



KSR College of
Engineering

AN AUTONOMOUS INSTITUTION

NAAC
ACCREDITED **A++**

NBA
ACCREDITED
PROGRAMMES



MBA - MASTER OF BUSINESS ADMINISTRATION

REGULATIONS 2024

(Academic Year 2024-25 Onwards)

Curriculum & Syllabus





K.S.R. COLLEGE OF ENGINEERING: TIRUCHENGODE – 637 215
(Autonomous)
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION (MBA)
(REGULATIONS 2024)

Vision of the Institution

IV	To become a globally renowned institution in Engineering and Management, committed to providing holistic education that fosters research, innovation and sustainable development.
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Mission of the Institution

IM 1	Deliver value-based quality education through modern pedagogy and experiential learning.
IM 2	Enrich Engineering and Managerial Skills through cutting-edge laboratories to meet evolving global demands.
IM 3	Empower research and innovation by integrating collaboration, social responsibility and commitment to sustainable development.

Vision of the Department / Programme:

DV	To develop managerial leaders with strong foundation in ethical leadership, innovative thinking and global perspective
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Mission of the Department / Programme:

DM 1	Create a strong academic ecosystem with advanced facilities and research-oriented pedagogy to shape innovative, ethical, and skilled business professionals.
DM 2	Foster global leadership through a holistic understanding of markets and socio- economic issues, driven by research and sustainability

Program Educational Objectives (PEOs)

The Graduates of the Programme will be able to	
PEO1 Core competence	Apply strategic thinking, analytical skills and a holistic understanding of global business environments to effectively solve complex managerial challenges.
PEO2 Professionalism	Demonstrate high ethical standards, social responsibility and leadership qualities that reflect integrity and accountability in diverse professional settings.
PEO3 Career Development	Foster innovation, research, and entrepreneurship to create sustainable solutions for business and society

Programme Outcomes (POs)	
PO1 Domain Knowledge to solve problems	Apply the knowledge of Management theories and practices to solve business problems.
PO2 Analytical and Decision making	Foster analytical and critical thinking abilities for data-based decision making.
PO3 Leadership	Ability to develop value based Leadership ability.
PO4 Global Environment	Ability to understand, analyze and communicate global, economic, legal and ethical aspects
PO5 Effective Teamwork	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

		K. S. R COLLEGE OF ENGINEERING An Autonomous Institution Approved by AICTE and Affiliated to Anna University, Chennai Accredited by NBA,NAAC ('A++' Grade)										Curriculum UG R - 2024				
Department		MANAGEMENT STUDIES														
Programme		MBA														
SEMESTER I																
S. No.	Course Code	Course Title	Categ ory	Periods / Semester					Credit	Max. Marks						
				L	T	P	SL	Tot		CA	ES	Tot				
Induction Programme			-	-	-	-	-	-	-	-	-	-	-	-		
THEORY COURSES																
01	BA24T11	Management and Organizational Behaviour	PCC	45	0	0	45	90	3	40	60	100				
02	BA24T12	Managerial Economics	PCC	60	0	0	60	120	4	40	60	100				
03	BA24T13	Legal Aspects of Business	PCC	45	0	0	45	90	3	40	60	100				
04	BA24T14	Accounting for Decision Making	PCC	45	15	0	60	120	4	40	60	100				
05	BA24T15	Statistics for Management	PCC	45	15	0	60	120	4	40	60	100				
06	BA24T16	Fundamentals of Business Analytics	PCC	45	0	0	45	90	3	40	60	100				
07	BA24T17	Business Ethics & Corporate Governance	PCC	45	0	0	45	90	3	40	60	100				
LABORATORY COURSES																
08	BA24P11	Managerial Communication & Presentation Techniques	EEC	0	0	60	0	60	2	60	40	100				
09	BA24P12	Advanced Excel	EEC	0	0	60	0	60	2	60	40	100				
				TOTAL	330	30	120	360	840	28	900					

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Department		MANAGEMENT STUDIES		
Programme		MBA		

S. No.	Course Code	Course Title	Category	SEMESTER II					Credit	Max. Marks		
				L	T	P	SL	Tot		CA	ES	Tot
THEORY COURSES												
1	BA24T21	Operations Management	PCC	45	0	0	45	90	3	40	60	100
2	BA24T22	Financial Management	PCC	45	15	0	60	120	4	40	60	100
3	BA24T23	Marketing Management	PCC	45	0	0	45	90	3	40	60	100
4	BA24T24	Human Resource Management	PCC	45	0	0	45	90	3	40	60	100
5	BA24T25	Management Information System	PCC	45	0	0	45	90	3	40	60	100
6	BA24T26	Business Research Methods	PCC	60	0	0	60	120	4	40	60	100
7	BA24T27	Applied Operations Research	PCC	45	15	0	60	120	4	40	60	100
LABORATORY COURSES												
08	BA24P21	Data Visualization Using Power BI	EEC	0	0	60	0	60	2	60	40	100
09	BA24P22	Seminar on Management Fundamentals	EEC	0	0	60	0	60	2	60	40	100
				TOTAL	330	30	120	360	840	28	900	

*The students should undergo inplant/ internship and social Immersion project during the II semester summer vacation (30 days)

S. No.	Course Code	Course Title	Category	SEMESTER III					Credit	Max. Marks		
				L	T	P	SL	Tot		CA	ES	Tot
THEORY COURSES												
1	BA24T31	Strategic Management	PCC	45	0	0	45	90	3	40	60	100
2	BA24T32	Entrepreneurship Development	PCC	45	0	0	45	90	3	40	60	100
3		Professional Elective – I	PEC	45	0	0	45	90	3	40	60	100
4		Professional Elective – II	PEC	45	0	0	45	90	3	40	60	100
5		Professional Elective – III	PEC	45	0	0	45	90	3	40	60	100
6		Professional Elective – IV	PEC	45	0	0	45	90	3	40	60	100
7		Professional Elective – V	PEC	45	0	0	45	90	3	40	60	100
8		Professional Elective – VI	PEC	45	0	0	45	90	3	40	60	100
EMPLOYABILITY ENHANCEMENT COURSES												
09	BA24P31	In plant / Internship and Social Immersion Project	EEC	0	0	60	0	60	2	100	0	100
				Total	360	0	60	360	780	26	1000	

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Department		MANAGEMENT STUDIES		
Programme		MBA		

S. No.	Course Code	Course Title	Category	SEMESTER IV					Credit	Max. Marks							
				L	T	P	SL	Tot		CA	ES	Tot					
EMPLOYABILITY ENHANCEMENT COURSES																	
01	BA24P41	Project work	EEC	0	0	360	0	360	12	60	40	100					
	Total			0	0	360	0	360	12	100							
PROFESSIONAL ELECTIVE																	
MARKETING																	
S. No.	Course Code	Course Title	Category	Periods / Week					Credit	Max. Marks							
				L	T	P	SL	Tot		CA	ES	Tot					
01	BA24E01	Marketing Analytics	PEC	45	0	0	45	90	3	40	60	100					
02	BA24E02	Advertising and Sales Promotion	PEC	45	0	0	45	90	3	40	60	100					
03	BA24E03	Brand Management	PEC	45	0	0	45	90	3	40	60	100					
04	BA24E04	Services marketing	PEC	45	0	0	45	90	3	40	60	100					
05	BA24E05	Digital Marketing	PEC	45	0	0	45	90	3	40	60	100					
06	BA24E06	Retail Management	PEC	45	0	0	45	90	3	40	60	100					
FINANCE																	
S. No.	Course Code	Course Title	Category	Periods / Week					Credit	Max. Marks							
				L	T	P	SL	Tot		CA	ES	Tot					
01	BA24E07	Security Analysis & Portfolio Management	PEC	45	0	0	45	90	3	40	60	100					
02	BA24E08	FinTech	PEC	45	0	0	45	90	3	40	60	100					
03	BA24E09	International Financial Management	PEC	45	0	0	45	90	3	40	60	100					
04	BA24E10	Merger and Acquisition	PEC	45	0	0	45	90	3	40	60	100					
05	BA24E11	Behavioural Finance	PEC	45	0	0	45	90	3	40	60	100					
06	BA24E12	Banking & Financial Services	PEC	45	0	0	45	90	3	40	60	100					
HUMAN RESOURCES																	
S. No.	Course Code	Course Title	Category	Periods / Week					Credit	Max. Marks							
				L	T	P	SL	Tot		CA	ES	Tot					
01	BA24E13	Industrial Relations & Labour Welfare	PEC	45	0	0	45	90	3	40	60	100					

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Department		MANAGEMENT STUDIES													
Programme		MBA													
02	BA24E14	Training and Development	PEC	45	0	0	45	90	3	40	60	100			
03	BA24E15	HR Analytics Management	PEC	45	0	0	45	90	3	40	60	100			
04	BA24E16	Performance Management	PEC	45	0	0	45	90	3	40	60	100			
05	BA24E17	Strategic Human Resource Management	PEC	45	0	0	45	90	3	40	60	100			
06	BA24E18	Talent Acquisition and Management	PEC	45	0	0	45	90	3	40	60	100			
OPERATIONS MANAGEMENT															
S. No.	Course Code	Course Title	Category	Periods / Week					Credit	Max. Marks					
				L	T	P	SL	Tot		CA	ES	Tot			
01	BA24E19	Total Quality Management	PEC	45	0	0	45	90	3	40	60	100			
02	BA24E20	Production Planning and Control	PEC	45	0	0	45	90	3	40	60	100			
03	BA24E21	Supply Chain Analytics	PEC	45	0	0	45	90	3	40	60	100			
04	BA24E22	World Class Manufacturing	PEC	45	0	0	45	90	3	40	60	100			
05	BA24E23	Technology Management	PEC	45	0	0	45	90	3	40	60	100			
06	BA24E24	Maintenance Management	PEC	45	0	0	45	90	3	40	60	100			

Total Credits: 94

BA24T11	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE								
Students should have basic knowledge of management topics such as individual behaviour in organizations, personality, decision-making, personal networks, ethics, interpersonal behaviour, teamwork, conflict, leadership, and power influences. Every business organization follows these concepts to build a good organizational culture.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To understanding the key functions of management—planning, organizing, staffing, leading, and controlling—and their impact on individual and group behaviour within organizations to enhance overall effectiveness and decision-making. 								
UNIT – I	MANAGEMENT OVERVIEW AND PLANNING INTODUCTION TO BUSINESS MANAGEMENT AND PLANNING						(9)	
Management: definition, nature, functions - Evolution of Management thoughts – Planning: meaning, steps and types of plans - Management by Objectives (MBO): process, benefits. MBE.								
UNIT – II	ORGANIZING AND DECISION MAKING						(9)	
Organization: meaning and structure – Power and Authority - Span of control - Delegation and Decentralization - Line and Staff relationship - Decision making: process, types and Rationality in decision making.								
UNIT – III	STAFFING, LEADING AND CONTROLLING						(9)	
Staffing: Meaning, Recruitment and Selection, Sources of recruitment, Selection process – Leading: Concepts and Theories, Leadership styles - Motivational Theories: Maslow's Need Hierarchy, Herzberg's Motivation -Controlling: Importance, Process, Methods, Requirement of effective control systems								
UNIT – IV	INTRODUCTION OF ORGANIZATIONAL BEHAIOUR						(9)	
Definition, Need and Importance of Organizational Behaviour – Nature and Scope – Organizational behaviour models - Organizational behaviour modification – case study								
UNIT – V	INDIVIDUAL AND GROUP BEHAVIOR						(9)	
Personality: definition, types, and factors influencing personality– Emotions: Types, Emotional Intelligence – Attitudes: definition, components - Organization structure: formation – Groups in organizations: Influence.								
L=45, SL=45, TOTAL= 90PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome					Bloom's Taxonomy Level		
CO1	Explain the fundamental thoughts of management and the conceptual framework of management.					Understand		
CO2	Describe the management functions and its support for attaining organizational goals.					Understand		
CO3	Apply the motivational concepts and various types of leadership styles.					Apply		

CO4	Describe the purpose of learning organizational behaviour.	Understand
CO5	Develop the behaviour of individual and groups in an organization	Apply

REFERENCES:

- 1 Prasad LM, Principles and Practices of Management, Sultan Chand & Sons, New Delhi, Eighth editions, oct 2020
- 2 By Harold Koontz, Cyril O'Donnell Principles of Management 2018.
- 3 Aswathappa . K and G. Sudarsan Reddy Organizational Behavior, Himalaya publishing house, Seventeenth edition, 2018.
- 4 Stephen P. Robins, Organizational Behavior, PHI Learning , Pearson Education, Eleventh edition, Jan 2023
- 5 Stephen P. Robins, Organizational Behavior, PHI Learning , Pearson Education, Eleventh edition, Jan 2021
- 6 Dr. R. Pannerselvam, and Dr.P. Sivasankaran Principles of Management, Prentice Hall India, Seventh Edition, July 2023.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	3	2	3
CO3	3	3	3	2	3
CO4	3	2	3	2	3
CO5	3	3	3	2	3

BA24T12	MANAGERIAL ECONOMICS	Category	L	T	P	SL	C	
		PC	60	0	0	60	4	
PREREQUISITE								
The students should have basic knowledge on mathematics and various concepts of economics. They should also have awareness on market structure and competition in the present business environment. Knowledge on National Income, Business cycle and Inflation is also important to understand the economics concepts and its applications in business management.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To equip the students with the knowledge of micro & macroeconomic concepts, enabling them to apply economic analysis in business decision-making, forecasting and evaluating economic performance. 								
UNIT – I	INTRODUCTION						(12)	
Managerial Economics: Meaning, Nature, Scope, Types and Uses – Relation to other subjects – Business Decision Making: type and process – Role of managerial economist – Role of market and government.								
UNIT – II	DEMAND AND SUPPLY ANALYSIS						(12)	
Demand Analysis: Meaning, Determinants and Types – Law of Demand – Elasticity of demand: meaning and types – Demand Forecasting: definition and methods - Supply Analysis: meaning and factors – Law of Supply – Types of Elasticity of Supply.								
UNIT – III	PRODUCTION AND COST FUNCTION						(12)	
Production Function: Introduction – Law of variable proportions – ISO-quants -- Cobb-Douglas Function – Returns to Scale - Cost Function: Types of cost - Market structure: Perfect competition and Monopoly, Monopolistic competition.								
UNIT – IV	MACRO ECONOMICS						(12)	
Macro Economics: Meaning and circular flow of macro economic activity – Economic Growth - National Income: meaning and measuring NI – Business Cycle: phases – Methods of Economic Forecasting for Business.								
UNIT – V	ECONOMIC ENVIRONMENT						(12)	
Macro Economic Aggregates and Concepts: GNP, GDP– Price Indices: Definition and Types – Inflation: Meaning, Types – Fiscal policies and Exchange Rate Policies.								
L=60, SL=60, TOTAL=120 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome						Bloom's Taxonomy Level	
CO1	Understand the basic concepts of managerial economics and its relevance to business decision-making.						Understand	
CO2	Apply the technique of demand forecasting and supply analysis.						Apply	
CO3	Assess the various cost functions, concepts to optimize the production and business processes.						Apply	

CO4	Apply macroeconomic concepts to be used in the business contexts.	Apply
CO5	Estimate the performance of an economy by using macroeconomic concepts.	Analyse
REFERENCES:		
1 R.L. Varshney and K.L. Maheswari, Managerial Economics, Sultan Chand & Sons, New Delhi, Twenty First Enlarged Edition, 2019. 2 D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt Ltd, New Delhi, Seventh Edition, 2018. 3 Nordhaus & Samuelson , Economics, Tata McGraw Hill, New Delhi, Nineteenth Edition, 2017. 4 Richard Lipsey and Alec Charystal, Economics, Oxford University Press, New Delhi, Twelfth Edition, 2018. 5 G.S. Gupta, Managerial Economics, Tata McGraw Hill, New Delhi, Second Edition, 2019. 6 Mankiw, Principles of Economics, Thomson Learning, New Delhi, Sixth Edition, 2016.		

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	1
CO2	3	3	-	1	1
CO3	3	3	1	2	3
CO4	3	3	2	2	2
CO5	3	3	2	2	2

BA24T13	LEGAL ASPECTS OF BUSINESS	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE								
Students should have the basic knowledge on Indian legal system related to contract, sale of goods Act, company law and general laws which are followed in our nation and its implication								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ Awareness on law of Indian contact Act, sale of goods Act and different clauses of company law apply in business practices. 								
UNIT – I	THE CONTRACT ACT 1872						(9)	
Agreements and Contracts – Classification of Contracts – Essential Ingredients of a Valid Contract – Offer and Acceptance – Consideration – Free consent- Competence to contract – Quasi contract - Performance of contract – Discharge of contract – Various Modes of Discharge of Contract – Remedies for Breach of Contract.								
UNIT – II	SALE OF GOODS ACT 1930						(9)	
Contract for Sale of Goods – Goods and Classification of goods – Essentials of a contract of sale – Sale of Goods and Agreement to Sell – Sale and Hire Agreements – Conditions and Warranties – Transfer of Property or Ownership – Performance of Contract of Sale – Rights of Unpaid Seller – Remedial Measures.								
UNIT – III	THE COMPANIES ACT 2013 - I						(9)	
Indian Companies Act 1956 – Definitions – Characteristics - Kinds of companies -- privileges of a private company – Formation – Memorandum of Association – Clauses and contents – Alteration of memorandum – doctrine of ultra virus – Articles of Association – contents – Alterations								
UNIT – IV	THE COMPANIES ACT 2013 - II						(9)	
Prospectus – content - Misstatements in Prospectus - Shareholder's Rights – Company Management – Director – appointment of Directors - Meetings – AGM –Special meeting and Resolutions – Winding-up- Modes of Winding-up – Liquidator and duties of Liquidator – Case study.								
UNIT – V	LAW RELATED TO GENERAL PUBLIC						(9)	
Consumer Protection Act-2019 – Consumer rights, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums, Cyber Laws, Introduction of IPR – Copy Rights, Trade Marks, Patent Act, Right to Information Act, Environmental (Protection) Act, Competition act.								
L=45, SL=45, TOTAL =90 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome						Bloom's Taxonomy Level	
CO1	Understand the relevance of business law to individuals, business and the role of law in an economic, political and social context.						Understand	
CO2	Apply the fundamental legal principles behind contractual agreements and the application of various laws in business practice						Apply	

CO3	Explain the awareness of statutory requirements related to the memorandum of association, articles of association, and their amendments	Understand
CO4	Apply the different types of company meeting and mode on winding up of company in India.	Apply
CO5	Develop the fundamental knowledge of establishing patents and copyrights for innovations	Apply

REFERENCES:

- 1 N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons, India, Sixth Edition, 2022
- 2 Kapoor N.D., Business Law, Sultan Chand and Sons, New Delhi, Sixth Edition, 2022
- 3 Akhileshwar Oathak, Legal Aspects of Business, TataMcgraw-Hill, New Delhi, Third Edition, 2021
- 4 P.C. Tulsian, Business Law, Tata Mcgraw Hill, New Delhi, Second Edition, 2020
- 5 Basava, K.D, Business Law, Vidyavahini Prakashan, New Delhi, Tenth Edition, 2019S
- 6 Satish B. Mathur, Business Law, Tata McGraw Hill, New Delhi, Seventh Edition, 2020

