynamics.
CO2	Analyze the impact of internal factors such as motivation & personality.
CO3	Assess how social and cultural factors influence consumer behavior.
CO4	Apply consumer behavior models to real-world marketing scenarios.
CO5	Evaluate consumer decision-making process & identify emerging trends.

Textbooks:

1.	Ramanuj Majumdar, Consumer Behaviour – Insights from Indian Market, PHI, 2010.
2.	Leon G. Schiffman and Leslie Lazar Kanuk, Consumer Behavior, Pearson Education, 9th Edition, 2010.
3.	Barry J. Babin, Eric G. Harris, Ashutosh Mohan, Consumer Behaviour – A South Asian Perspective, Cengage Learning, 2016.

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Reference books/other materials/web resources:	
1.	Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, 7th Edition, 2005.
2.	Barry J. Babin, Eric G. Harris, Ashutosh Mohan, Consumer Behaviour – A South Asian Perspective, Cengage Learning, 2016
3.	https://onlinecourses.nptel.ac.in/noc23_ma43/preview

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**1**	**-**
CO2	**3**	**3**	**2**	**2**	**2**	**-**
CO3	**3**	**3**	**3**	**2**	**2**	**-**
CO4	**2**	**2**	**2**	**3**	**2**	**-**
CO5	**3**	**3**	**3**	**3**	**2**	**-**
Average:	**2.8**	**2.6**	**2.4**	**2.4**	**1.8**	**-**

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Subject Code	Subject Name	Category	L	T	P	C
BA24010	**INTEGRATED MARKETING COMMUNICATION**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To introduce the concepts and importance of Integrated Marketing Communication (IMC) in the marketing process.
- To understand the communication process and models used in IMC.
- To equip students with skills in planning marketing communication objectives and budgets.
- To develop the ability to design and implement IMC strategies creatively and effectively.
- To understand the digital media ecosystem and legal/ethical issues in advertising.

UNIT – I	**AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)**	**12**
Meaning and role of IMC in marketing process – One voice communication vs IMC – Introduction to IMC tools: Advertising, Sales Promotion, Publicity, Public Relations, Event Sponsorship – Role of advertising agencies – Marketing services – Perspective on Consumer Behaviour.		
UNIT – II	**UNDERSTANDING COMMUNICATION PROCESS**	**12**
Source, Message and Channel Factors – Communication Response Hierarchy: AIDA Model, Hierarchy of Effects, Innovation Adoption Model, Information Processing Model – Standard Learning Hierarchy – Attribution and Low-Involvement Hierarchies – Consumer Involvement – Elaboration Likelihood Model (ELM) – Foote, Cone & Belding (FCB) Grid.		
UNIT – III	**PLANNING FOR MARKETING COMMUNICATION (MARCOM)**	**12**
Establishing MARCOM Objectives – Setting Communication vs. Sales Objectives – DAGMAR Approach – Budgeting for MARCOM: Factors Influencing Budget, Marginal Analysis, Sales Response Curve – Budget Determination Methods.		
UNIT – IV	**DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME**	**12**
Creative Strategy Development – IMC Tools Implementation: Advertising, Sales Promotion, Publicity, Sponsorship – Appeals and Execution Styles – Media Planning and Selection Process – Information for Media Planning – Evaluation and Effectiveness of Promotional Tools and IMC.		
UNIT – V	**DIGITAL MEDIA & ADVERTISING**	**12**
Digital Media and Technology Evolution – Convergence of Media – E-Commerce and Digital Marketing – Advertising on Digital Media – Social Media, Mobile Advertising – E-PR – Advertising Laws and Ethics – Regulatory Framework in Advertising.		
		Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand the components and scope of IMC and its role in the marketing mix.
CO2	Analyze communication models and apply them in IMC planning.
CO3	Develop objectives and budget for MARCOM programs.

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CO4	Create and evaluate IMC programs using various communication tools.
CO5	Utilize digital platforms and adhere to ethical/legal norms in advertising.

Textbooks:	
1.	George Belch, Michael Belch, Keyoor Purani, Advertising & Promotion: An Integrated Marketing Communications Perspective, Tata McGraw Hill, 8th Edition.
2.	Wells, Moriarty & Burnett, Advertising: Principles & Practice, Pearson Education, 7th Edition, 2007.
3.	Kenneth Clow, Donald Baack, Integrated Advertisements, Promotion and Marketing Communication, Prentice Hall of India, 3rd Edition, 2006.

Reference books/other materials/web resources:	
1.	Terence A. Shimp, J. Craig Andrews, Advertising Promotion and Other Aspects of Integrated Marketing Communications, CENGAGE Learning, 9th Edition, 2016.
2.	S. H. H. Kazmi, Satish K. Batra, Advertising & Sales Promotion, Excel Books, 3rd Revised Edition, 2008.
3.	https://onlinecourses.nptel.ac.in/noc23_ma43/preview

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**1**	**-**
CO2	**3**	**3**	**2**	**2**	**2**	**-**
CO3	**3**	**3**	**3**	**2**	**2**	**-**
CO4	**2**	**2**	**2**	**3**	**2**	**-**
CO5	**3**	**3**	**3**	**3**	**2**	**-**
Average:	**2.8**	**2.6**	**2.4**	**2.4**	**1.8**	**-**

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Subject Code	Subject Name	Category	L	T	P	C
BA24011	SERVICES MARKETING	PEC	3	1	0	4

Course Objectives:

- Analyze challenges in managing service-based businesses and develop strategic solutions.
- Understand the role of digital transformation, AI, and automation in service marketing.
- Enhance customer experience through personalized and data-driven service strategies.
- Explore omnichannel service marketing, customer journey mapping, and service innovation.
- Examine ethical and sustainable practices in services marketing.

