



# **MASTER OF BUSINESS ADMINISTRATION**

**R2024**

**CURRICULUM  
&  
SYLLABI**



**GRT INSTITUTE OF  
ENGINEERING AND  
TECHNOLOGY, Tiruttani  
(An Autonomous Institution)**

Accredited by NBA (ECE), NAAC with "A++" Grade & An ISO 9001:2015 Certified Institution  
Approved by AICTE, New Delhi & Affiliated to Anna University, Chennai.

**MASTER OF BUSINESS ADMINISTRATION (FULL TIME)  
CURRICULUM REGULATIONS - 2024  
CHOICE BASED CREDIT SYSTEM  
CURRICULUM AND SYLLABI (SEMESTER I TO IV)  
(FOR THE STUDENTS ADMITTED DURING 2024)**

SEMESTER - I									
S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
<b>THEORY COURSES</b>									
1	BA24101	Statistics for Business	PCC	4	0	0	4	4	60/40
2	BA24102	Management Concepts and Organizational Behaviour	PCC	4	0	0	4	4	60/40
3	BA24103	Managerial Economics	PCC	3	0	0	3	3	60/40
4	BA24104	Accounting for Decision Making	PCC	4	0	0	4	4	60/40
5	BA24105	Legal Aspects of Business	PCC	3	0	0	3	3	60/40
6	BA24106	Information Management	PCC	3	1	0	4	4	60/40
7		Non-functional Elective	NEC	4	0	0	4	4	60/40
<b>PRACTICAL COURSES</b>									
1	BA24107	Indian Ethos(seminar)	EEC	0	0	4	4	2	0/100
2	BA24108	Business Communication(lab)	EEC	0	0	4	4	3	40/60
<b>TOTAL</b>				25	1	8	34	31	

SEMESTER - II									
S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
<b>THEORY COURSES</b>									
1	BA24201	Quantitative Techniques for Decision Making	PCC	4	0	0	4	4	60/40
2	BA24202	Financial Management	PCC	4	0	0	4	4	60/40
3	BA24203	Human Resource Management	PCC	3	0	0	3	3	60/40
4	BA24204	Operations Management	PCC	4	0	0	4	4	60/40
5	BA24205	Business Research Methods	PCC	4	0	0	4	4	60/40
6	BA24206	Business Analytics	PCC	3	0	0	3	3	60/40
7	BA24207	Marketing Management	PCC	3	0	0	3	3	60/40
<b>PRACTICAL COURSES</b>									
8	BA24208	Business Ethics (Seminar)	EEC	0	0	4	4	2	0/100
9	BA24209	Data analysis and Business Modeling (lab)	PCC	0	0	4	4	3	40/60
10	BA24210	Outbound Training	PCC	0	0	7	7	1	0/100
<b>TOTAL</b>				25	0	15	40	31	

SEMESTER - III									
S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
<b>THEORY COURSES</b>									
1	BA24301	Strategic Management	PCC	3	0	0	3	3	60/40
2	BA24302	International Business	PCC	3	0	0	3	3	60/40
3		Professional Elective I	PEC	3	0	0	3	3	60/40
4		Professional Elective II	PEC	3	0	0	3	3	60/40
5		Professional Elective III	PEC	3	0	0	3	3	60/40
6		Professional Elective IV	PEC	3	0	0	3	3	60/40
7		Professional Elective V	PEC	3	0	0	3	3	60/40
8		Professional Elective VI	PEC	3	0	0	3	3	60/40
<b>PRACTICAL COURSES</b>									
9	BA24303	Creativity and Innovation Laboratory	EEC	0	0	4	4	2	0/100
10	BA24304	Summer Internship	EEC	0	0	4	4	2	0/100
<b>TOTAL</b>				24	0	8	32	28	

SEMESTER - IV									
S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
<b>PRACTICAL COURSES</b>									
1	BA24401	Project Work	EEC	0	0	24	24	12	40/60
<b>TOTAL</b>				0	0	24	24	12	

<b>TOTAL CREDITS</b>	<b>102</b>
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NON FUNCTIONAL ELECTIVES									
S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
<b>PRACTICAL COURSES</b>									
1	BA24109	Entrepreneurship Development	NEC	4	0	0	4	4	60/40
2	BA24110	Event Management	NEC	4	0	0	4	4	60/40

**PROFESSIONAL ELECTIVES (PEC)**

1. STUDENTS CAN CHOOSE THREE ELECTIVE SUBJECTS FROM TWO FUNCTIONAL SPECIALISATIONS
2. STUDENTS CAN CHOOSE SIX ELECTIVE SUBJECTS FROM ANY ONE SECTORAL SPECIALIZATION