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	3	2	3	2
CO3	3	2	2	3	2
CO4	3	3	2	3	2
CO5	3	3	2	3	2

BA24T14	ACCOUNTING FOR DECISION MAKING	Category	L	T	P	SL	C						
		PC	45	15	0	60	4						
PREREQUISITE													
The students should have basic knowledge on the concepts of financial accounting, cost accounting, management accounting, Budgeting, HR accounting, environment accounting and familiarity with accounting software.													
OBJECTIVES:													
❖ Acquire a new sights and familiarity with the accounting analysis and the capacity to evaluate financial statements													
UNIT – I	FINANCIAL ACCOUNTING						(12)						
Introduction to Financial, Cost & Management Accounting – Generally Accepted Accounting Principle (GAAP) – Accounting Concept and convention– Journal, Ledger, Trial Balance – Preparation of Trading and Profit & Loss Account - Balance Sheet.													
UNIT – II	ANALYSIS OF FINANCIAL STATEMENTS						(12)						
Analysis of Financial Statements - Financial ratio analysis – Profitability ratios – Turnover ratios – Solvency ratios –Cash Flow Statement Analysis.													
UNIT – III	COST AND MANAGEMENT ACCOUNTING						(12)						
Meaning, Importance and Objectives – Classification of cost – Elements of cost - Elements of costs- Cost concepts- Preparation of Cost Sheet – Cost Price Methods: FIFO and LIFO – Cost Volume Profit (CVP) analysis- Break Even Analysis													
UNIT – IV	BUDGETARY CONTROL						(12)						
Budgets and Budgetary control: meaning – Types - Cash Budget – Flexible Budget – Sales Budget – Zero Based Budgeting.													
UNIT – V	CONTEMPORARY ACCOUNTING PRACTICES						(12)						
Introduction to Human Resource Accounting - Accounting in Computerized Environment - Significance of computerized accounting system – Codification and Grouping of accounts –Environment accounting- Pre-packaged Accounting Software.													
L=45, T=15, SL=60, TOTAL =120 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Understand about the basics of accounting.						Understand						
CO2	Interpretation and preparation of the Financial Statement.						Apply						
CO3	Analyse the Financial Strength using various tool.						Analyse						
CO4	Develop the budgetary control techniques on managerial decision-making.						Apply						
CO5	Apply the codification techniques based on the account heads.						Apply						

REFERENCES:

- 1 Dr. N.P. Srinivasan and Dr. M. Sakthivel Murugan, Accounting for Management, S. Chand & Company Ltd, New Delhi, Reprint-2020.
- 2 Dr. S.N. Maheswari and Sharad D.K. Maheswari, Financial & Management Accounting, Sultan Chand & Sons, New Delhi, Ninth Edition, 2022.
- 3 M.Y. Khan and P.K. Jain, Management Accounting, Tata McGraw Hill, New Delhi, Seventh Edition, 2021.
- 4 R. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, Sixth Edition, 2019.
- 5 N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, Tata McGraw Hill, New Delhi, Fifth Edition, 2020.
- 6 P.K. Jain, Management Accounting- Text, Problems and Cases, Tata McGraw Hill, New Delhi, Seventh Edition, 2019.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	3	-	-	-
CO3	3	3	2	2	1
CO4	3	3	2	2	2
CO5	3	3	1	1	1

BA24T15	STATISTICS FOR MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	15	0	60	4						
PREREQUISITE													
To excel in this course, students should have a foundational knowledge of basic mathematics, Statistical Inference and Basic Data Analysis Skills. Additionally, they should have an understanding of hypothesis testing and the concept of fitting a line to data points.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To enable students to apply statistical and probabilistic techniques for effective business decision-making by developing competencies in data analysis, hypothesis testing, analysis of variance, non-parametric methods and correlation-regression analysis. 													
UNIT – I	INTRODUCTION TO STATISTICS AND MANAGEMENT						(12)						
Role of statistics in management, Measures of central tendency, Rules for probability, conditional probability independence of events, Bayes' theorem (without proof) and Probability distributions: Binomial, Poisson, Uniform and Normal distributions.													
UNIT – II	ANALYSIS OF VARIANCE (ANOVA)						(12)						
Definition and concept of ANOVA - One way and Two way analysis of variance- Randomized block design– Latin Square design and its applications.													
UNIT – III	TESTING OF HYPOTHESIS						(12)						
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.													
UNIT – IV	NON-PARAMETRIC METHODS						(12)						
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. Comparing two populations. Mann – Whitney U test and Kruskal Wallis test.													
UNIT – V	CORRELATION & REGRESSION ANALYSIS						(12)						
Correlation – Coefficient of Determination – Regression – Estimation of Regression line – Method of Least Squares.													
L=45, T=15, SL=60, TOTAL =120 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome					Bloom's Taxonomy Level							
CO1	Describe the data by measuring the central tendency, probability concepts and able to apply probability distributions to business situations.					Understand							
CO2	Illustrate one-way and two-way ANOVA, applications of Latin Square and randomized block designs in experiments.					Apply							
CO3	Apply hypotheses testing in multiple groups using statistical techniques and to give results with interpretation.					Apply							

CO4	Prepare the nonparametric analysis with the help of various distribution-free tests.	Apply
CO5	Differentiate the relationship patterns between variables and make predictions about the dependent variable.	Analyze
REFERENCES:		
1 SanjivJaggia, "Business Statistics", 2nd Edition, McGraw Hill Education, New Delhi, 2020. 2 David M. Levine, David F. Stephan, "Business Statistics", 7th Edition, Pearson Education, Noida, 2018. 3 Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8th Edition, 2017. 4 T N Srivastava and ShailajaRego, Statistics for Management, Tata McGraw Hill, 3rd Edition, 2017. 5 Prem S. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016. 6 Dr. Jyoti badge and Dr. Ratnamala Badge, "Introduction to probability and statistics" Rajiv Gandhi vishwavidyalaya, Bhopal, 2018.		

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	-
CO2	3	3	3	3	3
CO3	3	3	-	3	-
CO4	3	3	-	3	-
CO5	3	3	2	3	3

BA24T16	FUNDAMENTALS OF BUSINESS ANALYTICS	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
The students should have basic knowledge on the concepts of basic mathematics, statistics, information technology, business concepts, communication skills, problem-solving, analytical skills and familiarity with spreadsheet software.													
OBJECTIVES:													
❖ To equip students with key business analytics skills for effective, data-driven decision-making across industries.													
UNIT – I	INTRODUCTION						(9)						
Introduction to business analysis – Foundation concepts- Need – importance – benefits.													
UNIT – II	FUNDAMENTALS OF BUSINESS, MANAGEMENT AND COMMUNICATION						(9)						
Exploring BA Knowledge areas – Planning and monitoring- Elicitation, requirement management and communication, Enterprise analysis.													
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 and PRESCRIPTIVE ANALYTICS						(9)						
Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modelling and procedure - Data Mining for Predictive analytics. Introduction to Prescriptive analytics - Prescriptive Modelling - Non Linear Optimisation													
UNIT – V	APPLICATIONS						(9)						
Application of knowledge areas to a project - Applications in new industries: Event sales, casinos, Display advertising - Bundling and Revenue Management.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the foundational concepts, need, importance and benefits of business analysis.						Understand						
CO2	Discuss the key business analysis knowledge areas in addition their role in effective business communication and management.						Understand						
CO3	Apply the descriptive analytics techniques to summarize, visualize and interpret business data.						Apply						
CO4	Illustrate the predictive and prescriptive models to support data-driven decision-making in business scenarios.						Apply						
CO5	Classify the practical applications of business analysis across various industries and projects.						Analyse						

REFERENCES:					
1 "Business Analysis Techniques: 123 Essential Tools for Success" by James Cadle, Debra Paul, and Paul Turner, 3rd Edition, BCS Learning & Development Limited, 2021. 2 "Business Analysis and Leadership: Influencing Change" by Penny Pullan and James Archer, 2nd Edition, Kogan Page, 2021. 3 "Business Analysis" by Debra Paul, Donald Yeates, and James Cadle, 4th Edition, BCS Learning & Development Limited, 2020. 4 "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel, 2nd Edition, Wiley, 2020. 5 "Prescriptive Analytics: The Final Frontier for Evidence-Based Management" by DursunDelen, 1st Edition, Pearson FT Press, 2020. 6 "Introduction to the Practice of Statistics" by David S. Moore, George P. McCabe, and Bruce A. Craig, 10th Edition, W.H. Freeman, 2020.					
Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	-
CO2	3	2	2	2	2
CO3	3	3	-	-	-
CO4	3	3	-	2	-
CO5	3	3	2	2	2

BA24T17	BUSINESS ETHICS AND CORPORATE GOVERNANCE	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should have basic knowledge of management principles and awareness of corporate functions.													
OBJECTIVE:													
❖ To enable students to recognize and apply ethical principles, professional conduct, CSR and governance practices in business decision-making.													
UNIT - I	BUSINESS ETHICS – INTRODUCTION						(9)						
Meaning, Definition, Scope, Needs, Types – Characteristics - Myths – Source of Business Ethics - Factors affecting Business Ethics – Importance of Business Ethics - Evolution of Business Ethics & Future of Business Ethics .													
UNIT – II	THEORIES OF BUSINESS ETHICS AND ETHICAL DECISION MAKING						(9)						
Theories of Business Ethics – Ethical Decision making: Needs, Process and Challenges – Ethics and Law - Personal ethics: emotional honesty - Employee Rights, Health and Safety – Trust & Loyalty in workplace – Cases in Ethical Decision Making.													
UNIT – III	PROFESSIONAL ETHICS AND CORPORATE SOCIAL RESPONSIBILITY						(9)						
Professional Ethics – Ethical problems – Skills required for managers – Ethical Leadership: Five dimension, Model, Type, Strategies & Powers of Leaders - CSR: Introduction, Dimensions, Areas of social responsibility – Cases in CSR.													
UNIT – IV	BUSINESS ETHICS IN FUNCTIONAL AREAS						(9)						
Marketing: consumerism, advertising ethics – HRM: Introduction, Unethical practices, Reward system, Performance appraisal – Ethical issues in production - Labours Working Conditions - Ethical Aspects of Financial Management.													
UNIT – V	CORPORATE GOVERNANCE						(9)						
Corporate Governance: Introduction, Principles and Issues – Theories– Role of Director, Auditors and Share holders – Evolutions of Corporate Governance - Recommendations of different committees – Recent Corporate scams in India – Cases in Corporate Governance.													
L=45, SL=45, TOTAL= 90PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Summarise the scope and evolution of business ethics.						Understand						
CO2	Apply ethical theories in ethical decision-making.						Apply						

CO3	Illustrate ethical leadership approaches and apply CSR practices.	Apply
CO4	Analyse the ethical issues in core business functions.	Analyse
CO5	Describe corporate governance principles and roles.	Understand

REFERENCES:

- 1 S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 2 Mathur UC – Corporate Governance & Business Ethics Reprinted 2010 (Mc Millan publishers india ltd).
- 3 Human Values By : Prof. A.N. Tripathi New Age International
- 4 Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 5 M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi
- 6 Business ethics and corporate governance (principles and practices) by Dr.S.S.Khanka, S Chand and company ltd, New Delhi.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	1
CO2	3	3	2	3	-
CO3	3	3	3	3	2
CO4	3	3	2	3	-
CO5	3	2	2	3	1

BA24P11	MANAGERIAL COMMUNICATION & PRESENTATION TECHNIQUES	Category	L	T	P	SL	C	
		EEC	0	0	60	0	2	
PREREQUISITE								
Students must have the basic awareness of verbal, written and non-verbal communication used in everyday and professional life.								
OBJECTIVES:								
❖ To empower the students to develop communication competencies and presentation skills for effective business and professional interaction								
UNIT – I	Introduction to Communication						(12)	
Introduction and implication of communication in the modern business world – Barriers in communication and how to overcome them – types – key stages and seven steps to effective communication – Global communication patterns – Cross cultural understanding of communication.								
UNIT – II	Writing skills						(12)	
The power of writing and various phases of writing – Rules of good writing – Importance of grammar and vocabulary – Business letters –routine letters – bad news and persuasion letters –job application letters etc. – Internal communication through memos – minutes – notices and reports								
UNIT – III	Business Networking						(12)	
Introductions – Business Card – Describing Your Job– Describing a Company – Emails – Email Guidelines – Appropriate Tone in Email – Effective Opening and Closing Sentences in Email –Meeting Arrangements on the Telephone – Meeting Arrangements (Email) – Text Messages in Arranging to Meet Someone – Writing Invitation Emails – Writing Follow-up and Thank You Emails								
UNIT – IV	Oral Communication						(12)	
Principles of nonverbal communication – through clothes and body language - Speech of thanks – occasional speech – theme speech - Group communication by way of meetings. - Group discussions.								
UNIT – V	Employability Skills						(12)	
An Introduction to soft skills – Basic skills required for employability. - Types of competencies –Listening skills – Assertive skills – Self-evaluation skills – Style practices – voice – smiles and gazes.- Communication through Presentations – Principles governing the use of audiovisual media.- Principles of Effective Presentations								
TOTAL(P:60) = 60 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome				Bloom's Taxonomy Level			
CO1	Describe the basics and types of communication in business.				Understand			
CO2	Apply writing skills in business correspondence and reports.				Apply			
CO3	Illustrate the communication in emails and business networking.				Apply			
CO4	Distinguish the various types of oral and non-verbal communication.				Analyse			
CO5	Prepare written, oral presentations and soft skills for employability.				Apply			

REFERENCES:

- 1 Rajendra pal and J.S.Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, Thirteenth Edition Reprint , 2020
- 2 Bovee, Business Communication Essentials, Pearson, New Delhi, Second Edition, 2021
- 3 Ramachandran K.K,et.al Business Communication, Macmillan India Ltd, New Delhi, Tenth Edition, 2020
- 4 PayalMehra, Business Communication for Managers, Pearson, New Delhi, Second Edition, 2019
- 5 MatthuKutty M. Monippally, Business Communication Strategies, Tata McGraw Hill, New Delhi, Fourth Edition, 2019
- 6 ArunaKoneru, Professional Communication, Tata McGraw Hill, New Delhi, Sixth Edition, 2020

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	3	-
CO2	3	3	-	2	-
CO3	3	3	2	2	3
CO4	3	3	2	2	2
CO5	3	2	3	-	3

BA24P12	ADVANCED EXCEL	Category	L	T	P	SL	C						
		EEC	0	0	60	0	2						
PREREQUISITE													
The students should have knowledge on the fundamentals of computer operations such navigating the operating system, managing files, folders and also familiar with, basic charting, cell referencing and data entry techniques to effectively grasp advanced tools and analytical features.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To equip students with the skills to analyze, interpret and visualize complex data for effective business decision-making. It aims to enhance their proficiency in using advanced functions, data tools, and automation features to solve real-world business problems. 													
UNIT – I	INTRODUCTION TO EXCEL	(12)											
Cells – Name range – Editing worksheets– Cell Formatting – Conditional Formatting – Paste special– Addressing – Relative, Absolute and Mixed– Sorting.													
UNIT – II	CHARTS AND FILTERS	(12)											
Preparation of Employee payroll–Subtotal – Charts –Filtering– Hyperlink.													
UNIT – III	FUNCTIONS IN EXCEL – I	(12)											
Basic Functions – Text Functions – Date and Time Functions– Protecting cells and spread sheet.													
UNIT – IV	FUNCTIONS IN EXCEL – II	(12)											
Preparation of Sales Data– Lookup functions– Logical Functions – Data analysis functions – Pivot Tables.													
UNIT – V	FUNCTIONS IN EXCEL – III	(12)											
Preparation of Students Data– Statistical Functions – Financial Functions – Solver– Scenario Analysis..													
List of Exercise/Experiments: (Min 10)													
<ol style="list-style-type: none"> 1. Introduction to excel 2. Sorting function (Employee database) 3. Preparing chart (Employee database) 4. Auto filter & Advanced filters (Data retrieval based on conditions) 5. Text function 6. Date and Time function 7. Look up function in excel 8. Pivot table in excel 9. Statistical functions using excel 10. Financial Functions using excel 													
TOTAL(P:60) = 60 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Understand the basic concepts of Excel and create/edit spreadsheet	Understand
CO2	Describe the basic Excel formula in various functions with charts and filters	Understand
CO3	Apply the Date and Time, Text function in using Excel functions	Apply
CO4	Illustrate the Pivot Tables and Power Pivot to summarize and format large-scale datasets for informed decision-making.	Apply
CO5	Analyse the Excel formulas in statistical and financial disciplines.	Analyse

REFERENCES:

- 1 Bill Jelen, Microsoft Excel Pivot Table Data Crunching Including Dynamic Arrays, Power Query and Copilot, Microsoft Press, 1st Edition, 2024.
- 2 Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling, PHI Learning Pvt. Ltd, 7th Edition, 2024
- 3 Ritu Arora, Mastering Advanced Excel, BPB Publications ,1st Edition, 2023.
- 4 Dejan Sarka, Jernej Rihar & Klemen Vončina, Advanced Analytics with Power BI and Excel, Orange Education Pvt Ltd., 1 st Edition, 2023.
- 5 Alan Murray, Advanced Excel Formulas: Unleashing Brilliance with Excel Formulas, Apress, 1st Edition, 2022.
- 6 Curtis Frye, Microsoft Excel 365 Step by Step, Microsoft Press, 1st Edition, 2021.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	3
CO2	3	2	2	2	2
CO3	3	3	3	3	2
CO4	3	3	2	2	3
CO5	3	3	2	3	3

BA24T21	OPERATIONS MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should have the knowledge on the concept of management, decisions making, market opportunities and competitive positioning, facility layout and location, material management and store management.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To equip students with production and operations concepts, enabling them to apply forecasting, layout planning, project management and inventory techniques to optimize organizational performance. 													
UNIT – I	INTRODUCTION TO OPERATIONS MANAGEMENT	(9)											
Production Systems: nature, importance, characteristics of modern production, Recent trends in Production Management – Strategic Operations Management: meaning, elements of operation strategy, Operation Strategy on Competitive Priorities – Comparison of International and Domestic Operations Management.													
UNIT – II	FORECASTING, CAPACITY AND AGGREGATE PLANNING	(9)											
Demand Forecasting – Need, types, Qualitative and Quantitative Methods – Capacity planning: definitions, types– Aggregate planning cost: concept, types – Master Production Schedule – Capacity Requirement Planning (CRP): concept and process – Introduction to MRP and ERP.													
UNIT – III	PROJECT AND FACILITY PLANNING	(9)											
Project Management: Importance, dimension and phases, project manager, scheduling techniques - Facility Location: meaning, steps in selection and Location Models.													
UNIT – IV	DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS	(9)											
Product Design: factors. – Process: planning, selection, strategy – Work Study: objectives, benefits and steps – Method Study: procedure -Motion Study – Work Measurement: concepts and steps – Productivity: measuring and methods to improve productivity.													
UNIT – V	MATERIALS MANAGEMENT	(9)											
Materials Management: objectives, elements –Purchasing: functions – Stores Management: meaning, types– Inventory: costs and control techniques – Lean Manufacturing: 7 Wastes.													
L=45, SL=45, TOTAL =90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome	Bloom's Taxonomy Level											
CO1	Describe the knowledge on the process of productivity and its operations	Understand											
CO2	Apply the various demand forecasting methods, production process and techniques to improve productivity.	Apply											