UNIT – I	INTRODUCTION TO SERVICES MARKETING	12
Service Economy & Growth of the Service Sector – Difference between Service-Based & Product-Based Marketing – Challenges in Services Marketing: Customer Expectations & Perception – Role of AI & Automation in Enhancing Service Delivery – Omnichannel Service Strategies & Customer Experience Design.		
UNIT – II	**SERVICE MARKET OPPORTUNITIES & SEGMENTATION**	**12**
Assessing Service Market Potential – Classification of Services & Emerging Service Models – Expanded Marketing Mix for Services: 7Ps Model – Digital Service Marketing: AI-Powered Chatbots & Virtual Assistants – Service Market Segmentation, Targeting & Positioning in the Digital Age.		
UNIT – III	**SERVICE DESIGN, QUALITY & INNOVATION**	**12**
Service Life Cycle & New Service Development (NSD) – Service Blueprinting & Process Mapping – GAP‘s Model of Service Quality & CX Analytics – Measuring Service Performance: SERVQUAL & Net Promoter Score (NPS) – Service Innovation & Emerging Technologies in Service Design.		
UNIT – IV	**SERVICE DELIVERY, PRICING & CUSTOMER EXPERIENCE**	**12**
Designing Service Delivery Systems & Service Channels – Service Pricing Strategies & Revenue Management – Customer Experience (CX) & Personalization in Service Marketing – Service Marketing Triangle: Internal, External & Interactive Marketing – Managing Demand & Supply of Services in Digital Ecosystems.		
UNIT – V	**SERVICE MARKETING STRATEGIES & FUTURE TRENDS**	**12**
AI & Big Data in Service Marketing Strategies – Service Marketing for Healthcare, Hospitality, Financial & Educational Sectors – Marketing of Online Services & Subscription-Based Models – Entertainment & Public Utility Service Marketing in the Digital Era – Sustainability & Ethical Practices in Service Marketing.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand modern service marketing techniques and customer experience management.
CO2	Apply AI and automation tools to enhance service personalization and engagement.
CO3	Develop innovative service strategies using digital marketing and omnichannel approaches.
CO4	Analyze service performance through data analytics and quality

	measurement models.
CO5	Create sustainable and customer-centric service marketing solutions.

Textbooks:	
1.	Lovelock, C., & Wirtz, J. (2023), Services Marketing: People, Technology, Strategy, Pearson.
2.	Zeithaml, V., Bitner, M., & Gremler, D. (2022), Services Marketing: Integrating Customer Focus, McGraw-Hill.
3.	Gronroos, C. (2021), Service Management and Marketing: Customer Management in Service Competition, Wiley.

Reference books/other materials/webresources:	
1.	Rust, R., & Huang, M.H. (2020), The AI Revolution in Service, Journal of Service Research.
2.	Solomon, M.R. (2019), Consumer Behaviour and Service Marketing, Pearson.
3.	https://onlinecourses.nptel.ac.in/noc23_ma43/preview

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**2**	**2**	**-**
CO2	**3**	**2**	**3**	**3**	**3**	**-**
CO3	**3**	**2**	**3**	**3**	**3**	**-**
CO4	**2**	**3**	**3**	**3**	**3**	**-**
CO5	**2**	**2**	**2**	**2**	**3**	**-**
Average:	**2.6**	**2.4**	**2.6**	**2.6**	**2.8**	**-**

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Subject Code	Subject Name	Category	L	T	P	C
BA24012	**SALES AND DISTRIBUTION MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To understand the Sales and Distribution functions of a business firm under globalization, increased competition, rapid changes in communication and information technology.

UNIT – I	**INTRODUCTION TO SALES & DISTRIBUTION MANAGEMENT**	**12**
Nature and scope of sales management - personal selling objectives - Types of sales management positions - Theories of personal selling - personal selling strategies - sales forecasting and budgeting decisions - emerging trends in selling - ethical leadership.		
UNIT – II	**PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS**	**12**
Selling process - relationship selling - Designing Sales Territories - sales quotas and sales organisation structures.		
UNIT – III	**SALES FORCE MANAGEMENT**	**12**
Recruitment and selection of sales force - Training, motivating and compensating the sales force controlling the sales force.		
UNIT – IV	**DISTRIBUTION MANAGEMENT**	**12**
Introduction - need and scope of distribution management- marketing channels strategy - levels of channels - institutions for channels- retailing wholesaling - designing channel systems - channel management.		
UNIT – V	**MARKET LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	**12**
Definition & scope of logistics - Components of logistics - inventory & warehouse management transportation - channel information systems - distribution management in international markets.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand the basics of Sales and Distribution Management
CO2	Gain Knowledge on Personal Selling Process, Sales Territories & Quotas
CO3	Manage a team of Sales Force and understand the issues of sales force
CO4	Understand the Distribution Management
CO5	Understand the Market logistics and supply chain management

Textbooks:

1.	Krishna K. Havaldar, Vasant M. Cavale Sales & Distribution Management Tata McGraw Hill 4th Edition, 2017
2.	Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni Sales Management : Decisions, Strategies & Cases Pearson, 5th edition, 2017

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Reference books/other materials/web resources:	
1.	Johnson F.M., Kurtz D.L., Scheuing E.E., "Sales Management: Concepts, Practice, and Cases", Tata McGraw Hill, 2016.
2.	David Jobber, Geoffrey Lancaster, "Selling & Sales Management", Pearson, 2016.
3.	Dr. S. L. Gupta, "Sales & Distribution Management", Excel Books, 2015

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	-	-	-	-
CO2	**3**	**3**	-	-	-	-
CO3	**3**	**3**	**3**	**2**	-	**2**
CO4	**2**	**2**	-	-	-	-
CO5	**2**	**2**	-	-	-	-
Average:	**2.6**	**2.4**	**3**	**2**	**-**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24013	PRODUCT AND BRAND MANAGEMENT	PEC	3	1	0	4

Course Objectives:
• To understand the relationship between Corporate Strategy and the evolving landscape of Product and Brand Management
• To provide a framework for new product development incorporating emerging technologies like AI, big data, and automation in product innovation