S.N O	COURSE CODE	COURSE TITLE	CATEGOR Y	PERIOD S			TOTAL CONTA C T P E R I O D S	CREDIT S	EXT/ INT
				L	T	P			
1	BA24F01	Security Analysis and Portfolio Management	PEC	3	0	0	3	3	60/40
2	BA24F02	Financial Markets	PEC	3	0	0	3	3	60/40
3	BA24F03	Banking and Financial Services	PEC	3	0	0	3	3	60/40
4	BA24F04	Financial Derivatives	PEC	3	0	0	3	3	60/40
5	BA24F05	Financial Modelling	PEC	3	0	0	3	3	60/40
6	BA24F06	International Finance	PEC	3	0	0	3	3	60/40
7	BA24F07	Behavioural Finance	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: MARKETING MANAGEMENT (PE-II)</b>									
8	BA24M01	Retail Marketing	PEC	3	0	0	3	3	60/40
9	BA24M02	Consumer Behavior	PEC	3	0	0	3	3	60/40
10	BA24M03	Integrated Marketing Communication	PEC	3	0	0	3	3	60/40
11	BA24M04	Services Marketing	PEC	3	0	0	3	3	60/40
12	BA24M05	Sales and Distribution management	PEC	3	0	0	3	3	60/40
13	BA24M06	Product and Brand Management	PEC	3	0	0	3	3	60/40
14	BA24M07	Digital marketing	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: HUMAN RESOURCE MANAGEMENT (PE-III)</b>									
15	BA24H01	Strategic Human Resource Management	PEC	3	0	0	3	3	60/40
16	BA24H02	Industrial Relations and Labour Legislations	PEC	3	0	0	3	3	60/40
17	BA24H03	Organisational Design, Change and Development	PEC	3	0	0	3	3	60/40

18	BA24H04	Negotiation and Conflict Management	PEC	3	0	0	3	3	60/40
19	BA24H05	Reward and Compensation Management	PEC	3	0	0	3	3	60/40
20	BA24H06	International Human Resource Management	PEC	3	0	0	3	3	60/40
21	BA24H07	Emotional Intelligence for Managerial Effectiveness	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: OPERATION MANAGEMENT (PE-IV)</b>									
22	BA24O01	Supply Chain Management	PEC	3	0	0	3	3	60/40
23	BA24O02	Quality Management	PEC	3	0	0	3	3	60/40
24	BA24O03	Materials Management	PEC	3	0	0	3	3	60/40
25	BA24O04	Services Operations Management	PEC	3	0	0	3	3	60/40
26	BA24O05	Supply Chain Analytics	PEC	3	0	0	3	3	60/40
27	BA24O06	Project Management	PEC	3	0	0	3	3	60/40
28	BA24O07	Product Design	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: BUSINESS ANALYTICS (PE-V)</b>									
29	BA24B01	Data Mining for Business Intelligence	PEC	3	0	0	3	3	60/40
30	BA24B02	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3	60/40
31	BA24B03	Social Media Web Analytics	PEC	3	0	0	3	3	60/40
32	BA24B04	E-Business Management	PEC	3	0	0	3	3	60/40
33	BA24B05	Enterprise Resource Planning	PEC	3	0	0	3	3	60/40
34	BA24B06	Financial Analytics	PEC	3	0	0	3	3	60/40
35	BA24B07	Data Analytics with R programming	PEC	3	0	0	3	3	60/40

**SECTORIAL SPECIALIZATIONS (PE-VI)**

1.STUDENTS CAN CHOOSE THREE ELECTIVE SUBJECTS FROM TWO FUNCTIONAL SPECIALISATIONS

2.STUDENTS CAN CHOOSE SIX ELECTIVE SUBJECTS FROM ANY ONE SECTORAL SPECIALIZATION

(a) Logistics and Supply Chain Management

(b) Infrastructure and Real Estate Management

(c) Tourism Management

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

S.N O	COURE S E CODE	COURSE TITLE	CATEGOR Y	PERIOD S			TOTAL CONCAC T PERIODS	CREDIT S	EXT/ INT
				L	T	P			
1	BA24L01	Supply chain concepts and planning	PEC	3	0	0	3	3	60/40
2	BA24L02	Sourcing and Supply Management	PEC	3	0	0	3	3	60/40
3	BA24L03	Supply Chain Inventory Management	PEC	3	0	0	3	3	60/40
4	BA24L04	Supply Chain Information System	PEC	3	0	0	3	3	60/40
5	BA24L05	Warehouse Management	PEC	3	0	0	3	3	60/40
6	BA24L06	Transportation and Distribution Management	PEC	3	0	0	3	3	60/40
7	BA24L07	Reverse and Contract Logistics	PEC	3	0	0	3	3	60/40
8	BA24L08	Air Cargo Management	PEC	3	0	0	3	3	60/40
9	BA24L09	Containerization and Allied Business	PEC	3	0	0	3	3	60/40
10	BA24L10	Exim Management	PEC	3	0	0	3	3	60/40
11	BA24L11	Fundamentals of Shipping	PEC	3	0	0	3	3	60/40
12	BA24L12	Port and Terminal Management	PEC	3	0	0	3	3	60/40