CO3	Develop the features of plant location, plant layout, facility location and location selection.	Apply
CO4	Apply work study, method study and productivity improvement techniques to enhance operational efficiency.	Apply
CO5	Analyze the various inventory techniques and its optimal adoption.	Analyze

REFERENCES:

- 1 Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, New Delhi, Third Edition, 2024.
- 2 Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, Ninth Edition, 2018.
- 3 Pannerselvam R, Production and Operations Management, Prentice Hall India, Fourth Edition, 2016.
- 4 KanishkaBedi, Production and Operations Management, Oxford University Press, Third Edition, 2017.
- 5 Chary S. N, Production and Operations Management, Tata McGraw Hill, New Delhi, Sixth Edition, 2019.
- 6 Nigel Slack, Alistair Brandon-Jones, "Operations Management", 9th Edition, Pearson Education, Noida, 2019.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	3	2
CO2	3	3	2	2	2
CO3	3	3	2	2	-
CO4	3	3	2	-	3
CO5	3	3	2	3	-

BA24T22	FINANCIAL MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	15	0	60	4						
PREREQUISITE													
The students should have the basic knowledge on financing activities of a business and also an understanding on the fundamental concept of investment avenues and investment decisions.													
OBJECTIVES:													
❖ Facilitate students the operational nuances of a finance head. Comprehend the technique of making decisions related to finance functions.													
UNIT – I	INTRODUCTION TO FINANCIAL MANAGEMENT	(12)											
Financial Management: Meaning, Nature & Scope, objectives, functions, Role of Financial Manager – Time Value of Money – Introduction to the concept of risk and return of a single asset and a portfolio.													
UNIT – II	INVESTMENT DECISION	(12)											
Capital Budgeting: Nature of capital budgeting – Identifying relevant cash flows – Evaluation Techniques : Pay back, Accounting rate of return, Net present value , Internal rate of return, Profitability Index- (Problems) – Measurement of cost capital – Cost of Debentures – Cost of Preference share and Equity shares – WACC.													
UNIT – III	FINANCING DECISION & LEVERAGES	(12)											
Capital Structure: Factors determining capital Structure – Theories of Capital Structure: Net Income Approach and Net Operating Income approach- Traditional Approach. Leverage: Meaning, Types: Financial leverage, Operating leverage and Combined leverages – Problems.													
UNIT – IV	DIVIDEND DECISION	(12)											
Dividend policy– Aspects of dividend policy - Forms of dividend policy – Forms of dividends – Determinants of Dividend decision – Theories of dividend: Walter's Gordon's model and MM Model.													
UNIT – V	WORKING CAPITAL MANAGEMENT	(12)											
Principles and concepts of Working Capital Management -Factors: Influencing working Requirement - Operating Cycle – Cash conversion Cycle – Estimation of Working capital.													
L=45, T=15, SL=60, TOTAL =120 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome					Bloom's Taxonomy Level							
CO1	Understand the fundamentals of Financial Management and its recent trends					Understand							
CO2	Apply capital budgeting techniques and cost of capital concepts to evaluate investment decisions.					Apply							
CO3	Apply the capital structure theories and leverage concepts to assess financial performance and risk.					Apply							
CO4	Analyse the dividend policy theories and determinants to evaluate dividend decisions.					Analyse							
CO5	Apply the principles of working capital management and apply techniques to estimate working capital requirements.					Apply							

REFERENCES:					
1 Prasanna Chandra, Financial Management, Tata Mcgraw Hill, New Delhi, Nineth Edition, 2017 2 I.M. Pandey, Financial Management, Vikas Publishing House, New Delhi, Twelfth Edition, 2020. 3 Dr. S. N. Maheswari, Financial Management, Principles and Practices, Sultan chand and sons, New Delhi, Fourteenth Edition, 2014. 4 Brigham and Ehrhardt, Financial Management Theory and Practice , Cengage Learning, Fifteenth Edition, 2016. 5 M. Y. Khan and P.K. Jain, Financial Management, Text, problems and cases, Tata McGraw Hill, New Delhi, Seventh Edition, 2017 6 James C. Van Horne, Financial Management & Policy, Prentice Hall of India, New Delhi, Twelfth Edition, 2014.					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	1
CO2	3	3	2	2	1
CO3	3	3	2	2	1
CO4	3	3	2	2	1
CO5	3	3	2	2	2

BA24T23	MARKETING MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should have a good understanding of market, management principles. This foundational knowledge will provide a solid base of marketing strategy, marketing mix and pricing policy of the organization.													
OBJECTIVES:													
❖ To develop the core marketing concepts, strategies and to equip students with the skills to analyse market environments and make effective marketing decisions.													
UNIT – I	INTRODUCTION						(9)						
Marketing, Definition, Core marketing concept – Customer Oriented Organization – Marketing interface with other functional areas – Affecting the Marketing in Micro ad Macro Environment.													
UNIT – II	CONSUMER BEHAVIOUR						(9)						
Understanding Industrial and Individual Buyer Behavior- Influencing factors- Responding to buyer behavior - Building customer satisfaction –Customer life time value, Customer acquisition- Retaining – Dissonance.													
UNIT – III	MARKETING STRATEGY AND PLANS						(9)						
Marketing Strategy Formulations – Key Drivers of Marketing Strategies - Porter's five force model, ASOF Matrix, McKinsey 7s model–Value chain analysis (Primary activities, support activities)Consumer Marketing–Competitor Analysis – Analysis of consumer and industrial markets.													
UNIT – IV	MARKETING MIX						(9)						
Product Planning and Development - Product Life Cycle, Product Mix – Developing New Product - Market Segmentation – Targeting and positioning - Developing Marketing Mix - Pricing decisions - Channel Design and Management - Integrated Marketing Communications.													
UNIT – V	MARKETING RESEARCH & IMPACT OF INFORMATION TECHNOLOGY ON MARKETING DECISIONS						(9)						
Marketing Research- Process, Tools and Techniques- Preparation of Marketing Research Report - Online Marketing, E-Retailing, Affiliate Marketing, Digital Marketing and Two-sided platform, Multi sided platform – Emerging new trends and Challenges to marketers and Ethics in Marketing.													
L=45, SL=45, TOTAL =90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the core marketing concept and its relationship with other functional areas.						Understand						
CO2	Discuss the consumer buying behaviour and their level of satisfaction.						Understand						
CO3	Develop the marketing strategies and its applications to industrial markets and consumer markets.						Apply						
CO4	Apply the knowledge on product planning and development on the basis of market segmentation.						Apply						
CO5	Apply the process of marketing research and the challenges to marketers						Apply						

REFERENCES:					
1 PhlipKortler: Marketing Management, prentice hall of India P (ltd), New Delhi ,Sixteenth Edition, April 2022					
2 P.K. Agarwal, Marketing Management, Pragati Prakashan, Meerut, Sixth Edition, 2020					
3 Zikmandd' Amico, Marketing South Western, Thomson Learning, New Delhi, Nineth Edition, 2021					
4 MichealR. C zinkota and Masaaki Kotabe, Marketing Management, Vikas Thomson learning New Delhi, Eighth Edition, 2021					
5 Tapank. Panda, Marketing Management Text and Cases, Excel Books, New Delhi, Sixth Edition, 2022.					
6 Prin. Dr. Baba sahib Sangale Marketing Management , success publication Feb 2018					
Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	2	2	3	2
CO3	3	3	2	3	2
CO4	3	3	2	3	2
CO5	3	3	2	3	2

BA24T24	HUMAN RESOURCE MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should be familiar with basic management principles and organizational behaviour to understand Human resource functions. Strong communication skills are essential for navigating Human resource responsibilities effectively.													
OBJECTIVES:													
❖ To educate the core principles, HR planning objectives, training methods and implement performance evaluation systems in Human Resource Management.													
UNIT - I	INTRODUCTION						(9)						
Nature and Scope of Human Resource Management (HRM)-Meaning and Definition of HRM - Objectives and Functions of HRM - Models of HRM - HR policies - HRM in the changing environment.													
UNIT - II	STAFFING						(9)						
Human Resource Planning-Job Analysis -Job Description- Job Specification - Recruitment-Selection-Induction –Placement - Social networking.													
UNIT - III	TRAININGANDEXECUTIVEDEVELOPMEN						(9)						
Types of training methods – purpose –benefits & resistance - Executive Development Programmes – Benefits – Self Development – Knowledge Management - Case study.													
UNIT - IV	INTERNATIONAL HRM						(9)						
Domestic versus international Human Resource management - Perspective and practices of International Human Resource Management - Competencies required for International Managers - Changing roles of HR during the transition from Local to Global.													
UNIT - V	PERFORMANCEEVALUATION ANDCONTROLPROCESS						(9)						
Compensation plan – Reward – Motivation – 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.													
L=45, SL=45, TOTAL =90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Understand the key HRM concepts, functions, models and adaptation of the changing environments						Understand						
CO2	Explain the design and manage staffing processes, including HR planning, job descriptions and recruitment strategies.						Understand						
CO3	Illustrate the implement and assess training programmes and executive development initiatives.						Apply						

CO4	Apply the international HRM strategies, global managerial competencies and transitions between local and global HR practices	Apply
CO5	Analyse the performance evaluation methods, design compensation plans, control processes and grievances effectively	Analyse

REFERENCES:

- 1 Dessler, G., & Varkkey, B. Human Resource Management. 10th edition Dorling Kindersley (India) Pvt. Ltd: New Delhi. 2011
- 2 Aswathappa, K. Human Resource Management – Text and Cases. Seventh edition. Tata McGraw VSP
- 3 Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi –2012
- 3 Cascio, W. F., & Nambudiri, R. Managing Human Resources – Productivity, Quality of Work Life, Profits. 11th edition, Tata McGraw Hill: New Delhi. 2010
- 4 Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 5th edition, 2011
- 5 David A. DeCenzo& Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
- 6 VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	2	3
CO2	3	2	3	2	3
CO3	3	3	3	2	3
CO4	3	3	3	3	3
CO5	3	3	2	2	3

BA24T25	MANAGEMENT INFORMATION SYSTEM	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
The Students with basic computer knowledge and Understand of information systems are required to comprehend data and information concepts.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To enable students to understand the strategic role of information systems and technologies in organizations. 													
UNIT - I	INTRODUCTION TO INFORMATION SYSTEMS						(9)						
Information Concepts - System Concepts- Information system: definition & components-Computer Based Information Systems- Business Information Systems- Business Model													
UNIT - II	SYSTEMS AND APPLICATION SOFTWARE						(9)						
Software - Systems software - Operating systems – Current, Workgroup and Enterprise - Operating system - Application Software - Overview of application software - Personal application software - Group application software - Enterprise application software.													
UNIT - III	SYSTEM DEVELOPMENT						(9)						
Modern Information system - Overview of Systems Development - Systems Development Life Cycles - Factors affecting systems development success - Designing computer based methods.													
UNIT - IV	FUNCTIONAL ASPECTS OF MIS						(9)						
MIS - Financial Management Information Systems - Manufacturing Management Information Systems - Marketing Management Information Systems - Human Resource Management Information Systems - Knowledge Management System - Geographical Information System - Overview of Decision Support system													
UNIT - V	IT INITIATIVES						(9)						
E- Business, e-governance, ERP, SCM, E- Records, e-CRM, Data warehousing and Data Mining, Business Intelligence, Pervasive computing, CMM.													
L=45, SL=45, TOTAL =90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the core concepts of systems, information systems, their components and their role in business operations and models.						Understand						
CO2	Discuss the various types of system and application software used across personal, group and enterprise levels.						Understand						
CO3	Apply the system development life cycle models and methods to design effective information systems.						Apply						
CO4	Prepare the structure and role of MIS across functional business areas of finance, marketing, HR and decision-making.						Apply						
CO5	Apply knowledge of IT initiatives like ERP, CRM, data mining and e-governance to real-world business and governance contexts.						Apply						

REFERENCES:

- 1 Ralph Stair & George Reynolds, Principles of Information Systems, Thomson Learning 10th Edition22
- 2 Jawadekar, Management Information System, McGraw Hill India 6th Edition- 2020
- 3 David Whiteley, Introduction to Information Systems, Palgrave Macmillan, Germany 2013th edition
- 4 James O'Brien , Management Information System TMH 2021
- 5 Kenneth C. Laudon & Jane P. Laudon , Management Information System, Pearson Education India14 th edition -2020
- 6 L.M. Prasad and Usha Prased, Management Information System, Sultan Chand & Sons, 3rd Revised Edition- 2023

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	-
CO2	3	2	-	1	1
CO3	3	3	1	-	2
CO4	3	3	2	1	2
CO5	3	3	2	3	2

BA24T26	BUSINESS RESEARCH METHODS	Category	L	T	P	SL	C						
		PC	60	0	0	60	4						
PREREQUISITE													
Basic knowledge of statistics, hypothesis testing and data analysis tools like Excel													
OBJECTIVES:													
❖ To equip students with practical research skills for conducting and reporting ethical data-driven business research.													
UNIT - I	INTRODUCTION						(12)						
Business Research – Definition and Significance – The Research Process – Types of Research, Qualitative and Quantitative research, Theoretical and Empirical Research, Cross Sectional and Time Series Research – Review of Literature - Research objectives – Research hypotheses, characteristics – The Role of Theory in Research. Problems encountered by researcher in India													
UNIT - II	RESEARCH DESIGN AND MEASUREMENT						(12)						
Research Design – Definition – Types of Research Design – Exploratory and Causal research design – Descriptive and 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						(12)						
Types of data – Primary Vs Secondary data – Methods of primary data collection, Survey Vs Observation, Experiments – Construction of questionnaire, Validation of questionnaire – Sampling plan, Sample size, Determinants optimal sample size, Sampling Techniques, Probability Vs Non-probability sampling methods – simple cases.													
UNIT - IV	DATA PREPARATION AND ANALYSIS						(12)						
Data Preparation – Qualitative Vs Quantitative Data Analyses, Bivariate and Multivariate Statistical Techniques, Factor Analysis, Discriminant Analysis, Cluster analysis, Multiple Regression and Correlation, Multidimensional Scaling (Theory only)– Application of Statistical Software for Data Analysis.													
UNIT - V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH						(12)						
Research Report – different types – Contents of report – Need of executive summary – Chapterization – Report Writing – The role of audience – Readability – Comprehension – Final proof – Report format – Title of the report – Ethics in research – Ethical behaviour of research - Report Generation and Oral Presentation													
L=60, SL=60, TOTAL =120 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Describe the types, process and significance of business research.						understand						
CO2	Apply appropriate measurement tools in research design.						Apply						

CO3	Sketch the data collection tools and effective sampling plans.	Apply
CO4	Analyse the business data using statistical techniques.	Analyse
CO5	Prepare research reports and apply ethical research practices.	Apply

REFERENCES:

- 1 Donald R. Cooper, Pamela S. Schindler J.K. Sharma, "Business Research Methods", 12th Edition, McGraw Hill Education, New Delhi, 2019.
- 2 Krishnaswami O.R., Ranganathan M., Harikumar P.N., "Research Methodology", 1st Edition, Himalaya Publishing, Mumbai, 2019.
- 3 Priti Ranjan Majhi, "Introduction to Research Methodology (Theory and Project Report)", 1st Edition, Himalaya Publishing, Mumbai, 2019
- 4 Naresh K. Malhotra, Sathya Bhusan Dash, "Marketing Research: An Applied Orientation", 7th Edition, Pearson Education, Noida, 2019.
- 5 Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2018.
- 6 C. R. Kothari, Research Methodology: Methods and Techniques, New Age International, New Delhi, Second Edition, 2016

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	3	-
CO2	3	3	-	2	-
CO3	3	3	-	2	-
CO4	3	3	1	2	-
CO5	3	3	2	3	1

BA24T27	APPLIED OPERATIONS RESEARCH	Category	L	T	P	SL	C						
		PC	45	15	0	60	4						
PREREQUISITE													
To excel in this course, students need a solid foundation of Mathematics, Statistics, Analytical Skills and Operations Management.													
OBJECTIVE:													
<ul style="list-style-type: none"> ❖ To equip students with the analytical and problem-solving skills required to model and solve real-world business challenges using operations research techniques, including linear programming, transportation, CPM, PERT, inventory management models and game theory for enhancing their decision-making capabilities across functional areas of management. 													
UNIT – I	LINEAR PROGRAMMING PROBLEM	(12)											
Introduction to applications of operations research in functional areas of management. Linear Programming Problem - Formulation of Linear Programming Problems - graphical and simplex method using slack variables.													
UNIT – II	TRANSPORTATION PROBLEM	(12)											
Transportation Models (Minimizing and Maximizing Cases) Definition - Balanced and Unbalanced cases - Initial Basic feasible solution by North West Corner Rule, least cost and Vogel's approximation methods.													
UNIT – III	ASSIGNMENT PROBLEM	(12)											
Assignment Models (Minimizing and Maximizing Cases) – Balanced and Unbalanced Cases - Travelling Salesman Problem.													
UNIT – IV	CPM / PERT ANALYSIS	(12)											
Critical Path Method (CPM) –Project Evaluation and Review Techniques (PERT) analysis – Cost consideration in PERT / CPM and problems.													
UNIT – V	INVENTORY MODELS AND GAME THEORY	(12)											
Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models (one price break and two price breaks) and problems.													
Game Theory – Two person zero sum games with Saddle point – without Saddle point method using Dominance rule – problems - Algebraic method, Graphical and linear programming solutions.													
L=45, T=15, SL=60, TOTAL =120 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome	Bloom's Taxonomy Level											
CO1	Describe linear programming problems based on real-world business scenarios.	Understand											
CO2	Prepare initial basic feasible solutions by using different solution methods to develop practical skills for addressing both balanced and unbalanced cases.	Apply											
CO3	Illustrate comprehensive knowledge on assignment models and to develop practical skills in business contexts.	Apply											
CO4	Apply the project schedules, cost implications and resource allocations to optimize project outcomes.	Apply											

CO5	Analyse inventory models and game theory techniques to real-world business environment.	Analyse
REFERENCES:		
1	Frederick S. Hillier (Author), Gerald J. Lieberman (Author), Bodhibroto Nag (Author) Introduction to Operations Research (SIE) 11th Edition, 2021.	
2	Mr. K. Shridhara Bhat, Applied Operations Research for Management, HPH Pvt Ltd, 2020.	
3	Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, 10th Edition, 2019.	
4	Sharma J.K., "Operations Research - Theory and Application", 6th Edition, Laxmi Publications, New Delhi, 2017.	
5	Vohra N.D., "Quantitative Techniques in Management", 5th Edition, McGraw Hill Education, New Delhi, 2017.	
6	Paneer Selvam R., "Operations Research", 2nd Edition, PHI Learning, New Delhi, 2014.	