UNIT – I	PRODUCT DEVELOPMENT AND BRANDING CONCEPTS	12
Management of New Product Development Process in the Digital Age -Managing Product Lifecycle in a Dynamic Market - Brands and Branding: Evolution, Challenges, and Trends - Introduction to AI-driven Brand Management - Brand Management Process and Consumer Perception - Brand Choice Decisions and Predictive Analytics in Branding		
UNIT – II	**STRATEGIC BRAND POSITIONING AND IDENTITY**	**12**
Product Planning for Modern Markets - Elements of Branding in the Digital Era - Brand Identity Design and AI-enhanced Branding - Brand Communication in Social Media and Influencer Marketing - Brand Positioning and Personalization Strategies - Measuring and Tracking Brand Performance Using Data Analytics		
UNIT – III	**BUILDING AND MANAGING BRANDS**	**12**
The Role of Marketing Mix in Product Strategy - Managing Brand Equity Over Time - Building Sustainable Brands for the Future - Brand Revitalization and Turnaround Strategies - Digital-First Brand Launch Strategies - Brand Portfolio Management and Global Expansion		
UNIT – IV	**EMERGING TRENDS IN BRAND MANAGEMENT**	**12**
Enhancing Brand Experience through Technology (AI, VR, AR) - Digital Branding: Social Media, SEO, and Content Marketing - Employment Branding and Employer Reputation Management - Co-branding and Collaboration Strategies - The Role of Culture in Brand Development - Future Trends in Brand Prioritization		
UNIT – V	**BRAND PROMOTION AND MARKET STRATEGIES**	**12**
Modern Advertising and AI-Driven Marketing Automation -Brand Name Planning in a Crowded Market -Pricing Strategies for Competitive Advantage - Product Distribution in Omni-Channel Retailing - Data-Driven Advertising and Sales Promotion - Public Relations and Crisis Management for Brands - International Marketing and Managing Brand Exports		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Apply fundamental concepts of modern product and brand development in an AI-driven economy.
CO2	Utilize digital branding strategies, including social media & influencer collaborations.
CO3	Analyze competitive positioning using AI-based tools & data analytics.
CO4	Recognize significance of cross-functional teams in managing global brands.
CO5	Develop expertise in pricing, promotion, & digital marketing strategies.

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Textbooks:	
1.	Panda, Tapan K. Product and Brand Management. 2nd Edition, Oxford University Press. 2022
2.	Kotler, Philip, Kartajaya, Hermawan, and Setiawan, Iwan. Marketing 5.0: Technology for Humanity. 1st Edition, Wiley. 2021

Reference books/other materials/web resources:	
1.	Keller, Kevin Lane, Ambi M. G. Parameswaran, and Issac Jacob. Strategic Brand Management: Building, Measuring, and Managing Brand Equity. 5th Edition, Pearson Education India. 2022
2.	Kapferer, Jean-Noel. The New Strategic Brand Management: Advanced Insights and Strategic Thinking. 6th Edition, Kogan 2023

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**3**	**2**	**2**
CO2	**3**	**2**	**2**	**2**	**2**	**2**
CO3	**2**	**3**	**3**	**3**	**3**	**2**
CO4	**2**	**2**	**2**	**2**	**2**	**3**
CO5	**3**	**3**	**3**	**3**	**3**	**2**
Average:	**2.6**	**2.6**	**2.4**	**2.6**	**2.4**	**2.2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24014	DIGITAL MARKETING	PEC	3	1	0	4

Course Objectives:

- The primary objective of this module is to examine and explore the role and importance of digital marketing in today‘s rapidly changing business environment.
- It also focusses on how digital marketing can be utilised by organisations and how its¬ effectiveness can measured.

UNIT – I		12
Online Market space- Digital Marketing Strategy- Components -Opportunities for building Brand Website - Planning and Creation- Content Marketing.		
UNIT – II		**12**
Search Engine optimisation - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement		
UNIT – III		**12**
E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.		
UNIT – IV		**12**
Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz Successful /benchmark Social media campaigns. Engagement Marketing- Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.		
UNIT – V		**12**
Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	To examine and explore the role and importance of digital marketing in today‘s rapidly changing business environment.
CO2	To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.
CO3	To know the key elements of a digital marketing strategy
CO4	To study how the effectiveness of a digital marketing campaign can be Measured
CO5	To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

Textbooks:	
1.	Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition (July 2017)

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2.	Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press (April 2015)

Reference books/other materials/web resources:	
1.	Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition (April 2017)
2.	Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
3.	Pulizzi,J Beginner's Guide to Digital Marketing , Mcgraw Hill Education.
4.	Barker, Barker, Bormann and Neher(2017), Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**1**	**-**	**2**
CO2	**2**	**2**	**-**	**1**	**1**	**3**
CO3	**2**	**3**	**-**	**2**	**-**	**3**
CO4	**1**	**1**	**2**	**2**	**3**	**1**
CO5	**3**	**2**	**-**	**1**	**-**	**3**
Average:	**2.2**	**2**	**2**	**1.4**	**2**	**2.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24015	STRATEGIC HUMAN RESOURCE MANAGEMENT	PEC	3	1	0	4
Course Objectives:						
• To help students understand the transformation in the role of HR functions from being a support function to strategic function.						

UNIT – I	HUMAN RESOURCE DEVELOPMENT	12
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.		
UNIT – II	**E-HRM**	**12**
e- Employee profile– e-selection and recruitment - Virtual learning and Orientation – e-training and development – e-Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.		
UNIT – III	**CROSS CULTURAL HRM**	**12**
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organization - International Compensation.		
UNIT – IV	**CAREER & COMPETENCY DEVELOPMENT**	**12**
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.		
UNIT – V	**EMPLOYEE COACHING & COUNSELING**	**12**
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Basic understanding of human resource development.
CO2	Basic understanding and Fundamental knowledge about E-HRM Practices and Importance.
CO3	Learn how to adopt the cultural challenges.
CO4	Develop an awareness of the career & Competency Development.
CO5	Evaluate the Importance & Procedures of Career & Counseling Process.

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Textbooks:	
1.	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2012.
2.	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, Edition 6, 2012.

Reference books/other materials/web resources:	
1.	Jeffrey A Mello, Strategic Human Resource Management, Cengage, Southwestern 2007
2.	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage, 2007.
3.	Monir Tayeb. International Human Resource Management. Oxford. 2007
4.	Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition
5.	McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**1**	**1**	**1**
CO2	**2**	**2**	**-**	**1**	**-**	**3**
CO3	**1**	**1**	**1**	**3**	**2**	**-**
CO4	**2**	**1**	**1**	**1**	**2**	**1**
CO5	**2**	**2**	**2**	**1**	**2**	**-**
Average:	**2**	**1.6**	**1.33**	**1.4**	**1.75**	**1.67**

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Subject Code	Subject Name	Category	L	T	P	C
BA24016	**INDUSTRIAL RELATIONS AND LABOUR WELFARE**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:
• To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
• To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