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	2	2
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	3	3	3
CO5	3	3	2	3	2

BA24P21	DATA VISUALIZATION USING POWER BI	Category	L	T	P	SL	C	
		EEC	0	0	60	0	2	
PREREQUISITE								
The students should have elementary knowledge on Data Analysis, Excel functions, formulas, charting techniques, including concepts like tables, fields, relationships, data formats and how to manipulate and clean data.								
OBJECTIVE:								
<ul style="list-style-type: none"> ❖ To equip students with practical skills in Power BI for data import, transformation, analysis and visualization to support data-driven decision-making. 								
List of Exercise/Experiments:								
<ol style="list-style-type: none"> 1. Introduction to Power BI : Features and Capabilities 2. Data Import and Transformations 3. Introduction to Power Query Editor for data transformation. 4. Creating basic visualizations (bar charts, line charts, pie charts, etc.) 5. Formatting and customizing visuals 6. Using filters and slicers for interactivity 7. Hierarchical visualizations (tree maps, sunbursts) 8. Understanding DAX syntax and functions 9. Calculated columns and measures 10. Time intelligence functions for date analysis. 								
TOTAL(P:60) = 60 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome				Bloom's Taxonomy Level (K1 to K4)			
CO1	Explain the features and capabilities of Power BI for business intelligence.				Understand			
CO2	Discuss how to import and transform data from various sources in Power BI.				Understand			
CO3	Prepare the Power Query Editor to clean for analysis.				Apply			
CO4	Apply formatting and filtering techniques to enhance interactivity in Power BI reports.				Apply			
CO5	Classify the data using DAX calculated columns, measures and time intelligence functions.				Analyse			

REFERENCES:

- 1 "Practical Power BI: A Step-by-Step Guide to Getting Started with Data Analytics and Visualization
"Authors: Adam Aspin, Bob Mellish, and Publisher: Packt Publishing KBNM.
- 2 Dr. Shirshendu Roy Data Visualization: Using Power BI, Orange and Excel,1st edition (23 February 2021); Notion Press Media Pvt Ltd.
- 3 Data Analysis with Microsoft Power BI: A Kagen the Damned Novel Paperback – 28 January 2020.
- 4 Data Analysis with Microsoft Power BI, 1st Edition, By Brian Larson, 2020.
- 5 Expert Data Modeling with Power BI - Second Edition By Soheil Bakhshi,2019
- 6 Microsoft Power BI Complete Reference, By Devin Knight , Brian Knight , Mitchell Pearson,2019

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	1	-
CO2	3	2	-	1	1
CO3	3	3	-	-	2
CO4	3	3	1	-	2
CO5	3	3	1	2	1

BA24P22	SEMINAR ON MANAGEMENT FUNDAMENTALS	Category	L	T	P	SL	C	
		EEC	0	0	60	0	2	
PREREQUISITE								
The students should have basic knowledge on management, business, economics, organizational behaviour, psychology, business communication skills and ethics.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To equip the students with a comprehensive understanding of management principles, leadership, organizational behaviour, strategic decision-making, enabling them to foster ethical, inclusive, and high-performing workplace environments. 								
List of Exercise/Experiments: (Min 15)								
<ol style="list-style-type: none"> 1. Management Principles 2. Management Functions 3. Organizational Culture, Diversity and Ethics 4. Leadership and Motivation 5. Managing Employees Empowerment 6. Planning and Strategy Formulation 7. Economic forecasting Techniques 8. Role of Managers in Present Era 9. Stress Management 10. Motivation 								
TOTAL(P:60) = 60 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome				Bloom's Taxonomy Level (K1 to K4)			
CO1	Understand the basic concepts of management				Understand			
CO2	Understand the concepts of Organization and leadership				Understand			
CO3	Apply the concepts of Planning and Strategy Formulation				Apply			
CO4	Apply the concepts of Economic forecasting techniques				Apply			
CO5	Analyse the concepts of Stress Management and motivation techniques				Analyse			

REFERENCES:					
1 David S. Bright, Anastasia H. Cortes, Eva Hartmann, "Principles of Management", 2023.					
2 Dr. L.M. Prasad, "Principles and Practice of Management", Sultan Chand & Sons, 2020.					
3 Thomas Lauer, "Change Management: Fundamentals and Success Factors", Springer Berlin Heidelberg, 2020.					
4 Robert Konopaske, John M Ivancevich, Michael T Matteson, Organizational Behavior and Management, 11th edition, Tata McGraw Hill, 2017.					
5 Stephen P. Robbins, David De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 9th edition 2016.					
6 Charles W.L. Hill, Melissa A Schilling & Gareth R. Jones, "Strategic Management: An Integrated Approach", Cengage Learning, 12th Edition, 2016.					
Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	-	-
CO2	3	2	2	-	-
CO3	3	3	2	-	-
CO4	3	3	-	-	-
CO5	3	3	2	-	-

BA24T31	STRATEGIC MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students should have the basic knowledge on managerial decision-making, basic principles, analytical thinking, problem-solving skills, familiarity with SWOT analysis and strategic tools.													
OBJECTIVES:													
The strategic management covers the formulation, implementation and evaluation of strategies in dynamic business environments. It focuses on analytical tools, corporate governance, competitive frameworks, strategic leadership and effective decision-making.													
UNIT – I	INTRODUCTION						(9)						
Strategic management – Concepts of strategic management– Strategic management process – Developing a strategic vision –Mission- Setting objectives– Strategies and tactics – Importance of corporate strategy – 7-S Framework- Corporate governance– Board of directors: Role and functions – Board functioning – Top management: Role and Skills.													
UNIT – II	CORPORATE POLICY AND PLANNING IN INDIA						(9)						
Importance – Characteristics – Objectives - Policy formulation and development – Types of business policies-Implementation of policies- Society and business-Social responsibility of business –Corporate governance and ethical responsibility.													
UNIT – III	COMPETITIVE ADVANTAGE						(9)						
External environment – Strategic groups – Strategic types - Blue ocean strategy – Industry evolution – Core and distinctive competencies: Michael Porter’s framework for strategic management -VRIO framework – Competitive advantage: Resources, Generic building blocks, Avoiding failures and sustaining competitive advantage – Business models.													
UNIT – IV	STRATEGY FORMULATION AND ANALYSIS						(9)						
Strategy formulation – Strategic Factors Analysis Summary Matrix (SFAS) - Portfolio analysis – Business strategy - TOWS matrix – Corporate strategy – Functional strategy – Strategic choice –Competitive strategies; ETOP, TOWS - Environmental scanning – Industry analysis - The synthesis of external factors - Internal scanning – Value chain analysis – SWOT audit – Scenario planning- Creating an industry matrix.													
UNIT – V	STRATEGY IMPLEMENTATION						(9)						
Strategy implementation – Corporate culture – Matching organisation structure to strategy – Strategic leadership- Strategic control: Measurement in performance - Problems in measurement of performance-Strategy audit-Strategic control process – Du Pont’s control model – Future of strategic management – Strategic information system.													
L=45, SL=45, TOTAL=90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Describe the strategic management process, the roles of corporate governance and top management involvement.	Understand
CO2	Apply the policy formulation and implementation of ethics and social responsibility in business decision-making.	Apply
CO3	Illustrate the models of Porter's and VRIO to evaluate strategic groups, business models and strategies.	Apply
CO4	Apply the tools of SFAS, TOWS, ETOP, SWOT and industry matrices for value chain analysis.	Apply
CO5	Analyse the strategy implementation, structure alignment, strategic control mechanisms.	Analyse

REFERENCES:

- 1 Fred R. David, Forest R. David, Meredith E. David, Issac Jacob, HanifKahjer, Ranjan Chaudhuri, Strategic Management, Concepts and Cases, Pearson, 18th Edition, 2024.
- 2 Michael A. Hitt/R. Duane Ireland/Robert E. Hoskisson, Strategic Management: Competitiveness and Globalization with MindTap, Cengage Learning India Private Limited, 13th Edition, 2024.
- 3 Charles W. L. Hill/Melissa A. Schilling/Gareth R. Jones, Strategic Management: Theory & Cases: An Integrated Approach, Cengage Learning India Pvt. Ltd, 13th Edition, 2023.
- 4 John Morris, Oregon State University, Strategic Management, Oregon State University, 2nd Edition, 2023.
- 5 Kennedy B. Reed, Virginia Tech, Strategic Management, Virginia Tech Publishing, 3rd Edition, 2020.
- 6 AzharKazmi &Adela Kazmi ,Strategic Management, McGraw Hill, 5th Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	3	2	3
CO5	3	3	2	3	3

BA24T32	ENTREPRENEURSHIP DEVELOPMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students should have strong communication skills, critical thinking abilities, a genuine interest in innovation and problem-solving. While prior experience in business or running a small enterprise is not mandatory, it can be beneficial for better grasping the practical aspects of entrepreneurship.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To provide foundational knowledge of entrepreneurship, focusing on the traits, creativity and innovation that drive entrepreneurial ventures. It covers business models, financing, market research and industry analysis, ethical practices to equip learners with the skills to launch, evaluate and grow sustainable enterprises. 													
UNIT – I	INTRODUCTION TO ENTREPRENEURSHIP	(9)											
Characteristics and functions of an entrepreneur- Common myths about entrepreneurs- Importance of entrepreneurship- The role of creativity- The innovation process- Sources of new ideas- Methods of generating ideas- Creative problem solving- entrepreneurial process.													
UNIT – II	BUSINESS MODEL AND APPRAISAL OF PROJECTS	(9)											
Importance of business model- Components of an effective business model- Importance of evaluating various options- Appraisal techniques.													
UNIT – III	FORMS OF BUSINESS ORGANISATION	(9)											
Sole proprietorship partnership- Joint stock companies and co- operatives- Determining financial needs- Sources of financing- Equity and debt funding- Evaluating financial performance.													
UNIT – IV	MARKETING FUNCTION	(9)											
Industry analysis- Competitor analysis- Marketing research for the new venture- Defining the purpose or objectives- Gathering data from secondary sources- Gathering information from primary sources- Analysing and interpreting the results- The marketing process.													
UNIT – V	MANAGING GROWTH OF NEW VENTURES	(9)											
Challenges of growth- Strategies for firm growth- Internal and External growth strategies- Ethics, values and social responsibility- Ethics and business operation.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Understand the entrepreneurial process, creativity, innovation and contribute to business ideas.						Understand						
CO2	Illustrate business models, alternative options and appropriate appraisal techniques to support strategic business planning.						Apply						
CO3	Apply appropriate forms of business ownership, funding methods and assess financial performance.						Apply						

CO4	Develop marketing research techniques to conduct industry and competitor analysis to support new venture development.	Apply
CO5	Analyse internal and external growth strategies and the ethical implications of business decisions in relation to social responsibility.	Analyse
REFERENCES:		
1 Sarada Prasad Datta, Profile of Entrepreneurship Development, The Elegant Publications, 2nd Edition, 2024.		
2 Vijay Kumar Sharma, Entrepreneurship Development: Concepts, Methodologies and Applications, Book Enclave, 1 st Edition, 2024.		
3 Mr. Sunder Srinivasan, Ms. Chhavi Sahai, Mrs. Mohini Sudeep Navale, Entrepreneurship Development, Zyakra Publications, 1 st Edition, 2024.		
4 Jarial Sapna, Entrepreneurship Development, New India Publishing Agency, 1 st Edition, 2022.		
5 K. Sundar, Entrepreneurship Development, Vijay Nicole Imprints Private Limited, 1 st Edition, 2022.		
6 Evakorlang Kharkongor, Sankar Sarma, Piarlincy Khonglah, Sumarlang Lyngskor, Entrepreneurship Development: Challenges and Opportunities, EBH Publishers, 1 st Edition, 2021.		

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	3	2	2	2
CO3	3	3	2	3	2
CO4	3	3	3	3	3
CO5	3	3	2	3	3

BA24E01	MARKETING ANALYTICS	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE:								
The course explores customer data analysis techniques and their theoretical foundations to help students acquire advance analytic skills that can be applied to real world marketing problems. It also enables the students to measure, manage and analyse marketing performance to maximize its effectiveness and optimize return on investment (ROI).								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ Introduce the fundamentals of marketing analytics, focusing on data-driven decision-making, performance measurement and to equip learners with tools, techniques for analysing customer behaviour, campaign effectiveness, and market trends. 								
UNIT – I	INTRODUCTION						(9)	
Introduction to Marketing Analytics - Evolution of Marketing Data and Analytics timeline - Types of Analytics - Marketing Analytics Applications - Summarizing & Reporting Marketing Data using Excel.								
UNIT – II	MARKETING DATA						(10)	
Visualizing Marketing Data using Tableau - Visualizations Using Python & R - Understanding the Metrics across marketing domains -Developing Metrics - Flowchart for Metric Creation.								
UNIT – III	MARKETING MODELS & STRATEGIES						(9)	
Marketing Models - Marketing Engineering – Segmentation Analytics – Clustering Algorithms - Positioning Analysis - Data Mining applications.								
UNIT – IV	MARKETING MIX ANALYTICS						(8)	
New Product development decisions - Pricing the Product - Forecasting the Sales – Allocating the Retail space & Sales Resource – Consumer Attribution Modelling Methods.								
UNIT – V	MARKETING ANALYTICS APPLICATIONS						(9)	
Customer Churn Modelling – Purchase Behaviour Prediction Models- Social Media Listening and Sentimental Analysis – Market Basket Analysis – RFM Analysis – Recommender Systems development.								
L=45, SL=45, TOTAL= 90 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome						Bloom's Taxonomy Level	
CO1	Understand the basics of marketing analytics and how to summarize data using Excel.						Understand	
CO2	Apply the visualization tools like Tableau, Python, and R to create marketing data visuals and develop key metrics.						Apply	
CO3	Explain marketing models, segmentation, clustering, and data mining techniques for strategic decision-making.						Understand	
CO4	Apply strategic and analytical skills for effective product development, pricing, forecasting, and resource allocation						Apply	

CO5	Analyse the customer behavior and social media data by using predictive models	Analyse
REFERENCES:		
1	Chris Chapman, "R for Marketing Research and Analytics", Springer Publications, 1st Edition, 2018.	
2	Dinesh Kumar U, "Business Analytics", Wiley India, 1st Edition, 2019.	
3	Paul W Farris, "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance", Pearson Education, 2nd Edition, 2019.	
4	Tanushri Banerjee & Arindham Banerjee, "Business Analytics- Texts and Cases", Sage Publications, 1st Edition, 2019.	
5	Wayne L Winston, "Marketing Analytics – Data Driven Techniques with Microsoft Excel", Wiley Publications, 1 st Edition, 2018.	
6	Seema Gupta, Avadhoot Jathar, " Marketing Analytics "Wiley India Pvt. Ltd, 2021.	

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	2	1	1
CO3	3	2	2	2	1
CO4	3	3	2	2	1
CO5	3	3	2	2	1

BA24E02	ADVERTISING AND SALES PROMOTION	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Fundamental insight into marketing concepts, communication principles and media platforms are essential.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To equip the students with expertise in planning, creating, managing and evaluating the advertising and sales promotion strategies across the media channels. 													
UNIT – I	INTRODUCTION AND OVERVIEW OF ADVERTISING						(9)						
Meaning and definition of advertising - History and evolution of advertising - Advertising strategies and campaign development - Traditional vs. Digital advertising - Media in advertising - Creative process behind ad campaigns - Ethical considerations in advertising - Economic and social effects of advertising - Legal, ethical, and social aspects of advertising.													
UNIT – II	PLANNING THE ADVERTISING STRATEGY						(9)						
Advertising Planning - Types of advertisements - Advertising campaign planning -- DAGMAR approach - Budgeting for advertising - Research process in advertising - Creative execution in advertising - Objective setting and market positioning - Target audience determination - Building an advertising program - Message, headlines, copy, logo, illustration, appeal and layout.													
UNIT – III	ADVERTISING COPY CREATIVITY & ADVERTISING MEDIA						(9)						
Advertising copy and copywriting - Types of copy - Production of print and TV advertisements - Print media - Television advertising - Radio advertising - Social media advertising - Outdoor media advertising - Media planning and scheduling - Advertising effectiveness - ASCI – Role and function - Creative execution on radio, tv, and online platforms.													
UNIT – IV	ADVERTISING AGENCY MANAGEMENT						(9)						
Advertising agency: selection, compensation, and appraisal - Electronic media buying - Advertising campaign evaluation - Advertising campaign vs. consumer behavior - Media buying strategies and techniques - advertising campaign performance evaluation - legal aspects in media buying and advertising - Impact of media planning on advertising effectiveness.													
UNIT – V	SALES PROMOTION						(9)						
Objectives of sales promotion - Scope and role of sales promotion - Sales promotion techniques - Types of sales promotion - Designing a sales promotion campaign - Promotion management - Online sales promotion - Sales promotion evaluation - Effects of sales promotion on brand equity.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the advertising fundamentals and ethics						Understand						
CO2	Develop the techniques to plan and build an advertising strategy.						Apply						

CO3	Analyse advertising copy and media types effectively.	Analyse
CO4	Apply the advertising agency's functions and latest technology.	Apply
CO5	Prepare sales promotion tools to enhance the brand visibility.	Apply

REFERENCES:

- 1 Terence A. Shimp, "Advertising and Promotion", 11th edition, Cengage Learning, New Delhi, 2024.
- 2 Pankhuri Bhagat, "Advertising and Sales Promotion", Revised edition, SBPD Publishing House, Agra, 2021
- 3 George E. Belch, Michael A. Belch, Keyoor Purani, "Advertising & Promotion: An Integrated Marketing Communications Perspective", 12th edition, McGraw Hill Education, 2021.
- 4 J. Craig Andrews, Terence A. Shimp, "Advertising, Promotion, and Other Aspects of Integrated Marketing Communications", 11th edition, Cengage Learning, New Delhi, 2024.
- 5 Kenneth E. Clow, Donald Baack, "Integrated Advertising, Promotion, and Marketing Communications", 9th edition, Pearson India, New Delhi, 2023
- 6 PR Smith, Ze Zook, "Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies", 8th edition, Kogan Page, London, United Kingdom, 2024.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	3	-
CO2	3	3	1	2	2
CO3	3	3	-	2	2
CO4	3	3	2	2	3
CO5	3	3	-	1	3

BA24E03	BRAND MANAGEMENT	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE:								
Solid understanding of marketing, consumer behavior, product lifecycle and communication strategies.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To equip the students with an in-depth understanding of branding concepts, brand evolution, brand identity, positioning and brand equity. 								
UNIT – I	INTRODUCTION TO BRAND						(9)	
Brand: Evolution, types, perspectives and factors - Perceptual components of brand - Value hierarchy in branding - Brand and product: Differences - Attitude of brand: Steps and case study - Branding and brand management principles - Strategic implications of brand building - Brand differentiation and positioning in competitive markets.								
UNIT – II	BRAND IDENTITY AND AWARENESS						(9)	
Meaning and perspectives of brand identity - Levels of brand identity: Core, actual, and augmented - Brand awareness: Recognition and recall - Brand architecture: types and management - Global brand management: Challenges and strategies - Brand revitalization and rejuvenation - Managing brand identity consistency across multiple markets.								
UNIT – III	BRAND POSITIONING						(9)	
Meaning of brand positioning and importance - 3 cs of positioning and errors in positioning - Competitive positioning strategies - Steps to build a strong brand identity - Brand loyalty programs and their importance - Repositioning strategies for existing brands - positioning strategy for long-term brand success - Effective brand positioning and its role in market leadership.								
UNIT – IV	BRAND EQUITY						(9)	
Definition of brand equity and its value to consumers - Elements of customer-based brand equity - Managing brand image: Dimensions and types of associations - Developing a brand communication strategy - Steps in launching a new brand - Brand communication plan: Strategy, media, and channels - Managing brand perception and awareness - Building strong brand equity to foster consumer trust and loyalty.								
UNIT – V	BRAND EXTENSIONS AND VALUATION						(9)	
Brand extensions: Managing line extensions and co-branding - Types and benefits of brand extension - Methods of brand valuation: Techniques and models - Brand audit: Measuring brand strength and equity - Techniques for tracking and monitoring brand performance - Consumer-based and price-based valuation methods - Evaluating brand equity over time - Strategies for managing brand portfolio - Measuring the impact of brand extensions on long-term brand health.								
L=45, SL=45, TOTAL = 90 PERIODS								
COURSE OUTCOMES:								

Upon completion of the course, the students will be able to:		
COs	Course Outcome	Bloom's Taxonomy Level
CO1	Summarize the fundamentals and evolution of branding.	Understand
CO2	Design the brand identity and brand awareness concepts across markets.	Apply
CO3	Develop the brand positioning strategies for competitive advantage.	Apply
CO4	Analyse brand equity and its impact on customer perception.	Analyse
CO5	Apply brand extension and valuation methods in brand management.	Apply

REFERENCES:		
1	Kirti Dutta, "Brand Management: Principles and Practices", 2nd edition, Oxford University Press, New Delhi, 2022	
2	Tridib Sengupta, Jayjit Chakraborty, Chiranjib Mitra, "Advertising and Brand Management", Lawpoint Publications, 2022	
3	Kevin Lane Keller, Ambi M.G. Parameswaran, Issac Jacob, Vanitha Swaminathan, "Strategic Brand Management", 5th edition, Pearson, 2020	
4	U.C. Mathur, "Brand Management: Text & Cases", Macmillan Publishers India Ltd., New Delhi, 2021	
5	Vanitha Swaminathan, Kevin Lane Keller, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 5th Edition, Pearson, 2023	
6	Michael Beverland& Pinar Cankurtaran, "Brand Management: Co-Creating Meaningful Brands", 3rd Edition, SAGE Publications, 2024.	

Mapping of COs with POs					
COs/POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	-
CO2	3	3	-	2	2
CO3	3	3	1	2	2
CO4	3	3	2	2	1
CO5	3	3	-	2	3

BA24E04	SERVICES MARKETING	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Fundamental insight into marketing principles, consumer behavior, products and services are required.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To equip students with the skills to design, deliver and manage effective service marketing strategies in a dynamic business environment. 													
UNIT – I	INTRODUCTION AND CONCEPT OF SERVICE						(9)						
Services: definition and characteristics - Evolution and growth of the service sector - Nature and scope of services - Classification of services - Unique characteristics of services vs. tangible products - Services as a system - Challenges and issues in services marketing - Service economy and its role in business growth - Macro and micro environmental factors affecting service marketing - Service consumption trends in global markets.													
UNIT – II	SERVICE MARKETING OPPORTUNITIES						(9)						
Assessing service market potential - Services marketing process - Conducting services marketing research - new service development: Concept and process - Segmenting the service market - Targeting and positioning strategies in services - Understanding consumer behavior in services marketing - Service market trends and emerging opportunities - Consumer decision making process in services - Competitive analysis in services marketing.													
UNIT – III	SERVICE DESIGN AND DEVELOPMENT						(9)						
Service life cycle and its phases - Service blueprinting: Tools and techniques - The gap model of service quality - Measuring service quality: SERVQUAL - Service quality function development (QFD) - Managing service delivery channels - Pricing the service: Methods and practices - new service development and innovation - Customer-centric service design - Technology integration in service design and delivery.													
UNIT – IV	SERVICE DELIVERY, PRICING AND PROMOTION						(9)						
Positioning of services: concept and importance - Designing service delivery systems and methods - Service channels: Types and functions - The service marketing triangle: Concept and application - Managing demand and supply in service delivery - Integrated service marketing communication - Revenue management in service industries - Service process reengineering for operational efficiency - Managing service failures and recovery strategies - Role of customer feedback in service delivery improvement.													
UNIT – V	RECENT SERVICE STRATEGIES AND SERVICE QUALITY						(9)						
Service strategies for different sectors: Healthcare, hospitality, tourism, financial, education - agricultural, entertainment, and public utility information services - Internal marketing strategies for service personnel - Managing service quality: Tools and techniques - Service recovery and providing service guarantees - Consumer protection in services - Case studies on service strategies and sector-Specific challenges - Service brand management and customer loyalty - Leveraging digital marketing for service industry growth - Emerging trends in service automation and ai integration.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													

Upon completion of the course, the students will be able to:		
COs	Course Outcome	Bloom's Taxonomy Level
CO1	Explain the scope, growth and challenges of services marketing.	Understand
CO2	Understand service market trends and consumer behavior for segmentation.	Understand
CO3	Prepare SERVQUAL and blueprinting tools and techniques.	Apply
CO4	Apply pricing, delivery and promotion strategies in service sectors.	Apply
CO5	Analyse the modern strategies and digital innovations in service quality management.	Analyse

REFERENCES:		
1	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Services marketing – People, technology, strategy", 9th edition, Pearson Publications, 2023.	
2	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, "Services marketing: Integrating customer focus across the firm", 8th edition, McGraw-Hill Education, 2023	
3	Helen Woodruff, "Services marketing", 2nd edition, Himalayan Publishing House, 2022	
4	Mukesh Chaturvedi and Abhinav Chaturvedi, "Services marketing – An Indian perspective", 3rd edition, Excel Books, Chennai, 2021	
5	Rajendra Nargundkar, "Services marketing text & cases", 5th edition, Tata McGraw Hill, New Delhi, 2020	
6	Dr. B. Balaji, "Service marketing & management", 3rd edition, S. Chand & Company Ltd, New Delhi, 2020.	

Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	3	-
CO2	3	2	-	2	1
CO3	3	3	1	2	1
CO4	3	3	1	1	2
CO5	3	3	1	3	1

BA24E05	DIGITAL MARKETING	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Digital marketing needs to know the foundational marketing knowledge, strong computer and internet skills, familiarity with social media platforms an understanding of SEO and analytics. Furthermore, creativity, analytical thinking, and a passion for staying updated on digital trends are crucial for success													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ Introduce students the core concepts, tools of digital marketing SEO, SEM, social media, email, and mobile marketing. Develop practical skills for creating, managing, and analysing digital campaigns across various platforms. Enable students to apply data-driven strategies to optimize marketing performance 													
UNIT – I	INTRODUCTION TO E-COMMERCE MARKETING						(9)						
Online market space – Digital marketing strategy – components – Opportunities for building brand website – planning and creation – content marketing													
UNIT – II	SEARCH ENGINE OPTIMISATION						(9)						
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	E – MAIL MEDIA MARKETING						(9)						
Social media marketing – types of E – mail marketing – Email automation – Lead Generation – Integrating Email with social media and mobile – measuring and maximizing 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	SOCIAL MEDIA MARKETING						(9)						
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	DIGITAL TRANSFORMATION						(9)						
Digital transformation & channel attribution – Analytics – Ad –words, Email, Mobile, Social media, web analytics – changing your strategy based on analysis – recent trends in Digital marketing.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Understand the fundamental concepts of e-commerce marketing and digital strategy						Understand						
CO2	Apply SEO and SEM techniques including keyword strategy, on-page/off-page optimization, and online advertising						Apply						

CO3	Design the email, mobile marketing strategies to generate leads, integrate channels and how to measure the effectiveness.	Apply
CO4	Apply the social media channels and strategies to build brand engagement, customer loyalty, and influencer marketing.	Apply
CO5	Analyse digital marketing analytics and adapt strategies to leverage digital transformation and recent trends.	Analyse

REFERENCES:

- 1 Puneet Singh Bhatia , Fundamentals of digital Marketing , Publisher: Pearson Education: First edition, 2024:
- 2 vandanaAhuja , Digital marketing , publisher – Oxford University press 2023
- 3 Philip Kotler , Marketing 4.0 moving from traditional to Digital , publisher: Wiley 2nd edition 2022
- 4 Ryan.D, Understanding digital Marketing: Marketing strategies for engaging the Digital generation, Kogan page limited – 2014
- 5 Barker, Barker, Bormamma and Neher, Social media marketing: A Strategic approach , 2E south western, Cengage Learning – 2019
- 6 Pulizzi. J beginnar's guide to digital marketing ,SSMcgraw Hill Education – 2015.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	2	1
CO3	3	3	2	2	1
CO4	3	3	2	2	1
CO5	3	3	2	2	1

BA24E06	RETAIL MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
The course provides an in-depth understanding of retailing, an overview of retail environment and exposure to challenging opportunities inherent in managing the industry, which plays a vital role in the economy.													
OBJECTIVE:													
<ul style="list-style-type: none"> ❖ Provide foundational knowledge of retail management principles, retail formats, store operations, and merchandising strategies and equip the skills to manage retail businesses effectively, focusing on customer experience, supply chain and modern retail trends 													
UNIT – I	INTRODUCTION						(9)						
Introduction to retail and retailing - Definition – scope – and evolution of retailing – types of retailing – trends in Indian retailing industry – benefits of retailing - Functions of a Retailer - Retail in India- Theories and Business Models — Understanding the retail Customer - Retail strategy - Global retailing environment.													
UNIT – II	RETAIL LOCATIONAND RETAIL FINANCING						(10)						
Store Site Selection - Techniques to evaluate potential site for store location - Retail store layout, design and visual merchandising. Retail Financing: Financial analysis for retailer - Evaluation of retailer's financial Strategic Profit models - Retail Franchising.													
UNIT – III	RETAIL MERCHANDISING & RETAIL LOGISTICS						(8)						
Introduction to Merchandising - Process of Merchandise Plan- Methods of Procuring - Pricing and Evaluating Merchandise Performance - Category Management – Managing Private labels - Inventory Management. Retail Logistics - physical flow of Merchandise – Reverse Logistics.													
UNIT – IV	RETAIL CRM						(9)						
Retail CRM: Domestic and International Customer attitudes towards shopping – Buying Process - Retail Service Quality Techniques - E-commerce shopping behaviour. Retail Pricing: Pricing Objectives - Pricing Strategies – Framework to develop retail pricing mechanism.													
UNIT – V	RETAIL PROMOTION & RETAIL MANAGEMENT SYSTEM						(9)						
Retail Promotion: Aspects of retail promotion - Major types of retail promotions - Effectiveness of retail promotion - Retail Sales force – Public Relations. Retail Management System: Introduction – Purpose of Retail Information system – Tools and Technology in gathering data – Big data in retailing.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Understand the fundamentals of retail concepts and models to real world retail scenarios and customer situations.						Understand						
CO2	Explain the financial strategies and franchising options						Understand						
CO3	Analyse merchandise performance, manage private labels, logistics flows						Analyse						

CO4	Develop the e-commerce shopping behavior and service quality techniques	Apply
CO5	Use tools and technology for data gathering, understand big data applications)	Apply
REFERENCES:		
1 Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, 3nd Edition, Oxford University press, New Delhi, 2023 2 Michael Havy, Baston, Aweitz Pandit, Retail Management, 7th Edition, Tata Mcgraw Hill, New Delhi, 2021. 3 Ogden, Integrated Retail Management, 3nd Edition, Biztranza India, New Delhi, 2008 4 Patrick M. Dunne and Robert F Lusuh, Retailing, 4th Edition, Thomson Learning, New Delhi, 2020. 5 Barry Berman, Retail Management: Strategic Approach, 14th Edition, Pearson, New Delhi,2021 6 Joel R.E.Vans,Mini Mathur, Retail Management:Strategic Approach, 14th Edition, Pearson, New Delhi,2020		

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	2	1	2	1
CO3	3	3	2	2	1
CO4	3	3	1	3	1
CO5	3	3	1	2	1

BA24E07	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
To excel in Security Analysis and Portfolio Management, The Students need a strong grasp of finance, accounting, investment principles and quantitative analysis. The Knowledge in market structures, financial tools, risk-return concepts, regulatory frameworks and ethics is also essential.													
OBJECTIVES:													
❖ This course equips students with foundational knowledge in investment, risk-return analysis and portfolio management using market-based valuation.													
UNIT-I	INVESTMENT, RISK, RETURN&VALUATION OF SECURITIES						(9)						
Financial and Economic Meaning of Investment – Characteristics and Objectives of Investment – Investment Process – Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return Concepts – Valuation of Bonds and Stock.													
UNIT-II	SECURITIESMARKETS						(9)						
Financial Market – Segments, Types – Primary Market & Methods of Floating New Issues – Functions, Methods of Raising Capital, Book Building – Secondary Market – Functions, Listing of Securities – Introduction to Derivatives – Types (Forwards, Futures, Options, Swaps), Role of Stock Exchanges and their Functions – Investor Protection and Regulations – Stock Market Indices.													
UNIT-III	FUNDAMENTALANALYSIS						(9)						
Economic Analysis – Economic Forecasting, Stock Investment Decisions, Forecasting Techniques – Industry Analysis – Industry Classification, Industry													
UNIT-IV	TECHNICALANALYSIS						(9)						
Fundamental Analysis Vs Technical Analysis – Dow Theory – Charting Methods - Chart Patterns Trend – Trend Reversals – Market Indicators – Moving Average – Exponential Moving Average Oscillators – RSI – ROC – MACD – Efficient Market Theory & Its Application.													
UNIT-V	PORTFOLIOMANAGEMENT						(9)						
Portfolio Management – Meaning, Return on Portfolio, Risk on Portfolio, Portfolio Managers, SEBI Guidelines for Portfolio Managers, Portfolio Management Services – Portfolio Theory – Contribution of William Sharpe and Harry Markowitz – Single Index Model, Capital Asset Pricing Model and Arbitrage Pricing Theory.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the key concepts of investment, risk-return tradeoff and the valuation of bonds and stocks.						Understand						
CO2	Discuss the structure and functioning of financial markets, including primary, secondary markets and derivatives.						Understand						

CO3	Illustrate the economic and industry factors to assess stock investment decisions using fundamental analysis.	Apply
CO4	Prepare the market trends and indicators using technical analysis tools and theories for investment decision-making.	Apply
CO5	Compare the portfolio management theories and models to evaluate risk and return in investment portfolios.	Analyse

REFERENCES:

- 1 Sumeet Gupta, Security Analysis and Portfolio Management, Pearson Education, New Delhi, 2nd Edition, 2022.
- 2 Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw-Hill Education, New Delhi, 11th Edition, 2022.
- 3 Subrata Mukherjee, Security Analysis and Portfolio Management, McGraw-Hill Education, New Delhi, 1st Edition, 2021.
- 4 Zvi Bodie, Alex Kane, Alan J. Marcus, Investments, McGraw-Hill Education, New York, 12th Edition, 2021.
- 5 Frank K. Reilly, Keith C. Brown, Investment Analysis and Portfolio Management, Cengage Learning, New Delhi, 11th Edition, 2021.
- 6 Richard A. Brealey, Stewart C. Myers, Franklin Allen, Principles of Corporate Finance, McGraw- Hill Education, New York, 14th Edition, 2021.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	-	2	1
CO3	3	3	-	2	1
CO4	3	3	1	2	2
CO5	3	3	2	2	2

BA24E08	FINTECH	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
The Students need a solid Understand of financial concepts, banking systems, markets, IT, data management and cybersecurity. Familiarity with AI, block chain, cloud computing and strong analytical skills are vital to evaluate FinTech innovations and regulatory challenges.													
OBJECTIVES:													
This course provides in-depth knowledge of FinTech evolution, technologies and their impact, enabling students to analyse the ecosystem, regulations, global trends and ethics.													
UNIT-I	INTRODUCTION TO FINTECH						(9)						
Evolution and History of FinTech – Defining FinTech and Its Impact on the Financial Industry – Key Characteristics of FinTech – Changing Payment Landscape and Emerging Trends – Role of Technology and Innovation in FinTech – Overview of Major FinTech Products and Services.													
UNIT-II	THE FINTECH ECOSYSTEM						(9)						
FinTech Ecosystem – Roles – Key Players – Collaboration and Partnerships in FinTech – Categories of FinTech Products and Services – Benefits and Challenges of FinTech Adoption.													
UNIT- III	FINTECH INFRASTRUCTURE						(9)						
Block chain and its applications in FinTech – Cryptocurrencies and Digital Identity Management – Artificial Intelligence (AI) in FinTech (Fraud Detection, Risk Management, Automation) – Cloud Computing and Data Management in FinTech – Payment Systems and Key Stakeholders.													
UNIT- IV	FINTECH REGULATORY FRAMEWORK						(9)						
Role of Regulators in FinTech – Overview of Banking, Securities and Consumer Protection Regulations – Role of Central Banks in FinTech Governance – Global Regulatory Trends and Compliance Challenges.													
UNIT-V	GLOBAL FINTECH LANDSCAPE						(9)						
Fintech Markets And Emerging Trends – Mobile Banking, Remittances And Microfinance Innovations – Regulatory And Market Conditions Affecting Fintech Growth – Ethical Considerations: Financial Inclusion, Data Privacy and Social Impact.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the evolution, key characteristics and technological impact of FinTech.						Understand						
CO2	Describe the structure, roles and collaboration within the FinTech ecosystem.						Understand						

CO3	Discuss the role of blockchain, AI, cloud computing and payment systems in FinTech development.	Understand
CO4	Solve the regulatory landscape and compliance issues affecting FinTech operations.	Apply
CO5	Analyse global FinTech trends, innovations and ethical concerns like financial inclusion and privacy.	Analyse

REFERENCES:

- 1 Syed Hasan Jafar et al., Applications and Trends in Fintech, Springer, 1st Edition, 2024.
- 2 Susanne Chishti and Janos Barberis, The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs and FinTech Visionaries, Wiley, 1st Edition, 2020.
- 3 Parag Y Arjunwadkar, FinTech: The Technology Driving Disruption in the Financial Services Industry, CRC Press, 1st Edition, 2020.
- 4 Sanjay Phadke, Fintech Future: The Digital DNA of Finance, Sage Publications, First Edition, 2020.
- 5 Peter Borovykh, Block chain Driven, Block chain Application in Finance, 2nd Edition, 2018.
- 6 David Kuo Chuen Lee and Linda Low, Inclusive FinTech: Block chain, Cryptocurrency and ICO, World Scientific Publishing, 2018.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	1	2	1
CO3	3	3	-	2	1
CO4	3	3	2	3	1
CO5	3	3	2	3	2