UNIT – I	**INDUSTRIAL RELATIONS**	**12**
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.		
UNIT – II	**INDUSTRIAL CONFLICTS**	**12**
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT – III	**LABOUR WELFARE**	**12**
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.		
UNIT – IV	**INDUSTRIAL SAFETY**	**12**
Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.		
UNIT – V	**WELFARE OF SPECIAL CATEGORIES OF LABOUR**	**12**
Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Students should able to elaborate the concept of Industrial Relations.
CO2	Students should able to outline the important causes & Impact of Industrial Disputes.
CO3	Demonstrate how to resolve Industrial Relations and human relations problems and promote the welfare of Industrial Labour.
CO4	Explain the Importance and Significance of Industrial Safety.
CO5	Illustrate the welfare of special categories of workers

Textbooks:	
1.	Labour Welfare, Trade Unionism and Industrial Relations – P.R.N. Sinha, Indu Bala sinha, seema priyadharshini Shekhar

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Reference books/other materials/web resources:	
1.	Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2012.
2.	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
3.	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007
4.	C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5.	Srivastava, Industrial Relations and Labour laws, Vikas, 2007
6.	P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011
7.	P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**3**	**2**	**2**
CO2	**3**	**3**	**2**	**3**	**2**	**3**
CO3	**3**	**2**	**2**	**3**	**2**	**3**
CO4	**3**	**2**	**2**	**3**	**2**	**3**
CO5	**3**	**2**	**2**	**3**	**2**	**3**
Average:	**3**	**2.2**	**2**	**3**	**2**	**2.8**

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Subject Code	Subject Name	Category	L	T	P	C
BA24017	**ORGANIZATIONAL, DESIGN, CHANGE AND DEVELOPMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.
- Design Executive Compensation
- Understand Wage administration in India
- Be aware of the importance of Wage administration in India
- To understand how leadership styles and communication impact change initiatives.

UNIT – I	ORGANIZATIONAL DESIGN	12
Organizational Design – 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.		
UNIT – II	**ORGANIZATIONAL CHANGE**	**12**
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT – III	**ORGANIZATIONAL DEVELOPMENT**	**12**
Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques- Questionnaire, interview, workshop, task-force - collecting, analyzing- feedback of diagnostic information.		
UNIT – IV	**OD INTERVENTION**	**12**
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.		
UNIT – V	**ORGANIZATIONAL EVOLUTION AND SUSTENANCE**	**12**
Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	The fundamentals of organizational design and structure
CO2	Change process, types, and models of change in organizations
CO3	The fundamentals of organizational development
CO4	Organizational development Intervention
CO5	Organizational evolution and sustenance

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Textbooks:	
1.	Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

Reference books/other materials/web resources:	
1.	French & Bell: Organisational Development, McGraw-Hill, 2005
2.	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
3.	Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
4.	Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.
5.	S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
6.	Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
7.	Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**2**	**2**
CO2	**3**	**3**	**2**	**2**	**2**	**2**
CO3	**3**	**3**	**3**	**3**	**3**	**2**
CO4	**3**	**3**	**3**	**3**	**3**	**3**
CO5	**3**	**3**	**3**	**3**	**3**	**3**
Average:	**3**	**2.8**	**2.6**	**2.6**	**2.6**	**2.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24018	NEGOTIATION AND CONFLICT MANAGEMENT	PEC	3	1	0	4

Course Objectives:

- To develop an understanding of the nature and strategies of negotiation
- To understand conflict and strategies to resolve the conflict.

UNIT – I	FUNDAMENTALS OF NEGOTIATION	12
Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence Techniques of Negotiation- Issues in negotiation.		
UNIT – II	**NEGOTIATION STRATEGIES**	**12**
Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.		
UNIT – III	**INTRODUCTION TO CONFLICT MANAGEMENT**	**12**
Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.		
UNIT – IV	**MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT**	**12**
Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict-Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.		
UNIT – V	**CONFLICT RESOLUTION AND COST**	**12**
Conflict resolution models-framework model-classical ideas- new developments in conflict resolution Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	The fundamentals of Negotiation, Types, process and technique
CO2	Strategies and tactics in Negotiation
CO3	The basics of Conflict management, models, approaches and proces
CO4	Managing interpersonal, group and organizational conflict
CO5	Conflict resolution models and cost of workplace conflict

Textbooks:

1.	Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003

Reference books/other materials/web resources:

1.	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2.	Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007

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3.	Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 200
4.	Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008
5.	Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
6.	Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
7.	Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
8.	How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
9.	Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**2**	**2**	**2**
CO2	**3**	**3**	**3**	**3**	**3**	**2**
CO3	**3**	**3**	**2**	**3**	**3**	**2**
CO4	**3**	**3**	**3**	**3**	**3**	**3**
CO5	**3**	**2**	**3**	**3**	**2**	**3**
Average:	**3**	**2.6**	**2.6**	**2.8**	**2.6**	**2.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24019	**REWARD AND COMPENSATION MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- Be familiarized with compensation
- Understand Compensation Planning
- Design Executive Compensation
- Understand Wage administration in India
- Be aware of the importance of Wage administration in India
- Design reward systems for strategic human resource management.

UNIT – I	INTRODUCTION	12
Compensation -Definition -Objectives-Principles Of Compensation Formulation-Compensation Design And Strategy- Theories Of Wage Determination- Wage Structure -Types Of Wages-Wage Boards- Wage Policy. Compensation Decisions- Compensation Benchmarking-Compensation Trends And Reward Systemin India.		
UNIT – II	**EMPLOYEE COMPENSATION AND LABOUR MARKET**	**12**
Macroeconomics Of Labour Markets- Unemployment And Its Impact On Labour Market-Neoclassical Microeconomics Of Labour Markets-Models, Supply And Demand-Economic Model Implications On Employee Compensation-Economic Theories And Employee Compensation-Trade-Offs - Valuation Of Employee Compensation.		
UNIT – III	**MANAGING EMPLOYEE BENEFITS AND REWARDS**	**12**
Nature And Types Of Employee Benefits- Statutory Employee Benefits In India- Deferred Compensation Plan- Non-Monetary Benefits. Reward-Meaning, Elements, Types-Basic Concepts Of Reward Management -Designing Reward System- Approaches To Reward System-Difference Between Reward And Compensation.		
UNIT – IV	**PERFORMANCE RELATED COMPENSATION**	**12**
Performance Management System (PMS)-Performance Objectives- Indicators-Standards And Metric- Effective Performance Modeling-Dimensions Of Performance-Competency Based Pay. Team Compensation -Gain Sharing Incentive- Plan Enterprise Incentive Plan-Profit Sharing Plan -Esops		
UNIT – V	**EXECUTIVE AND SALES COMPENSATION PLAN**	**12**
Executive Compensation-Components, Theories, Design-Relationship Between Fixed And Variable Pay-Executive Incentive Programmes. Sale Compensation Plan- Design And Administration- Sales Incentives And Motivations. Compensation Management In Multi-National Organisations.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Be familiarized with compensation
CO2	Understand Compensation Planning

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CO3	Design Executive Compensation
CO4	Understand Wage administration in India
CO5	Be aware of the importance of Wage administration in India

Textbooks:	
1.	Jerry M. Newman ,Barry Gerhart & George T. McGrawHill,12th Edition, 2020.