BA24E09	INTERNATIONAL FINANCIAL MANAGEMENT	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE								
The Students should possess a strong basis in financial management, investment, risk, international business, macroeconomics, accounting principles and analytical skills to interpret financial data globally.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ This course provides a introductory Understanding of international financial management, focusing on exchange rates, global risk, Balance of Payments, cross-border investment and trade finance. 								
UNIT – I	INTRODUCTION						(9)	
An overview – Importance – Nature and Scope of International Financial Management – Domestic Financial Management Vs. International Financial Management – International Business Methods – Recent changes and challenges in International Financial Management.								
UNIT – II	INTERNATIONAL FLOW OF FUNDS & MONETARY SYSTEM						(9)	
Balance of Payments (BOP) – Transfer Bill – Fundamentals – Accounting Components – Factors affecting International Trade Flows –. Indian BOP Trends – International Monetary System – Evolution – Gold Standard – Bretton Woods's System – The Flexible Exchange Rate Regime – Evaluation of Floating Rates – The Current Exchange Rate arrangements.								
UNIT – III	FOREIGN EXCHANGE MARKET						(9)	
Function and Structure of the Forex Markets – Major Participants – Types of Transactions and Settlements Dates – Foreign Exchange Quotations – Process of Arbitrage – Speculation in the Forward Market – Currency Futures and Options Markets – Overview of the other markets – Euro Currency Market – Euro Credit Market – Euro Bond Market – International Stock Market.								
UNIT – IV	EXCHANGE RATES						(9)	
Types of Exchange Rates – Measuring Exchange Rate Movements – Factors Influencing Exchange Rates – Exchange Rate Determination Theories – Government Influence on Exchange Rates – Exchange Rate Systems – Exchange Rate Linkages – Foreign Exchange Derivatives – Managing Foreign Exchange Risk – International Arbitrage and Interest Rate Parity.								
UNIT – V	ASSET–LIABILITY MANAGEMENT						(9)	
Foreign Institutional Investor – Foreign Direct Investment – International Capital Budgeting – International Capital structure – Cost of capital – International Portfolio Management – International Financing: Equity – Bond Financing – Parallel Loans – International Cash Management – Accounts Receivable Management – Inventory Management – Payment Methods of International Trade – Trade Finance Methods – Export – Import Bank of India – Recent Amendments in EXIM policy – Regulations and Guidelines.								
L=45, SL=45, TOTAL = 90 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Explain the scope, importance and challenges of international financial management.	Understand
CO2	Describe the international flow of funds and monetary systems including BOP and exchange rate regimes.	Understand
CO3	Sketch the structure, functions and instruments of the foreign exchange and international financial markets.	Apply
CO4	Apply the exchange rate theories, movements, government interventions and risk management using derivatives.	Apply
CO5	Differentiate the asset-liability management, international financing, capital budgeting and trade finance practices.	Analyse

REFERENCES:

- 1 Amit Gautam, Twinkle Jaiswal and Aditya Keshari, International Financial Management, PHI Learning, New Delhi, 2024.
- 2 Alan C. Shapiro, Paul Hanouna and Jayanta Seal, International Financial Management, Wiley India, New Delhi, 11th Edition, 2023.
- 3 Cheol Eun and Bruce G. Resnick, International Financial Management, McGraw Hill, New Delhi, 8th Edition, 2022.
- 4 Jeff Madura, Ariful Hoque and Chandrasekhar Krishnamurti, International Financial Management, Cengage Learning, 2nd Edition, 2022.
- 5 O.P. Agarwal, International Financial Management, Himalaya Publishing House, 4th Edition, 2022.
- 6 P.G. Apte, International Financial Management, McGraw Hill, New Delhi, 8th Edition, 2020.

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	-	3	-
CO3	3	3	1	2	1
CO4	3	3	2	3	1
CO5	3	3	2	3	2

BA24E10	MERGER AND ACQUISITION	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
The Students should have an introductory knowledge in corporate finance, financial management, business law, valuation concepts, capital structure and governance. Familiarity with Indian regulations and strategic management is essential for understanding mergers, acquisitions and corporate restructuring.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ This course provides a comprehensive overview of corporate restructuring with a focus on mergers, acquisitions, valuation, deal structuring, regulatory compliance and post-merger integration. 													
UNIT – I	INTRODUCTION						(9)						
Corporate Restructuring – Meaning – Objectives – Types and Forms – Motives for Restructuring – Meaning of Mergers and Acquisitions – Types – Causes – Distinction Between Mergers and Acquisitions – Merger Procedure, Scheme for Merger – Theories of Merger – Cross Border Mergers and Acquisitions.													
UNIT – II	REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION						(9)						
Compliance with Indian Companies Act – Competition Act 2023 – Income Tax Act 2024 – Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2024.													
UNIT – III	MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK						(11)						
Due Diligence – Types – Screening Due Diligence – Challenges and Checklist – Valuation for Merger and Acquisition – Concepts of Value – Methods of Enterprise and Equity Valuation – Brand – Goodwill – Human Resources – Customer Relationships valuation – Firm Valuation – Cost of Capital – Relative Valuation – Issues in Valuation – Synergy and Value Creation – Financing Mergers and Acquisitions – Equity – Debt and Venture Capital Funds – Negotiation – Deal Structuring and Methods of Payments in Mergers and Acquisitions – Accounting for Mergers and Acquisitions.													
UNIT – IV	POST-MERGER INTEGRATION						(8)						
Critical Success Factors for Post-Merger Integration, Ingredients of Integration, Timing and Speed of Integration, Approaches to Integration, Challenges in Integration, Steps for Successful Integration, Cultural Integration, Redesigning Post Merger Cultural Process – Case studies.													
UNIT – V	CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES						(8)						
Internal and External Control Mechanism – Takeover Tactics – Takeover Defences – Regulatory aspects in India with respect to Takeover Defences – Hostile vs. Friendly Takeovers – Due Diligence in Mergers and Acquisitions – Impact of Takeovers on Shareholder Value and Corporate Governance.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the scope, objectives, types, motives of corporate restructuring and the distinction between mergers and acquisitions.						Understand						
CO2	Describe the legal and regulatory framework governing mergers, acquisitions in India, including Companies Act, Competition Act, Income Tax Act and SEBI Takeover Regulations.						Understand						

CO3	Discuss the M&A process, types of due diligence, valuation techniques and financing strategies used in structuring merger and acquisition deals.	Understand
CO4	Sketch the post-merger integration strategies, including cultural alignment, integration approaches and success factors to ensure effective merger outcomes.	Apply
CO5	Explain the corporate control mechanisms, takeover strategies, defences and their impact on shareholder value and corporate governance.	Analyse

REFERENCES:

- 1 Feng Gu, The M&A Failure Trap: Why Most Mergers and Acquisitions Fail and How the Few Succeed, Wiley, 1st Edition, 2024.
- 2 Cary L. Cooper and Sydney Finkelstein (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 22, 2023.
- 3 William K. Sjostrom Jr., Mergers and Acquisitions Law, Carolina Academic Press, 2nd Edition, 2022.
- 4 Stephen Bainbridge and Iman Anabtawi, Mergers and Acquisitions: A Transactional Perspective, Foundation Press, 2nd Edition, 2022.
- 5 Sydney Finkelstein and Cary L. Cooper (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 21, 2022.
- 6 Cary L. Cooper and Sydney Finkelstein (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 20, 2021.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	-	3	-
CO3	3	2	-	2	1
CO4	3	3	2	3	2
CO5	3	3	2	3	-

BA24E11	BEHAVIOURAL FINANCE	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
The Students need a basic knowledge of financial markets, investment principles, microeconomics and statistics for informed decision-making. Familiarity with behavioral science, cognitive biases, game theory, CAPM and arbitrage strategies aids in Understand investor behavior.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ This course examines the security pricing and decision-making under uncertainty by Apply behavioral finance theories, cognitive biases, Prospect Theory and strategic tools like Nash Equilibrium. 													
UNIT – I	INTRODUCTION: BEHAVIORAL FINANCE						(9)						
The role of security prices in the economy – Efficient Market Hypothesis – 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						(9)						
Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma - The Monty Hall Paradox - The St. Petersburg Paradox - The Allais Paradox - The Ellsberg Paradox - Prospect Theory – Capital Asset Pricing Model – Behavioral Portfolio Theory – Security-Potential/Aspiration (SP/A) Theory – Brief History on Rational Thought – Pascal – Fermat to Friedman – Savage.													
UNIT – III	DECISION MAKING BIASES						(9)						
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						(9)						
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						(9)						
Supply of Securities and Firm Investment Characteristics (Market Timing, Catering) by Rational Firms - Associated Institutions - Relative Horizons and Incentives - Biased Managers.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the role of security prices, Efficient Market Hypothesis (EMH) and limitations to arbitrage under uncertainty.						Understand						
CO2	Discuss the decision-making theories like Prospect Theory, Nash Equilibrium and Behavioral Portfolio Theory to investor behavior.						Understand						

CO3	Describe the behavioral biases, heuristics, emotional factors affecting individual and group investment decisions.	Understand
CO4	Sketch the nature and types of arbitrage, arbitrageur behavior and related risks in imperfect markets.	Apply
CO5	Compare the impact of managerial decisions, market timing and organizational incentives on financial behavior.	Analyse

REFERENCES:

- 1 Feng Gu, The M&A Failure Trap: Why Most Mergers and Acquisitions Fail and How the Few Succeed, Wiley, 1st Edition, 2024.
- 2 Cary L. Cooper and Sydney Finkelstein (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 22, 2023.
- 3 William K. Sjostrom Jr., Mergers and Acquisitions Law, Carolina Academic Press, 2nd Edition, 2022.
- 4 Stephen Bainbridge and Iman Anabtawi, Mergers and Acquisitions: A Transactional Perspective, Foundation Press, 2nd Edition, 2022.
- 5 Sydney Finkelstein and Cary L. Cooper (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 21, 2022.
- 6 Cary L. Cooper and Sydney Finkelstein (Editors), Advances in Mergers and Acquisitions, Emerald Publishing Limited, Volume 20, 2021.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	2	2	2	1
CO3	3	2	2	2	2
CO4	3	3	2	3	2
CO5	3	3	2	3	2

BA24E12	BANKING & FINANCIAL SERVICES	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
The Students should have a basic Understand of economic, financial principles, financial institutions and key instruments like loans and securities. Familiarity with regulatory bodies, risk management, digital banking and services like mutual funds and insurance is essential.													
OBJECTIVES:													
❖ This course introduces the structure and functions of the Indian banking system, including fund management, digital banking, NBFCs and strategic financial services.													
UNIT – I	INTRODUCTION TO INDIAN BANKING SYSTEM AND RECENT TRENDS						(9)						
Overview of the Indian Banking System – Evolution, Structure, Types – Functions of Banks – Role of Banks in Economic Growth – Regulatory Framework – Financial Statements of Banks and Key Financial Metrics – Emerging Trends in Indian Banking.													
UNIT – II	MANAGING BANK FUNDS, PRODUCTS & RISK MANAGEMENT						(9)						
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 in to Securities Market.													
UNIT – III	DEVELOPMENT IN BANKING TECHNOLOGY						(9)						
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 Initiative.													
UNIT – IV	ASSET BASED FINANCIAL SERVICES						(9)						
Introduction – Need for Financial Services – Financial Services Market in India – NBFC – RBI Framework and Act for NBFC – Leasing and Hire Purchase – Financial Evaluation – Underwriting – Mutual Funds.													
UNIT – V	INSURANCE AND FEE BASED FINANCIAL SERVICES						(9)						
Insurance Act, 2021 – IRDA – Regulations – Products and Services – Venture Capital Financing – Bill Discounting – Factoring – Merchant Banking – Role of SEBI.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the structure, functions and recent trends in the Indian banking system and its contribution to economic growth.						Understand						
CO2	Discuss the fund management strategies and risk management practices to optimize bank operations and manage NPAs.						Understand						
CO3	Describe the technological developments in banking, including electronic payments, IT frameworks and cybersecurity threats.						Understand						

CO4	Illustrate the scope and regulatory framework of asset-based financial services including NBFCs, leasing and mutual funds.	Apply
CO5	Analyse the knowledge of insurance and fee-based financial services to evaluate products, regulatory guidelines and venture capital practices.	Analyse

REFERENCES:

- 1 Stephen G. Cecchetti and Kermit L. Schoenholtz, Money, Banking and Financial Markets: 2024 Release ISE, Mc Graw Hill, 7th Edition, 2024.
- 2 Peter Rose and Sylvia C. Hudgins, Bank Management & Financial Services, McGraw Hill, 8th Edition, 2024.
- 3 IIBF and Taxmann, Banking & Finance Year Book | 2024 – Essential Resource for BFSI Professionals
- 3 Encompassing the Regulatory, Legal, and Economic Changes in Various Banking Sectors, Taxmann Publications, 3rd Edition, 2024.
- 4 Feng Gu, The M&A Failure Trap: Why Most Mergers and Acquisitions Fail and How the Few Succeed, Wiley, 1st Edition, 2024.
- 5 Dr. K. Natarajan and Prof. E. Gordon, Banking and Financial Services (Telangana University), Himalaya Publishing House, 1st Edition, 2020.
- 6 Ch. Kishor Kumar, G. Chamundeshwari, P.A.L.N. Satya Kalyani, and Santhi Vedula, Banking Financial Services (Telangana University), Himalaya Publishing House, 1st Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	3	1
CO2	3	2	2	2	1
CO3	3	2	1	3	1
CO4	3	3	2	3	2
CO5	3	3	2	3	2

BA24E13	INDUSTRIAL RELATIONS & LABOUR WELFARE	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students must have the basic knowledge on human resource management and organizational behaviour is required to understand topics like industrial relations, disputes, and trade unions. Basic awareness of labour laws and workplace safety standards is also essential for studying labour welfare and industrial safety.													
OBJECTIVES:													
To understand the industrial relations, labour laws and welfare measures to manage workforce dynamics effectively and also focuses on developing practical skills for handling industrial disputes, collective bargaining and promoting workplace safety and employee well-being.													
UNIT – I	INDUSTRIAL RELATIONS						(9)						
Definition, Objectives, and Scope – Factors influencing industrial relations – Significance of harmonious industrial relations in organizations – Approaches to Industrial Relations: Unitary, Pluralistic, Marxist and Systems Approach – Essentials for maintaining sound industrial relations – Measures to overcome challenges in industrial relations – Industrial Relations System in India – Current trends and practices – Case Study on industrial relations issues in Indian industry.													
UNIT – II	INDUSTRIAL DISPUTES						(9)						
Concept, Nature, and Types – Causes and consequences of industrial disputes – Preventive and settlement measures – Legal framework under the Industrial Disputes Act, 1947 – Role of Government and Industrial Tribunals – Machinery for Settlement: Conciliation, Arbitration, and Adjudication – Importance of maintaining industrial peace – Emerging issues and challenges – Case Study on industrial dispute.													
UNIT – III	COLLECTIVE BARGAINING						(9)						
Collective Bargaining – Concept and Definition – Objectives and Importance – Levels of collective bargaining – Process of Collective Bargaining: Preparation, Negotiation, Agreement, Implementation – Prerequisites for effective and successful collective bargaining – Challenges in the Indian context – Role of trade unions and employers' associations – Legal and ethical considerations – Case Studies on collective bargaining practices in Indian industries.													
UNIT – IV	TRADE UNIONS						(9)						
Trade Unions – Meaning, Objectives, and Growth – Reasons why workers join trade unions – Functions and roles of trade unions in industrial relations – Legal framework: Trade Unions Act, 1926 – Procedure for registration and recognition – Rights and privileges of registered trade unions – Duties, penalties, and fines under the Act – Emerging trends in union practices – Role of trade unions in the modern workplace – Case Study on contemporary trade union practices in India.													
UNIT – V	LABOUR WELFARE AND INDUSTRIAL SAFETY						(9)						
Labour Welfare – Concept, Objectives, and Scope – Classification: Statutory and Non-Statutory Welfare Measures – Special focus on welfare of differently abled employees, and labour in BPO and KPO sectors – Role and functions of Labour Welfare Officers – Legal provisions related to employee welfare – Industrial Health and Safety – Components of an effective safety program – Need and importance of occupational safety and health initiatives – Contemporary practices in workplace wellness.													
L=45, SL=45, TOTAL = 90 PERIODS													

COURSE OUTCOMES:		
Upon completion of the course, the students will be able to:		
COs	Course Outcome	Bloom's Taxonomy Level
CO1	Explain the key concepts, approaches and practices for harmonious workplace relations.	Understand
CO2	Apply legal provisions and dispute resolution mechanisms to resolve industrial disputes.	Apply
CO3	Illustrate the principles and processes of collective bargaining in real-world industrial scenarios.	Apply
CO4	Sketch legal and functional knowledge of trade unions and its operations.	Apply
CO5	Analyse labour welfare policies, legal provisions and safety initiatives on employee well-being.	Analyse

REFERENCES:		
1	Sinha, P.R.N., Sinha, I.B. & Shekhar, S.,Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, 2024 Edition.	
2	P. Subba Rao,Essential Human Resource Management and Industrial Relations, Himalaya Publishing House, 2024 Edition.	
3	Mamoria, C.B. &Gankar, S.V., Dynamics of Industrial Relations, Himalaya Publishing House, 2023 Edition.	
4	Monappa, Arun, Industrial Relations and Labour Laws, McGraw Hill Education, 2nd Edition, 2023.	
5	T.N. Chhabra,Industrial Relations and Labour Laws, Dhanpat Rai Publishing, 2023 Edition.	
6	S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, Revised Edition, 2022.	

Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	2	2	2	2
CO3	3	3	3	3	2
CO4	3	3	2	3	3
CO5	3	3	2	3	2

BA24E14	TRAINING AND DEVELOPMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students should have the basic knowledge on learning and development concepts, familiarity with workplace skill assessment; communication fundamentals will help them to imbibe training design and delivery methods.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To understand the training and development process and identifying the training needs. It equips learners with knowledge of various training methods, training cycles and the role of trainers. 													
UNIT-I	INTRODUCTION						(9)						
Training- Need- Importance- Areas of training- Principles of training- Steps-Identify the training needs- Training policies – Organisational climate for training and development - Preparing the trainer and trainee- Conducting the training-Follow Up and Evaluation.													
UNIT-II	TRAINING NEEDS ANALYSIS						(9)						
Objectives of training needs analysis–Identification of training needs – Process- Tools and techniques- Role of Trainers- Qualities of a Good Trainers- Roles -Responsibilities and challenges of training mangers – Organisational analysis- Task analysis and individual analysis–Consolidation.													
UNIT-III	TRAINING METHODS						(10)						
On the job methods-Job instruction training- Coaching- Mentoring- Job rotation-Apprenticeship training. Off-the-job methods-Vestibule training- Role playing- Lecture method- Conference- Programmed instruction.													
UNIT-IV	DESIGN AND DELIVERING THE TRAINING PROGRAMME						(9)						
Linking training needs -Objectives -Various theories of learning and methods of training – Learning cycles – Factors for fixing duration – Selection of participants- Conducting the programs –Ice breaking and games – Relevance of culture of participants–Layout facilitating interactions–Audio visual aids.													
UNIT-V	EVALUATION OF TRAINING PROGRAMMS						(8)						
Reasons for evaluating training - Significance of training evaluation- Methods of evaluation -Models and frameworks-Donald Kirkpatrick's Evaluation Model-Galvin Model- Return on investment in training- Types of evaluation designs- Considerations in choosing an evaluation design- Data collection for training evaluation.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Understand the importance of training, needs, policies and different evaluation methods.	Understand
CO2	Describe the training analysis, techniques, roles, responsibilities and challenges in the training process.	Apply
CO3	Apply different job instruction, coaching, mentoring, role-playing and the impact on employee development.	Apply
CO4	Illustrate learning theories to link training objectives, design training durations for the enhancement of the process.	Apply
CO5	Analyse training evaluation models of Kirkpatrick's and Galvin's, to measure the impact and ROI.	Analyze

REFERENCES:

- 1 Dr. F. C. Sharma, Jay Bansal, Training and Development, SBPD Publications, 1st Edition, 2024.
- 2 NishantUppal, Training and Development, Pearson Education, 3 rd Edition, 2023.
- 3 Ashish Garg, A Handbook on Training &Development , All Clear Publications, 1st Edition, 2023.
- 4 Dr. RajanikantVerma, Ms. Amita Yadav, Training and Development (Text and Cases), Bharti Publications, 1st Edition, 2022.
- 5 Raymond A. Noe, Amitabh DeoKodwani, Employee Training and Development,McGrawHill, 7th Edition, 2021.
- 6 Steven A. Beebe, Timothy P. Mottet, K. David Roach, Training &Development : Communicating for Success, Pearson, 2nd Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	2	2
CO3	3	3	3	3	2
CO4	3	3	2	2	3
CO5	3	3	2	3	3

BA24E15	HR ANALYTICS MANAGEMENT	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE:								
Students should be familiar with human resource management concepts, including recruitment, performance management, training and development, and employee relations. Basic knowledge of statistics and data interpretation is also important, as the course involves analyzing HR data to drive strategic decisions.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To develop the HR analytics and strategic importance to enhance organizational effectiveness and also to apply frame work of LAMP and human capital management to measure HR contributions, link HR data to business outcomes. 								
UNIT-I	INTRODUCTION TO HR ANALYTICS						(9)	
HR analytics importance and scope - Benefits of HR analytics- HR analytics and the organizational structure - Levels of analysis and conducting analytics- Key influencers of HR analytics process- Linkage to business outcomes- HR analytics and changing role of HR professionals.								
UNIT-II	HRA FRAMEWORKS						(9)	
Current approaches to measuring HR and reporting value from HR contributions- Strategic HR Metrics versus Benchmarking- HR Maturity Framework: From level 1 to level 5-Frameworks for HR analytics: LAMP Framework-Human capital management 21 framework.								
UNIT-III	ANALYTICS FOR KEY HR PROCESSES						(9)	
HR analytics for recruitment and selection- Training and development- Performance appraisal- Talent management- Employee engagement- Compensation management and expatriate management.								
UNIT-IV	BENCHMARKING AND BEST PRACTICES						(10)	
Staffing- Supply and demand forecasting- Total compensation analyses- Performance analytics- Attrition analytics- Learning and development analytics- Diversity analytics- Employee engagement analytics- Employee satisfaction analytics.								
UNIT-V	HR SCORECARD						(8)	
Assessing HR programme- Finding money in analytics- Linking HR data to operational performance- HR data and stock performance- Creating HR scorecard- Develop an HR measurement system- Guidelines for implementing a HR scorecard.								
L=45, SL=45, TOTAL = 90 PERIODS								
COURSE OUTCOMES:								
Upon completion of the course, the students will be able to:								
COs	Course Outcome					Bloom's Taxonomy Level		
CO1	Discuss the fundamentals of HR Analytics and the role of transforming HR practices into data-driven insights.					Understand		
CO2	Apply HR Analytics framework to structure effectively for strategic decision-making.					Apply		

CO3	Apply HR analytics techniques to improve key HR processes.	Apply
CO4	Illustrate the best practices to develop and implement HR strategies effectively.	Apply
CO5	Analyse HR scorecards to measure and enhance HR performance aligned with organizational goals.	Analyze

REFERENCES:

- 1 Sangeeta Malik, HR Analytics, Ane Books Pvt Ltd, 1st Edition, 2024.
- 2 Deepa Gupta, Mukul Gupta, ParthMukulGupta, HR Analytics—The Future of HR, PHI Learning Pvt. Ltd, 1st Edition, 2024.
- 3 Dipak Kumar Bhattacharyya, HR Analytics- Understanding Theories and Applications, Wiley publication, 2nd Edition, 2023.
- 4 Subhashini Sharma Tripathi Reuben Ray, HR Analytics In-Depth, BPB Publications, 2nd Edition, 2022.
- 5 Dr. Michael J. Walsh, HR Analytics Essentials You Always Wanted To Know, Vibrant Publishers, 1st Edition, 2021.
- 6 Rama Shankar Yadav, Sunil Maheshwari, HR Analytics : Connecting Data and Theory, Wiley publication, 4th Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	3	2	2	2
CO3	3	3	3	2	2
CO4	3	3	2	3	3
CO5	3	3	2	2	3

BA24E16	PERFORMANCE MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
The students should have the knowledge on organizational behaviour, goal setting, employee development, strong communication and analytical skills are required for strategic planning frameworks.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To understand the knowledge of human resource accounting, strategic relevance in improving organizational effectiveness and also focuses on methodologies for evaluating employee performance. 													
UNIT-I	INTRODUCTION TO PERFORMANCE MANAGEMENT						(8)						
Scope and significance – Advantages of performance management – Organizational structure – Impact of organizational structure and operational problems -Performance management process – Performance planning –Performance mentoring – Performance management strategic planning.													
UNIT-II	PERFORMANCE APPRAISAL						(10)						
Performance appraisal -Methods of performance appraisal, pros and cons of 360 degree appraisal- Types of appraisal interviews and conducting appraisal interviews- Barriers to effective appraisal and overcoming barriers to appraisal- Performance management skills- Performance management framework- Employee assessment system- Role of HR professionals in performance management.													
UNIT-III	HUMAN RESOURCE ACCOUNTING SYSTEM						(9)						
Human resource accounting importance –Concepts methods and applications – Human resource accounting Vs Other accounting-Developing human resource accounting systems – Implementation of human resource accounting -Integrated of accounting with other accounting systems– Recent advancements and future directions in human resource accounting.													
UNIT-IV	HUMAN RESOURCE AUDIT AND REPORT						(9)						
Human resource audit objectives - Components - Benefits – Methodology – Instruments –Effectiveness of HR audit as an instrument – Issues and focus of HR audit.HR audit report – Concept – Purpose-Role of HR managers and auditors - Report Design – Preparation of report– Use of human resource audit report for business improvement.													
UNIT-V	IMPROVING PERFORMANCE						(9)						
Identifying sources of ineffective performance- Performance diagnosis-Factors that influence performance-Legal issues in performance appraisal- Strategies to improve performance- Contemporary practices of PMT- Business process reengineering - Quality management systems- Quick response manufacturing.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy						

		Level
CO1	Understand the performance management process, organizational structures and operations.	Understand
CO2	Understand the different performance appraisal methods and identify common barriers in performance management systems.	Understand
CO3	Prepare HR accounting methods to develop and implement integrated HRA systems with recent advancements.	Apply
CO4	Apply the HR components, processes, outcomes of HR audits for strategic business improvement.	Apply
CO5	Analyse performance diagnosis methods, factors, legal considerations for performance improvement strategies.	Analyze

REFERENCES:

- 1 Nandini Chawla T. V. Rao, Performance Management, Taylor & Francis, 1st Edition, 2024.
- 2 Emmanuel S. E. Leigh, Enhancing Success for Performance Management in the Public Sector, Xlibris US Publishing, 1st Edition, 2024.
- 3 Dr. Sundaram Priyadarshnie, Dr. Shikha Patheja, Performance Management, Thakur Publication Pvt. Ltd, 1st Edition, 2023.
- 4 Goel, Dewakar, Performance Appraisal and Compensation Management : A Modern Approach, McGrawHill, 7th Edition, 2022.
- 5 S. P. S. Bedil, Performance Management - Text & Cases, Bharti Publications, 1st Edition, 2021.
- 6 Arup Varma, Performance Management Systems: An Experiential Approach, Sage Publications Ltd, 3rd Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	2	2	2
CO3	3	3	2	3	2
CO4	3	3	2	2	3
CO5	3	3	3	3	3

BA24E17	STRATEGIC HUMAN RESOURCE MANAGEMENT	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE								
The students are expected to have a foundational understanding of core Human Resource Management (HRM) concepts such as recruitment, selection, training and development, performance appraisal and compensation systems.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To develop a strategic understanding of Human Resource Management by enabling students to integrate HR functions with corporate strategy, apply digital tools for HR transformation, design competency and career development systems. 								
UNIT – I	Strategic Context of Human Resource Management						(9)	
Introduction to Strategic Human Resource Management (SHRM)- SHRM Models and Frameworks-Differences between Traditional HRM and SHRM-Barriers to Strategic HR Implementation-Investment Perspective in HR-Measuring and Managing Human Capital-Integrating Corporate Strategy with Human Resources-Strategic Job and Work Redesign-Building Strategic Capability through HR.								
UNIT – II	Human Resource Development as a Strategic Tool						(9)	
Strategic Role of HRM and HRD in Business Growth - HR Vision, Mission, and Values Alignment - Contemporary Challenges in Organizational Development - Key HRD Functions and Roles of HRD Professionals - Conducting HRD Needs Assessment - HRD Best Practices and Performance Metrics - Linkages among HRD, Organizational Strategy, and Business Goals - Implementation and Evaluation of HRD Programs - Emerging Trends in HRD and HRD Audits								
UNIT – III	Digital Transformation in HR – e-HRM						(10)	
Building e-Employee Profiles and Digital HR Records - Technology-enabled Recruitment and Selection - Virtual Induction, Learning, and Development - e-Learning Strategies and Online Training Tools - Digital Performance Management Systems - Online Compensation Design and Benefits Administration - Mobile and Cloud Applications in HR - Development and Implementation of HR Information Systems (HRIS) - Designing Integrated HR Portals - Data Privacy, Ethics, and Online Employee Surveys.								
UNIT – IV	Competency and Career Development Strategies						(8)	
Modern Career Concepts and Employee Role Evolution - Career Planning Models and Stages - Career Motivation, Enrichment, and Plateau Management - Developing and Sustaining Career Development Systems - Competency-based Career Management - Competency Mapping Techniques and Models - Designing Equitable and Competency-Based Compensation Systems.								
UNIT – V	Strategic Coaching and Counselling						(9)	
Organizational Need for Employee Coaching and Counselling - Role of HR Managers in Coaching for Performance - Essential Coaching Skills and Measuring Coaching Effectiveness - Counselling as an Intervention Tool in HR - Designing Counselling Programs for Employee Support - Workplace Wellness, Employee Assistance, and Welfare Initiatives - Strategic Approaches to Mental Health and Employee Well-being.								
L=45, SL=45, TOTAL = 90 PERIODS								
COURSE OUTCOMES:								

Upon completion of the course, the students will be able to:		
COs	Course Outcome	Bloom's Taxonomy Level
CO1	Describe the strategic context of HRM ,distinguish between traditional HRM and SHRM approaches.	Understand
CO2	Understand the HRD functions, needs, assessment techniques and performance metrics for business growth.	Understand
CO3	Prepare digital tools and technologies in recruitment, training and performance management systems.	Apply
CO4	Apply career planning models and competency mapping techniques to support strategic HR objectives.	Apply
CO5	Analyze coaching and counselling strategies for enhancing employee performance.	Analyze

REFERENCES:		
1	T.V. Rao (2024), HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publications, New Delhi.	
2	Kandula, S.R. (2023), Strategic Human Resource Development, PHI Learning, New Delhi.	
3	Michael Armstrong & Stephen Taylor (2023), Armstrong's Handbook of Strategic Human Resource Management, 7th Edition, Kogan Page, London.	
4	Randall S. Schuler, Susan E. Jackson, & Ibraiz Tarique (2023), Strategic Human Resource Management, 4th Edition, Wiley.	
5	R. Wayne Mondy & Joseph J. Martocchio (2022), Human Resource Management, 15th Edition, Pearson Education.	
6	Venkata Ratnam, C.S. & Srivastava, B.K. (2022), Personnel / Human Resource Management, Tata McGraw Hill, New Delhi.	

Mapping of COs with POs					
COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	2	2	2	2
CO3	3	3	2	3	2
CO4	3	3	3	2	3
CO5	3	3	3	2	3

BA24E18	TALENT ACQUISITION AND MANAGEMENT	Category	L	T	P	SL	C	
		PC	45	0	0	45	3	
PREREQUISITE								
The students should have an understanding of HRM concepts, recruitment, selection, performance appraisal and organizational behaviour. Familiarity with management principles and communication skills will help effectively in learning and applying talent acquisition strategies.								
OBJECTIVES:								
<ul style="list-style-type: none"> ❖ To equip students with strategic and practical knowledge of talent acquisition processes, assess and engage talent effectively by using contemporary HR practices and technology-driven solutions to meet organizational workforce needs. 								
UNIT – I	Introduction to Talent Acquisition						(8)	
Concept and significance of Talent Acquisition – Strategic Alignment with HR and Business Planning – Human Resource Planning (HRP): Objectives and Process – Staffing Need Analysis – Environmental Scanning and Forecasting HR Demand and Supply – Planning to address workforce shortages and surpluses – Action planning for staffing decisions – Emerging trends and best practices – Key challenges in Talent Acquisition.								
UNIT – II	Attracting Talent						(9)	
Talent Acquisition Process – Sources of Recruitment: Internal and External – Contract staffing and gig workforce models – Use of selection tests in hiring – Importance of measurement tools, reliability, and validity – Application of psychometric assessments – Legal and ethical considerations in attracting talent – Building employer brand to attract top candidates.								
UNIT – III	Acquiring Talent						(10)	
Interviewing Techniques: Objectives, types, and strategic selection based on role requirements – Virtual Interviews and Remote Hiring trends – Interview Content Design – Measurement of Attributes, Skills, and Behaviours – Behavioural Event Interviewing (BEI) – Post-interview evaluations – Assessing the overall effectiveness of the talent acquisition process – Role of HR analytics in selection decision-making.								
UNIT – IV	Engaging Talent						(9)	
On-boarding Strategies – Planning and structuring effective onboarding programs – Understanding Employee Engagement: Drivers, Benefits, and Best Practices – Tools to measure engagement – Employee Retention: Strategies to reduce voluntary turnover and job withdrawal – Role of Coaching and Mentoring in managing talent – Generational workforce concerns: Gen X, Y, Z expectations in career management.								
UNIT – V	Role of Information Technology in Talent Acquisition						(9)	
Digital Transformation in Talent Acquisition – Overview of HR Tech solutions in recruitment and selection – Social Media, Mobile Applications, Cloud Solutions, and Big Data in talent sourcing and assessment – Leveraging technology for business value creation – Case examples of AI-based hiring and HR analytics tools – Current trends in tech-enabled talent acquisition systems.								
L=45, SL=45, TOTAL = 90 PERIODS								
COURSE OUTCOMES:								

Upon completion of the course, the students will be able to:		
COs	Course Outcome	Bloom's Taxonomy Level
CO1	Describe the strategic relevance of talent acquisition and identify the key challenges in aligning it with organizational objectives.	Understand
CO2	Understand the suitable sourcing and recruitment techniques to attract a diverse and competent talent pool.	Understand
CO3	Prepare effective selection methods to enhance the quality of hiring decisions.	Apply
CO4	Apply the employee engagement strategies, retention practices to improve job satisfaction and reduce attrition.	Apply
CO5	Analyse the impact of digital tools and HR analytics in transforming talent acquisition strategies and processes.	Analyze

REFERENCES:		
1	Dessler, G. (2023). Human resource management (17th ed.). New Delhi: Pearson Education.	
2	Phillips, J. M., & Gully, S. M. (2023). Strategic staffing (4th ed.). New Delhi: Pearson Education.	
3	Mehta, M., & Pareek, Uday (2022). Developing Talent for Organizational Results: Training Tools from HRD (1st Edition). Sage Publications, New Delhi.	
4	Sullivan, John (2022). Agile Talent Acquisition: A New Way to Hire Faster, Reduce Turnover, and Improve Quality. SHRM Books, Alexandria, Virginia.	
5	Picardi, C. A. "Recruitment and Selection - Strategies for Workforce Planning & Assessment", Sage Publication, 2019.	
6	Belcourt, M., & McBey, K. J, "Strategic Human Resource Planning", Cengage Learning, 2017.	

Mapping of COs with POs					
COs/POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	3	2	2
CO2	3	2	2	2	2
CO3	3	3	2	2	3
CO4	3	3	3	2	3
CO5	3	3	2	3	2

BA24E19	TOTAL QUALITY MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students should have a basic understanding of management and organizational principles and familiarity with production and operational processes.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To understand the principles and practices of quality improvement in organizations, with a focus on developing skills to implement quality tools and techniques for continuous improvement in customer satisfaction through effective quality management systems. 													
UNIT – I	INTRODUCTION												
Quality – Vision, Mission and Policy statements. Customer focus – Customer focus – Customer perception of Quality. Translating needs into Requirements, Customer Retention. Dimensions of products and service Quality. Cost of Quality. TQM framework, Benefits, Awareness and Obstacles.													
UNIT – II	PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT												
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – Loss functions, Concepts of quality circle, Japanese 5s principles supplier partnership – partnering supplier selection, supplier Rating.													
UNIT – III	STATISTICAL PROCESS CONTROL												
Meaning and significance of Statistical process Control (SPC) – Construction of control charts for variables and attributed. Process capability – Meaning, significance and Measurement. Six sigma – Concepts of process capability – Total productive maintenance (TPM), Tero technology. Business process improvement (BPI) - principles, Applications, Reengineering process. Benefits and limitations.													
UNIT – IV	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT												
Quality functions Development (QFD) – Benefits, voice of customer, information organization, House of Quality (HOQ) Building a HOQ, QFD process. Failure mode effect analysis (FMEA) – FMEA stages, types , seven tools (Old& New) Bench Marking – Reasons to benchmark, process.													
UNIT – V	QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION												
Introduction to ISO 9004 – 2000 – Quality Management system – Guidelines for performance improvements, Motivation, Empowerment, Recognition and Reward.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Explain the core concepts of quality including vision, mission, policies, and customer-focused strategies						Understand						
CO2	Discuss the key contributions of quality pioneers of Deming, Juran and Crosby, and others in shaping TQM practices.						Understand						
CO3	Describe the process capability of Six Sigma, TPM, BPI, and reengineering techniques to enhance the process efficiency and organizational						Understand						

	performance.	
CO4	Apply the quality function deployment process and build the house of quality	Apply
CO5	Analyse the ISO 14000 Quality Management System guidelines for enhancing organizational performance	Analyse
REFERENCES:		
1 Dale H Besterfield, CorolBesterfield – Michna, Glen H. Besterfield, MaryBesterfield – sacre, Hermant Urdhwareshe,RashmiUrdhwareshe, Total Quality Management, Revised edition, Pearson Education , 2021 2 Shridhare Bhat K, Total Quality Management - text and cases, Himalaya publishing House, 2020 3 Douglas C.Montgomery, “Introduction to Statistical Quality control”, Wiley student Edition, wiley India Pvt Ltd2010 4 JamesR.Evans and William M.Lindsay, The Management and control of Quality” 6 th edition, Thomson 2015. 5 PoornimaM.Charantimath, “ Total Quality Management”. Pearson Education, Second Edition – 2011. 6 Indian standard – Quality Management sysmts – Guidelines for performance improvement , Bureau of Indian Standards, New Delhi.		