Reference books/other materials/web resources:	
1.	B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.
2.	Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.
3.	Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.
4.	Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011
5.	Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12th Edition, 2020.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**1**	**-**	**1**	**-**	**1**
CO2	**3**	**2**	**-**	**1**	**1**	**2**
CO3	**2**	**2**	**1**	**2**	**-**	**2**
CO4	**3**	**1**	**-**	**2**	**-**	**1**
CO5	**2**	**1**	**-**	**2**	**-**	**1**
Average:	**2.6**	**1.4**	**1**	**1.6**	**1**	**1.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24020	**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:
• The course aims to provide students insights to HR practices followed in Global organizations.

UNIT – I	**INTRODUCTION TO IHRM**	**12**
Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices		
UNIT – II	**HRM STRATEGIES**	**12**
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM		
UNIT – III	**RECRUITMENT AND SELECTION**	**12**
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current Practices		
UNIT – IV	**TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL**	**12**
Expatriate training program, components, types, effectiveness measures, HCN training - Trends in international training and development – repatriation process and training.International performance Management methods – cultural issues in Performance Management		
UNIT – V	**INTERNATIONAL COMPENSATION**	**12**
Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	the basics of IHRM, models and practices
CO2	strategic orientation and cultural context towards IHRM
CO3	International practices on recruitment and selection
CO4	International perspectives on Training, development, performance Appraisal
CO5	International practices on Compensation management be familiarized with compensation

Textbooks:	
1.	P L Rao, International Human resource Management- Text and Cases, Excel Books

Reference books/other materials/web resources:	
1.	Peter J Dowling & D E. Welch: International Human Resource Management, Engage Learning 7th Edition IE.,2017

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2.	Monir H. Tayeb: International Human Resource Management ,A Multinational Company Perspective Oxford University Press, I
3.	Ibraiz Tarique, Dennis Briscoe & randall, International Human Resource Management-Policies and practices for Multinational Enterprises, Routledge, 5th edition
4.	Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3 rd edition, Sage Publication
5.	P L Rao, International Human resource Management- Text and Cases, Excel Books
6.	Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**1**	**-**	**1**	**-**	**1**
CO2	**3**	**2**	**-**	**1**	**1**	**2**
CO3	**2**	**2**	**1**	**2**	**-**	**2**
CO4	**3**	**1**	**-**	**2**	**-**	**1**
CO5	**2**	**1**	**-**	**2**	**-**	**1**
Average:	**2.6**	**1.4**	**1**	**1.6**	**1**	**1.4**

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Subject Code	Subject Name	Category	L	T	P	C
BA24021	**SUPPLY CHAIN MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT – I	**INTRODUCTION**	**12**
Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.		
UNIT – II	**SUPPLY CHAIN NETWORK**	**12**
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.		
UNIT – III	**PLANNING DEMAND, INVENTORY AND SUPPLY**	**12**
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.		
UNIT – IV	**LOGISTICS**	**12**
Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.		
UNIT – V	**SUPPLY CHAIN INNOVATIONS**	**12**
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 – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understanding of supply chain fundamentals
CO2	Ability to design supply chain networks to enhance supply chain Performance
CO3	Ability to plan demand based on inventory and supply.
CO4	Understanding the role of logistics in supply chain performance
CO5	Awareness of innovations for sustainable supply chains.

Textbooks:

1.	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005

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Reference books/other materials/web resources:	
1.	Sunil Chopra, Peter Meindl and Dharam Vir Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.
2.	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009
3.	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
4.	Anne- Wil Har Zing, Ashly Pinnington, International human Resource Management, 3 rd edition, Sage Publication
5.	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005
6.	Pierre David, International Logistics, Biztantra, 2011.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**3**	**2**	**2**
CO2	**3**	**3**	**2**	**3**	**2**	**2**
CO3	**3**	**3**	**2**	**3**	**3**	**2**
CO4	**3**	**3**	**2**	**3**	**3**	**2**
CO5	**3**	**2**	**3**	**3**	**2**	**3**
Average:	**3**	**2.6**	**2.2**	**3**	**2.4**	**2.2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24022	**QUALITY MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To learn the various principles and practices of Quality Management

UNIT – I	**INTRODUCTION**	**12**
Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality –different perspectives. Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality. Cost of Quality		
UNIT – II	**QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES**	**12**
Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.		
UNIT – III	**STATISTICAL PROCESS CONTROL**	**12**
Statistical Process Control (SPC) – Meaning, Significance. construction of control charts for variables and attributes. Process capability – meaning, significance and measurement. Six sigma- concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Tero technology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations		
UNIT – IV	**QUALITY TOOLS AND TECHNIQUES**	**12**
Quality Tools - The seven traditional tools of quality, New management tools. Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio		
UNIT – V	**QUALITY MANAGEMENT SYSTEMS**	**12**
Introduction Quality management systems – IS/ISO 9004:2000 – Quality System – Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating		
		Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understanding the evolution of Quality management
CO2	Understanding of quality philosophies and practices
CO3	Ability to apply statistical process control to enhance quality
CO4	Ability to apply quality tools to enhance organization's quality performance
CO5	Awareness of quality management systems

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Textbooks:	
1.	Dale H.Besterfield, CarolBesterfield-Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.

Reference books/other materials/web resources:	
1.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010
2.	Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011
3.	Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition4th Edition, Wiley India Pvt Limited, 2008
4.	Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.
5.	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**-**	**-**	**-**	**-**
CO2	**3**	**2**	**2**	**-**	**-**	**-**
CO3	**3**	**3**	**2**	**2**	**2**	**-**
CO4	**3**	**3**	**3**	**2**	**2**	**-**
CO5	**3**	**2**	**2**	**-**	**-**	**2**
Average:	**3**	**2.4**	**2.25**	**2**	**2**	**2**

Subject Code	Subject Name	Category	L	T	P	C
BA24023	MATERIALS MANAGEMENT	PEC	3	1	0	4

Course Objectives:

- To understand why materials management should be considered for profit in operations

UNIT – I	INTRODUCTION	12
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		
UNIT – II	**MATERIALS PLANNING**	**12**
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.		
UNIT – III	**INVENTORY MANAGEMENT**	**12**
Policy Decisions–objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models		
UNIT – IV	**PURCHASING MANAGEMENT**	**12**
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		
UNIT – V	**WAREHOUSE MANAGEMENT**	**12**
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		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understanding basics of materials management
CO2	Understanding requirement analysis for material planning
CO3	Ability to apply inventory management models
CO4	Understanding purchasing practices
CO5	Understanding storage in warehouse

Textbooks:

1.	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012

Reference books/other materials/web resources:

1.	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2.	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
3.	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006

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4.	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
5.	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
6.	S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	-	-	-	-	**-**
CO2	**3**	**2**	-	**2**	-	**-**
CO3	**3**	**3**	**2**	**2**	**1**	**-**
CO4	**2**	**2**	**2**	-	-	**1**
CO5	**2**	**2**	**2**	-	**1**	**1**
Average:	**2.6**	**2.25**	**2**	**2**	**1**	**1**

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Subject Code	Subject Name	Category	L	T	P	C
BA24024	**SERVICE OPERATIONS MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To help understand how service performance can be improved by studying services operations management.

UNIT – I	INTRODUCTION	12
Services – Importance, role in economy, service sector – nature, growth. Nature of services - distinctive characteristics, Service Package, Service classification, service- dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness		
UNIT – II	**SERVICE DESIGN**	**12**
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self-service, automation, e- commerce, e-business, technology innovations		
UNIT – III	**SERVICE QUALITY**	**12**
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs		
UNIT – IV	**SERVICE FACILITY**	**12**
Supporting facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling		
UNIT – V	**MANAGING CAPACITY AND DEMAND**	**12**
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Appreciation of nature of service operations
CO2	Ability to design services
CO3	Ability to inculcate quality in service design and delivery
CO4	Apply models to design service facility
CO5	Ability to grow and sustain service business

Textbooks:

1.	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8th Edition 2018

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Reference books/other materials/web resources:	
1.	Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2012.
2.	Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2013
3.	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
4.	Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**1**	**-**	**1**	**1**
CO2	**2**	**3**	**3**	**1**	**2**	**-**
CO3	**2**	**2**	**3**	**2**	**3**	**-**
CO4	**2**	**2**	**3**	**2**	**3**	**1**
CO5	**1**	**2**	**2**	**1**	**2**	**3**
Average:	**2**	**2.2**	**2.4**	**1.5**	**2.2**	**1.67**

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Subject Code	Subject Name	Category	L	T	P	C
BA24025	SUPPLY CHAIN ANALYTICS	PEC	3	1	0	4

Course Objectives:

- To treat the subject in depth by emphasizing on the advanced quantitative models and methods in logistics and supply chain management and its practical aspects and the latest developments in the field.

UNIT – I	INTRODUCTION	12
Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains Basics, transforming supply chains, Barriers to implementation, Road Map		
UNIT – II	**WAREHOUSING DECISIONS**	**12**
Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods		
UNIT – III	**INVENTORY MANAGEMENT**	**12**
Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.		
UNIT – IV	**TRANSPORTATION NETWORK MODELS**	**12**
Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Trans shipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms		
UNIT – V	**MCDM MODELS**	**12**
Analytic Hierarchy Process(AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM		
		Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understanding of supply chain analytics fundamentals
CO2	Ability to design warehouse models to enhance supply chain performance.
CO3	Ability to analyse models and strategies in inventory management.
CO4	Ability to understand network models in transportation.
CO5	Ability to make decision using multi-criteria in applications of SCM

Textbooks:

1.	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2014.

Reference books/other materials/web resources:

1.	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson

	Education, 2013
2.	Muthu Mathirajan,Chandrasekharan Rajendran,Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management , I.K. International Publishing House Pvt. Ltd., 2016.
3.	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, 2013
4.	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2014.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**1**	**-**	**2**	**-**
CO2	**3**	**3**	**3**	**2**	**3**	**-**
CO3	**3**	**3**	**2**	**2**	**2**	**-**
CO4	**3**	**3**	**2**	**3**	**3**	**-**
CO5	**3**	**2**	**2**	**2**	**3**	**1**
Average:	**3**	**2.6**	**2**	**2.25**	**2.6**	**1**

Subject Code	Subject Name	Category	L	T	P	C
BA24026	**PROJECT MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**
Course Objectives:						
• To learn the fundamental principles and practices of managing projects						

UNIT – I	**INTRODUCTION TO PROJECT MANAGEMENT**	**12**
Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles- Responsibilities and Selection.		
UNIT – II	**PLANNING, BUDGETING AND RISK MANAGEMENT**	**12**
The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.		
UNIT – III	**SCHEDULING & RESOURCE ALLOCATION**	**12**
PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain		
UNIT – IV	**PROJECT ORGANISATION & CONFLICT MANAGEMENT**	**12**
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict		
UNIT – V	**CONTROL AND COMPLETION**	**12**
Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure – Lessons		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Ability to understand the roles and responsibilities of a project manager
CO2	Ability to plan and budget projects
CO3	Ability to schedule and allocate resources to projects
CO4	Ability to manage project organization
CO5	Ability to control and complete projects

Textbooks:	
1.	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006

Reference books/other materials/web resources:	
1.	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005
2.	Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017
3.	Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006
4.	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.
5.	Panneerselvam. R, Senthil kumar. P, Project Management, PHI Learning, 2009

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	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**-**	**-**	**-**	**-**	**3**
CO2	**3**	**2**	**3**	**-**	**3**	**3**
CO3	**3**	**2**	**3**	**-**	**3**	**3**
CO4	**-**	**-**	**3**	**-**	**-**	**3**
CO5	**3**	**2**	**3**	**2**	**3**	**3**
Average:	**3**	**2**	**3**	**2**	**3**	**3**

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Subject Code	Subject Name	Category	L	T	P	C
BA24027	DATA MINING FOR BUSINESS INTELLIGENCE	PEC	3	1	0	4
Course Objectives:						
• To know how to derive meaning form huge volume of data and information						