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	2	2	1
CO3	3	2	2	2	3
CO4	3	3	2	1	2
CO5	3	3	2	3	2

BA24E20	PRODUCTION PLANNING AND CONTROL	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should have the basic production process and knowledge to execute the same by using an ERP software													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To gain strategic and operational insights into production planning and control systems by integrating key manufacturing functions with ERP tools 													
UNIT – I	INTRODUCTION						(9)						
Role and Importance of PPC in various manufacturing systems - Functions of PPC – Manufacturing Process Cycle – Basics of Production Plan - Capacity Planning - Estimating - Routing - Loading - Dispatching – Expediting.													
UNIT – II	PRODUCTION PLANNING PREREQUISITES						(9)						
Introduction Production Planning – Manufacturing Execution (Discrete/Repetitive/Kanban) – Production Process Industries – Organizational Structure - Material – Bill of Material – Single/Multi/Variant BOM – BOM Item Categories – Routing – Work Centre – Product.													
UNIT – III	PRODUCTION PLANNING PROCESS						(9)						
Material planning – production planning and execution – forecasting – sales and operations planning (SOP) – demand management – planned/customer independent requirements (PIR/CIR) - planning strategies (MTS/MTO) – master production schedule (MPS) – material requirement planning (MRP) – net requirements - lot sizing – procurement type – external and internal procurement – output of MRP & orders.													
UNIT – IV	MANUFACTURING EXECUTION PROCESS						(9)						
Manufacturing execution process: Introduction – production proposal – production order – schedule – release – availability check – schedule and release – shop floor documents – material withdrawal – confirmations – good receipt – order settlement.													
UNIT – V	WAREHOUSE MANAGEMENT						(9)						
Introduction to warehouse management – organizational structure – master data (storage bin – material – hazard – batch master data) – process management and control - types of goods movements – transfer posting and stock transfer – one-step/two-step procedures – stock transport order – logistics execution (goods receipt and issue) – picking – packing – shipping – physical inventory													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						

CO1	Discuss the functions and significance of production planning and control systems.	Understand
CO2	Explain the prerequisites of production planning, bill of materials, routing, and work centres.	Understand
CO3	Apply MRP and MPS concepts using ERP systems to manage materials	Apply
CO4	Prepare end-to-end manufacturing and execution process with the help of ERP tools from production to order settlement.	Apply
CO5	Analyze warehouse management processes and logistics execution by using ERP functionalities.	Analyse

REFERENCES:

- 1 Akhtar, J. (2023). Production Planning with SAP S/4HANA (2nd ed.). Rheinwerk Publishing, Bonn, Germany.
- 2 Kiran, D. R. (2022). Production Planning and Control: A Comprehensive Approach (2nd ed.). Butterworth-Heinemann, Oxford, United Kingdom.
- 3 Roettig, E. (2022). Inventory Management and Optimization with SAP ERP (2nd ed.). Rheinwerk Publishing, Bonn, Germany
- 4 Sachan, N., & Jain, A. (2021). Warehouse Management with SAP S/4HANA (3rd ed.). Rheinwerk Publishing, Bonn, Germany.
- 5 Stevenson, W. J. (2021). Operations Management (13th ed.). McGraw-Hill Education, New York, NY, USA.
- 6 Mukhopadhyay, S. K. (2020). Production Planning and Control: Text and Cases (4th ed.). PHI Learning Pvt. Ltd, New Delhi, India.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	2	1	1	2
CO3	3	3	2	1	2
CO4	3	3	2	1	3
CO5	3	3	2	2	2

BA24E21	SUPPLY CHAIN ANALYTICS	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students should have a knowledge on supply chain management concepts, logistics, inventory management, procurement, demand forecasting and also basic knowledge of statistics, data interpretation.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To equip the learners with strategic and analytical insights into supply chain management, operations and optimization techniques. It emphasizes the integration of advanced technologies across diverse supply chain industry. 													
UNIT – I	BASICS OF SUPPLY CHAIN MANAGEMENT						(9)						
Supply chain management– Evolution and perspectives of supply chains– Supply chain strategy – Developing supply chain strategy- Strategic fit and supply chain strategy-Supply chain drivers and metrics- Analytics in supply chain management.													
UNIT – II	SUPPLY CHAIN PLANNING AND ANALYSIS						(9)						
Supply chain analysis - Types and structures of supply chains- Demand planning and forecasting techniques- Purchasing and material requirements planning-Production planning and scheduling - Distribution and transport planning - Master Planning and Advanced Planning Systems (APS)-Collaborative Planning, Forecasting, and Replenishment (CPFR).													
UNIT – III	ALGORITHMS						(9)						
Set covering and set partitioning algorithms - Travelling salesman algorithms- Advanced vehicle routing Heuristics algorithms - Scheduling algorithms-Deficit function approach and linking algorithms.													
UNIT – IV	TECHNIQUES AND APPLICATIONS						(9)						
Recent issues in SCM-IT in supply chain management, CRM vs SCM, Benchmarking concept, Features and implementation, Outsourcing –Value Addition in SCM – Concept of demand chain management- Fuzzy logic and techniques-Application in SCM.													
UNIT – V	INVENTORY MANAGEMENT IN SUPPLY CHAIN						(9)						
Inventory management in supply chain- Network design in supply chain– Alternative channels of distribution- Location decisions in supply chain-Implementing advanced planning systems – Supplychain project - Implementation process SCM in a pharmaceutical – Company food and beverages - Computer assembly semiconductor.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Describe the evolution, key concepts, strategic fit and drivers of supply chain management.						Understand						

CO2	Explain the different supply chain types, planning functions, analytical approaches to strategic network planning and demand forecasting.	Understand
CO3	Apply vehicle routing, scheduling algorithms to optimize supply chain operations and decision-making.	Apply
CO4	Illustrate the application of fuzzy logic in SCM, role of IT, CRM, SCM and supply chain management for strategic value addition.	Apply
CO5	Analyse inventory management, distribution channels, location decisions, implementation of supply chain projects.	Analyze

REFERENCES:

- 1 Dmitry Ivanov, Introduction to Supply Chain Analytics, Springer, 1st Edition, 2024.
- 2 Işık Biçer, Supply Chain Analytics-An Uncertainty Modeling Approach, Schulich School of Business, York University, 2nd Edition, 2023
- 3 Rabindranath Bhattacharya, Anindita Maitra Bhattacharyya, Supply Chain Analytics: Strategies, Models and Solutions, SAGE Publications Incorporated, 2nd Edition, 2022.
- 4 Kurt Y. Liu ,Supply Chain Analytics: Concepts, Techniques and Applications, Springer Nature, 1st Edition, 2022.
- 5 Nicoleta Tipi, Supply Chain Analytics and Modelling -Quantitative Tools and Applications, Kogan Page, 3rd Edition, 2021.
- 6 Iman Rahimi, Amir H. Gandomi, Simon James Fong, M. Ali Ülkü, Big Data Analytics in Supply Chain Management: Theory and Applications, CRC Press, 3rd Edition, 2020.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	2
CO2	3	2	2	2	2
CO3	3	3	3	2	2
CO4	3	3	2	2	3
CO5	3	3	2	3	3

BA24E22	WORLD CLASS MANUFACTURING	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE													
Students should have a basic understanding of manufacturing processes and industrial operations. Familiarity with quality management principles, lean manufacturing, and continuous improvement is essential.													
OBJECTIVES:													
❖ To equip students with strategies and tools to achieve manufacturing excellence through waste elimination, quality improvement and efficiency enhancement.													
UNIT – I	EMERGENCE OF WORLD CLASS MANUFACTURING						(9)						
Evolution of World Class Manufacturing – First Principles of World Class Manufacturing – The Practice of World Class Manufacturing – Current Challenges in World Class Manufacturing.													
UNIT – II	QUALITY IN WORLD CLASS MANUFACTURING						(9)						
Toyota Production System – Deming's Approach – Shingo's Approach – Issues on Quality by Crosby, Taguchi, Juran and Other Experts – Quality function development, FD, FMEA, Total productive maintenance.													
UNIT – III	FRAMEWORK FOR MANUFACTURING EXCELLENCE						(9)						
Hall's Framework – Schonberger's Framework of WCM – Gunn's Model of WCM – Maskell's Models of WCM Business Excellence Models.													
UNIT – IV	PERFORMANCE MEASUREMENT						(9)						
The POP System – TOPP System – AMBITE System – Quality Performance – Delivery Performance – Financial Performance – Balanced Scorecard													
UNIT – V	RECENT TRENDS IN WCM						(9)						
Lean Production – Flexible Manufacturing Systems – Agile Manufacturing – Resource requirement planning – Synchronous manufacturing – Indian Scenario on World class manufacturing, Industrial IOT.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						
CO1	Describe the Evolution of World Class Manufacturing.						Understand						
CO2	Explain the Principles of Quality in World Class Manufacturing						Understand						
CO3	Discuss the framework for Manufacturing Excellence						Understand						
CO4	Illustrate the performance measurement systems for the best Manufacturing						Apply						
CO5	Apply the recent trends in World Class Manufacturing						Apply						
REFERENCES:													

- | | |
|---|--|
| 1 | B.S. Sahay K.B.C. Saxena Ashish Kumar, "World Class Manufacturing – A Strategic Perspective", Laxmi Publications Pvt Ltd, First Edition, 2018. |
| 2 | Lean Production for Competitive Advantage : A Comprehensive Guide to Lean Methodologies and Management Practices, Productivity Press, 2nd Edition, 2019. |
| 3 | Suresh Lulla, "World-Class Quality: An Executive Handbook", Tata McGraw Hill, 1st Edition, 2005. |
| 4 | R. P. Mohanty, S. G. Deshmukh, " Advanced Operations Management", Pearson Education 2001. |
| 5 | Jeffrey Liker, "The Toyota Way, Second Edition: 14 Management Principles from the World's Greatest Manufacturer", McGraw Hill, 2020 |
| 6 | Schonberger, World class manufacturing, simon& Schuster LLC, 2023, New York city. |

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	1
CO2	3	2	2	2	2
CO3	3	2	2	2	2
CO4	3	3	2	2	2
CO5	3	3	2	2	2

BA24E23	TECHNOLOGY MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Basic knowledge of business strategy, innovation and product development.													
OBJECTIVES:													
❖ To develop strategic and managerial skills to effectively handle technology life cycles, forecasting, diffusion and innovation in business organisation.													
UNIT – I	INTRODUCTION						(9)						
Definition - Features - Importance - Benefits - Achieving competitive advantage through technology - Types of technologies - Technology portfolio - Technology life cycle - Technology as an investment - Historical overview of technological innovations - Technology as a strategic business asset - Aligning technology with business strategy - Technological disruptions and their impact on industries - Technology-driven innovation models - Technological evolution in global markets.													
UNIT – II	MANAGEMENTOFTECHNOLOGY						(9)						
Overview - Objectives of MOT - Strategic Management of Technology (SMOT) - Exploitation of Technology - Principles of MOT - The role of R&D in an organization - New product development process - Integration of technology into business strategy - Managing technology risk and uncertainty - R&D and innovation management - Technology-driven business transformation - Technology portfolio management - Innovation strategies in technology management - Aligning technology management with corporate goals.													
UNIT – III	TECHNOLOGY FORECASTING						(9)						
Methods of forecasting technology - Technology obsolescence - Technology discontinuity - Technology audit - Technology scouting - Advanced forecasting techniques - Delphi method - Expert panels - Scenario planning - Technology trend analysis - Identifying emerging technologies - Assessing the impact of new technologies on industries - Quantitative forecasting methods - Use of AI and big data in forecasting - Impact assessment of emerging technologies on business models.													
UNIT – IV	ABSORPTIONANDDIFFUSIONOF TECHNOLOGY						(9)						
Technology transfer - Technology evaluation - Technology absorption - Technology adoption - Technology diffusion - Technology cycles - Technology commercialization - Business strategy and technology strategy - strategy and strategic management - Technology strategy - Linking business and technology strategy - Technology licensing and partnerships - Overcoming barriers to technology adoption - Innovation ecosystems for technology diffusion - Challenges in cross-border technology transfer - Policy and regulatory influences on technology diffusion.													
UNIT – V	ORGANIZATIONALSTRUCTUREANDLEADERSHIP						(9)						
Human resource for managing technology - The importance of organizational structure - The structure of an innovative organization - The role of a leader in an innovative organization - Risks and uncertainties associated with technology - Creating an innovation-friendly organizational culture - Technology leadership models - Managing cross-functional teams for technology implementation													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome						Bloom's Taxonomy Level						

CO1	Describe the fundamentals of technology, types, life cycle and strategic importance in business.	Understand
CO2	Understand the principles of technology management in business strategy.	Understand
CO3	Distinguish the forecasting and technology assessment techniques.	Analyse
CO4	Apply the technology transfer and diffusion in business organisation	Apply
CO5	Prepare the leadership styles for organisation structure to manage innovation and technology	Apply

REFERENCES:

- 1 Roger Schroeder and Susan Goldstein, "Operations management in the supply chain: Sustainability and resilience", 9th edition, McGraw-Hill Education, 2024
- 2 Imran Bashir, "Mastering blockchain: Unlocking the power of cryptocurrencies, smart contracts, and decentralized applications", 4th edition, Packt Publishing, 2024
- 3 Ravi Shankar, Tarek Khalil, "Management of Technology: The Key to Competitiveness and Wealth Creation", McGraw Hill Education, 2nd Edition, 2017
- 4 William J. Stevenson, "Operations Management", 14th edition, Tata McGraw-Hill 2025.
- 5 Vijay Kumar Khurana and Anil K. Saini, "Management of Technology and Innovation: For Competitive Advantage", 2nd Edition, Ane Books, 2024 2017
- 6 Ganesh Vaidyanathan, "Operations & Supply Chain Management", Kendall Hunt Publishers, 2023

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	2	-	2	1
CO3	3	3	1	2	-
CO4	3	3	1	2	1
CO5	3	3	3	1	3

BA24E24	MAINTENANCE MANAGEMENT	Category	L	T	P	SL	C						
		PC	45	0	0	45	3						
PREREQUISITE:													
Students are expected to have a basic understanding of operations management, including production systems, equipment usage, and quality control. Familiarity with general management principles and decision-making processes will facilitate effective learning in maintenance management concepts and techniques.													
OBJECTIVES:													
<ul style="list-style-type: none"> ❖ To enable students to develop a strategic and analytical understanding of maintenance management, including planning, systems, and emerging technologies, to enhance operational efficiency and reliability in manufacturing and service organizations. 													
UNIT – I	INTRODUCTION TO MAINTENANCE MANAGEMENT	(9)											
Objectives and importance - functions - structure of the maintenance department - types of maintenance - maintenance strategies - organization for maintenance – computer aided maintenance – maintenance scheduling.													
UNIT – II	TOTAL PRODUCTIVE MAINTENANCE (TPM)	(9)											
Meaning - basic philosophy and goal - need for change - change process - TPM and its environment - management information system and TPM.													
UNIT – III	MAINTENANCE PLANNING & OVERHAUL AND REPAIR	(9)											
Meaning and difference - optimal overhaul/repair / replace - maintenance policy for equipment subject to breakdown - optimal interval - breakdown, group replacement.													
UNIT – IV	MAINTENANCE SYSTEMS	(9)											
Fixed time maintenance - condition based maintenance - operate to failure - opportunity maintenance - design out maintenance - role of maintenance department.													
UNIT – V	ADVANCED TECHNIQUES	(9)											
Reliability centred maintenance (RCM) - signature analysis - MMIS - expert systems - concept of terro technology - reengineering maintenance process.													
L=45, SL=45, TOTAL = 90 PERIODS													
COURSE OUTCOMES:													
Upon completion of the course, the students will be able to:													
COs	Course Outcome	Bloom's Taxonomy Level											
CO1	Understand the fundamental principles, objectives, and organizational structures of maintenance management.	Understand											
CO2	Explain the various maintenance models and strategies used in industrial and service operations.	Understand											
CO3	Describe the systematic approaches for maintenance planning, scheduling, and decision-making.	Understand											

CO4	Apply suitable maintenance systems based on equipment conditions and operational needs.	Apply
CO5	Analyse advanced techniques such as RCM, MMIS, and expert systems for improving maintenance efficiency.	Analyse

REFERENCES:

- 1 Wireman, T. (2023). Total productive maintenance (4th ed.). Industrial Press Inc.
- 2 Srivastava, S. K. (2022). Maintenance engineering: Principles, practices and management (2nd ed.). S. Chand Publishing.
- 3 Mobley, R. K. (2021). Maintenance fundamentals (4th ed.). Butterworth-Heinemann.
- 4 Kelly, A., & Harris, M. J. (2021). Management of industrial maintenance (Revised ed.). Elsevier.
- 5 Mishra, R. C., & Pathak, K. (2020). Maintenance engineering and management (2nd ed.). PHI Learning Pvt.Ltd.
- 6 Venkataraman, K. (2020). Maintenance engineering and management (1st ed.). PHI Learning Pvt. Ltd.

Mapping of COs with POs

COs/ POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	2
CO2	3	2	1	2	2
CO3	3	2	2	1	3
CO4	3	3	2	1	3
CO5	3	3	1	2	2

BA24P31	IN PLANT / INTERNSHIP AND SOCIAL IMMERSION PROJECT	Category	L	T	P	SL	C
		PC	0	0	60	0	2

PREREQUISITE:

Basic knowledge of management principles and functional areas is essential to effectively relate academic concepts with real-world industrial processes.

OBJECTIVES:

- ❖ To enhance students' technical skills, problem-solving abilities, professional competencies by allowing them to observe and understand day-to-day operations, processes and technologies used in industries.

List of Exercise:

1. Introduction about the company.
2. Organizational profile.
3. Marketing Functions and activities.
4. Finance functions and activities.
5. HRM Functions and activities.
6. Recognize the issues and challenges faced by the society.
7. Develop an awareness of the social issues identified and Report prepare.

TOTAL(P:60) = 60 PERIODS

COURSE OUTCOMES:**Upon completion of the course, the students will be able to:**

COs	Course Outcome	Bloom's Taxonomy Level
CO1	Understand the real-world business operations by observing and analysing key functional areas.	Understand
CO2	Apply theoretical knowledge of management concepts to practical scenarios encountered during the internship experience.	Apply
CO3	Prepare detail reports on organizational structures, processes and functional activities	Apply
CO4	Apply the professional skills, communication and problem-solving through hands-on industry engagement.	Apply
CO5	Prepare comprehensive internship reports and perform data analysis to effectively communicate organizational insights.	Apply

Mapping of COs with POs

COs/POs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	-	2	-
CO2	3	3	3	2	-
CO3	3	3	2	3	2
CO4	3	3	1	3	-
CO5	3	3	2	-	3