UNIT – I	**INTRODUCTION**	**12**
Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts		
UNIT – II	**DATA MINING PROCESS**	**12**
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.		
UNIT – III	**PREDICTION TECHNIQUES**	**12**
Data visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis..		
UNIT – IV	**CLASSIFICATION AND CLUSTERING TECHNIQUES**	**12**
Classification- Decision trees, k nearest neighbour, Logistic regression, Discriminant analysis; Clustering; Market basket analysis		
UNIT – V	**MACHINE LEARNING AND AI**	**12**
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DE.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Learn to apply various data mining techniques into various areas of different domains.
CO2	Be able to interact competently on the topic of data mining for business intelligence. Know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.
CO3	Apply various prediction techniques.
CO4	Learn about supervised and unsupervised learning technique.
CO5	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing

Textbooks:	
1.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006

Reference books/other materials/web resources:	
1.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008
2.	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005
3.	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition,

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	2013
4.	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc, 2nd Edition, 2011
5.	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
6.	G. K. Gupta, Ïntroduction to Data mining with Case Studies, Prentice hall of India, 2011
7.	Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
8.	Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
9.	Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**3**	**2**	**2**	**3**	**1**
CO2	**2**	**3**	**2**	**2**	**2**	**1**
CO3	**3**	**3**	**3**	**2**	**3**	**1**
CO4	**3**	**3**	**2**	**2**	**3**	**1**
CO5	**3**	**2**	**3**	**2**	**3**	**1**
Average:	**2.8**	**2.8**	**2.4**	**2**	**2.8**	**1**

Subject Code	Subject Name	Category	L	T	P	C
BA24028	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	PEC	3	1	0	4

Course Objectives:

- To introduce fundamental concepts of deep learning and artificial intelligence.
- To familiarize students with deep neural network architectures and training methods.
- To develop understanding of optimization techniques used in deep learning.
- To expose students to AI-based intelligent systems and search strategies.
- To teach methods of knowledge representation and reasoning in AI.
- To provide insights into expert systems and machine learning applications.

UNIT – I	DEEP NETWORKS	12
Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.		
UNIT – II	**MODELS**	**12**
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.		
UNIT – III	**INTELLIGENT SYSTEMS**	**12**
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.		
UNIT – IV	**KNOWLEDGE REPRESENTATION**	**12**
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.		
UNIT – V	**APPLICATIONS**	**12**
Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications of Expert Systems - Machine-Learning Paradigms: Machine-Learning Systems - Supervised and Unsupervised Learnings.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Knowledge of Algorithms of Deep Learning & Artificial Intelligence.
CO2	Knowledge of applying Algorithm to specified applications.
CO3	Ability to understand intelligent systems and Heuristic Search Techniques
CO4	Understanding of Knowledge Representation, Semantic Networks and Frames
CO5	Knowledge Of Expert systems, applications and Machine learning

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Textbooks:	
1.	YoshuaBengio, "Learning Deep Architectures for AI", Foundations and Trends in Machine Learning

Reference books/other materials/web resources:	
1.	Ian Goodf ellow, Yoshua Bengio, Aaron Courville, ―Deep Learning, MIT Press, 2016.
2.	Li Deng and Dong Yu, "Deep Learning Methods and Applications", Foundations and Trends in Signal Processing.
3.	Saroj Kaushik, "Artificial Intelligence", Cengage Learning India Pvt. Ltd.
4.	Deepak Khemani, "A First Course in Artificial Intelligence", McGraw Hill Education(India) Private Limited, New Delhi.
5.	Elaine Rich, Kevin Night, Shivashankar B Nair, "Artificial Intelligence" Third Edition, McGraw Hill, 2008.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**	-	**-**	**-**	**2**	**-**
CO2	**2**	**2**	**-**	**-**	-	**-**
CO3	**-**	**2**	**-**	**-**	**2**	**-**
CO4	**-**	-	**-**	**2**	**2**	-
CO5	**-**	-	**-**	-	-	**3**
Average:	**2**	**2**	**-**	**2**	**2**	**3**

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Subject Code	Subject Name	Category	L	T	P	C
BA24029	**SOCIAL MEDIA WEB ANALYTICS**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To introduce the fundamentals of social media platforms and their role in digital marketing.
- To provide insights into web analytics tools and their applications in measuring online performance.
- To develop the ability to analyze user behavior across websites and social platforms.
- To teach key metrics and KPIs used in evaluating social media and web campaigns.
- To enable decision-making based on data-driven insights from digital media analytics.
- To explore ethical, privacy, and legal considerations in social media and web analytics.

UNIT – I	INTRODUCTION	12
Evolution Of Online Communities - History And Evolution Of Social Media Vs Traditional Media- Social Media Audience And Goals For Using Social Media-Understanding Social Media-Strong And Weak Ties - Influencers-How Ideas Travel - Viralness-Social Theory And Social Media-Technological Determinism In Popular Discourse On Social Media Technologies.		
UNIT – II	**NETWORK FUNDAMENTALS**	**12**
Social Network Perspectives-Nodes, Ties And Influencers-Web Data And Methods-Capturing Data: Web Logs,Web Beacons, Java Script Tags, Packet Sniffing; Outcome Data:E-Commerce, Lead Generation, Brand Advocacy And Support, Competitive Data :Panel Based Measurement, ISP Based Measurement, Search Engine Data, Cookies.		
UNIT – III	**WEB METRICS AND ANALYTICS**	**12**
Common Metrics: Hits,Page Views, Visits, Unique Page Views, Bounce, Average Time Onsite, Real Time Report, Traffic Source Report, Custom Campaigns Content Report, Google Analytics; KPI: Need, Characteristics, Perspectives And Uses.WEB ANALYTICS TOOLS: Online Surveys, Techniques For Micro Text Analysis.		
UNIT – IV	**FACEBOOK ANALYTICS**	**12**
Introduction,Parameters, Demographics-Analyzing page-Audience: Reach and Engagement Analysis-Social Campaigns, Social Network Analysis-Categories Of Traffic Google Analytics: Introduction And Working Performance Concerns -Privacy Issues.		
UNIT – V	**QUALITATIVE ANALYSIS**	**12**
Heuristic Evaluations: conducting heuristic Evaluation, Benefits of Heuristic Evaluation ,Site visits: conducting and benefits of site visits-Surveys: Website surveys, Post visit surveys, creating and Running a surveys: web analytics-competitive data -Web traffic analysis.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	The students will be able to enhance the social media skills.
CO2	The students will be able to develop a mass communication strategy and guide campaigns.
CO3	To get an idea of social media policies.
CO4	Understand the fundamentals and concepts of web analytics.

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CO5	How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc

Textbooks:	
1.	Takeshi Moriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016

Reference books/other materials/web resources:	
1.	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2.	Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014
3.	Bittu Kumar, Social Networking, V & S Publishers, 2013
4.	Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
5.	Ric T. Peterson, Web Analytics Demystified, Celilo Group Media and Café Press, 2004

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**	-	**2**	**-**	**2**	**1**
CO2	**3**	**2**	**2**	**-**	**2**	**2**
CO3	**2**	-	-	**-**	-	**3**
CO4	**2**	**2**	**1**	**2**	**3**	-
CO5	**2**	**2**	**3**	**2**	**3**	-
Average:	**2.2**	**2**	**2**	**2**	**2**	**2**

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Subject Code	Subject Name	Category	L	T	P	C
BA24030	**E- BUSINESS MANAGEMENT**	**PEC**	**3**	**1**	**0**	**4**

Course Objectives:

- To introduce the fundamental concepts and models of e-business and digital commerce.
- To explore the infrastructure and technologies enabling e-business platforms.
- To understand various e-business applications in supply chain, marketing, and customer relationship management.
- To analyze the impact of e-business on organizational strategies and operations.
- To evaluate security, ethical, and legal issues associated with e-business environments.
- To develop skills for designing and managing successful e-business strategies.

UNIT – I	**INTRODUCTION TO e-BUSINESS**	**12**
Business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce		
UNIT – II	**TECHNOLOGY INFRASTRUCTURE**	**12**
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.		
UNIT – III	**BUSINESS APPLICATIONS**	**12**
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail 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		
UNIT – IV	**e-BUSINESS PAYMENTS AND SECURITY**	**12**
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.		
UNIT – V	**LEGAL AND PRIVACY ISSUES**	**12**
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		
		Total Contact Hours : 60

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Ability to build and manage an e-business.
CO2	Knowledge about Technology Infrastructure
CO3	Understanding of customer oriented business applications
CO4	Knowledge of e business payment protocols and security
CO5	Understanding of ethical, legal , privacy issues and encryption policies

Textbooks:

1.	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson.

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Reference books/other materials/web resources:	
1.	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
2.	Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
3.	Hentry Chan &el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
4.	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
5.	Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2009
6.	KamleshK.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th reprint, 2009.
7.	Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
8.	Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**3**	**2**	**2**	**1**
CO2	**2**	**2**	**2**	-	**3**	-
CO3	**2**	**2**	**3**	-	**2**	**1**
CO4	**2**	-	**2**	-	**3**	-
CO5	**2**	-	-	-	-	**3**
Average:	**2.2**	**2**	**2**	**2**	**2.5**	**1.66**

HoD/BOS Chairman **Principal**

Subject Code	Subject Name	Category	L	T	P	C
BA24031	ENTERPRISE RESOURCE PLANNING	PEC	3	1	0	4

Course Objectives:

- To introduce the basic concepts, architecture, and evolution of Enterprise Resource Planning systems.
- To understand the role of ERP in integrating business functions and improving organizational performance.
- To examine the various functional modules of ERP such as finance, HR, production, and supply chain.
- To explore the process of ERP implementation, including planning, customization, and change management.
- To analyze the critical success factors and challenges in ERP adoption.
- To gain insights into recent trends in ERP including cloud ERP, mobile ERP, and ERP analytics.

UNIT – I	INTRODUCTION	12
Overview Of Enterprise Systems -Evolution -Risks And Benefits- Fundamental Technology-Warehouse Management.		
UNIT – II	**ERP SOLUTIONS & FUNCTIONAL MODULES**	**12**
Overview Of ERP Software Solutions, BPR, Project Management, Functional Modules-Organisational Data, Master Data And Document Flow.		
UNIT – III	**ERP IMPLEMENTATION**	**12**
Planning Evaluation And Selection Of ERP Systems - Implementation Life Cycle - ERP Implementation, Methodology And Frame Work-Training-Data Migration.People Organization In Implementation-Consultants, Vendors And Employees		
UNIT – IV	**POST-IMPLEMENTATION**	**12**
Maintenance Of ERP-Organizational And Industrial Impact; Success And Failure Factors Of ERP Implementation.		
UNIT – V	**EMERGING TRENDS ON ERP**	**12**
Extended ERP Systems And ERP Add-Ons -CRM, SCM, Business Analytics- Future Trends In ERP Systems-Web Enabled, Wireless Technologies, Cloud Computing And Augmented Reality.		
	Total Contact Hours : 60	

Course Outcomes:	Upon completion of the course students should be able to:
CO1	Understand and implement modern ERP solutions in various industries.
CO2	Apply AI, block chain, and analytics to enhance ERP functionality.
CO3	Evaluate ERP implementation strategies for better business efficiency
CO4	Manage post-implementation challenges and optimize ERP systems.
CO5	Analyze emerging ERP technologies and their future impact.

Textbooks:	
1.	Monk, E., & Wagner, B. (2023). Concepts in Enterprise Resource Planning. Cengage Learning.

Reference books/other materials/web resources:	
1.	Leon, A. (2022). ERP Demystified. Tata McGraw-Hill.
2.	Magal, S. R., & Word, J. (2021). Integrated Business Processes with ERP Systems. Wiley.
3.	Jaiswal, M., & Vanapalli, G. (2020). ERP: A Managerial Perspective. Macmillan India.
4.	Grag, V. K., & Venkitakrishnan, N. K. (2019). ERP: Concepts and Practice. Prentice Hall India.
5.	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009

	CO-PO Mapping					
PO / CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**3**	**2**	**2**	**-**	**2**	**1**
CO2	**2**	**2**	**3**	**-**	**3**	**-**
CO3	**3**	**3**	**2**	**2**	**2**	**1**
CO4	**2**	**2**	**3**	**2**	**2**	**-**
CO5	**2**	**2**	**2**	**2**	**3**	**1**
Average:	**2.4**	**2.2**	**2.4**	**2**	**2.4**	**1**

HoD/BOS Chairman **Principal**