**INFRASTRUTURE AND REAL ESTATE MANAGEMENT**

13	BA24I01	Infrastructure Planning Scheduling and Control	PEC	3	0	0	3	3	60/40
14	BA24I02	Contracts and Arbitration	PEC	3	0	0	3	3	60/40
15	BA24I03	Project Management for Infrastructure	PEC	3	0	0	3	3	60/40
16	BA24I04	Management of Human Resources, Safety and Quality	PEC	3	0	0	3	3	60/40

17	BA24I05	Disaster Mitigation and Management	PEC	3	0	0	3	3	60/40
18	BA24I06	Economics and Financial Management in Construction	PEC	3	0	0	3	3	60/40
19	BA24I07	Urban Environmental Management	PEC	3	0	0	3	3	60/40
20	BA24I08	Smart Materials, Techniques and Equipments for Infrastructure	PEC	3	0	0	3	3	60/40
21	BA24I09	Strategic Airport Infrastructure Management	PEC	3	0	0	3	3	60/40
22	BA24I10	Real Estate Marketing and Management	PEC	3	0	0	3	3	60/40
23	BA24I11	Infrastructure and Real Estate Entrepreneurship	PEC	3	0	0	3	3	60/40
24	BA24I12	Valuation of Real Estate and Infrastructure Assets	PEC	3	0	0	3	3	60/40
<b>TOURISM MANAGEMENT</b>									
25	BA24T01	Tourism Principles and Practices	PEC	3	0	0	3	3	60/40
26	BA24T02	Travel Management	PEC	3	0	0	3	3	60/40
27	BA24T03	International Tourism	PEC	3	0	0	3	3	60/40
28	BA24T04	Tourism Geography	PEC	3	0	0	3	3	60/40
29	BA24T05	Culture and Heritage	PEC	3	0	0	3	3	60/40
30	BA24T06	Tourism Products in India	PEC	3	0	0	3	3	60/40
31	BA24T07	Accommodation and House Keeping Management	PEC	3	0	0	3	3	60/40
32	BA24T08	Travel Media and Public Relations	PEC	3	0	0	3	3	60/40
33	BA24T09	Destination Planning and Management	PEC	3	0	0	3	3	60/40
34	BA24T10	Tour Operations	PEC	3	0	0	3	3	60/40
35	BA24T11	Leisure and Recreation Management	PEC	3	0	0	3	3	60/40
36	BA24T12	Medical Tourism	PEC	3	0	0	3	3	60/40
<b>ENTREPRENEURSHIP MANAGEMENT</b>									
37	BA24E01	New Venture Creation	PEC	3	0	0	3	3	60/40
38	BA24E02	Entrepreneurial Finance	PEC	3	0	0	3	3	60/40
39	BA24E03	Family Business and Succession Planning	PEC	3	0	0	3	3	60/40

40	BA24E04	Corporate Entrepreneurship (Intrapreneurship)	PEC	3	0	0	3	3	60/40
41	BA24E05	Social Entrepreneurship	PEC	3	0	0	3	3	60/40
42	BA24E06	Legal Issues of Entrepreneurs	PEC	3	0	0	3	3	60/40
43	BA24E07	Ethical and Sustainable Entrepreneurship	PEC	3	0	0	3	3	60/40



**SEMESTER-I  
(MBA)**

<b>BA24101</b>	<b>STATISTICS FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- To provide a fundamental understanding of random variables and probability.
- To understand the concept of conditional probability and its importance in decision-making.
- To use hypothesis testing to determine the different functional solutions for businesses.
- To present students about non-parametric hypothesis.
- To comprehend the idea of correlation and regression.

**UNIT I INTRODUCTION 12**

Basic definitions and rules for probability, Conditional probability, Independence of Events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION 12**

Introduction to sampling distributions, sampling distribution of mean and proportion, central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**UNIT III TESTING OF HYPOTHESIS-PARAMETRIC TESTS 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. ANOVA one and two way.

**UNIT IV NON-PARAMETRIC TESTS 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. Kolmogorov-Smirnov- test for goodness of fit, Mann – Whitney U test and Kruskal Wallis test. One sample run test.

**UNIT V CORRELATION 12**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

**Total: 60 Periods**

**COURSE OUTCOMES:**

After completion of this course, the students should be able to

- CO1:** To facilitate objective solutions in business decision making.
- CO2:** To understand and solve business problems.
- CO3:** To apply statistical techniques to data sets, and correctly interpret the results.
- CO4:** To develop skill-set that is in demand in both the research and business Environments.
- CO5:** To enable the students to apply the statistical techniques in a work setting. Calculus in evaluating integrals.

## REFERENCE BOOKS:

1. Ken Black, Business Statistics: For Contemporary Decision Making, John Wiley & Sons Inc , 11th Edition, 2023.
2. Andrew F. Siegel, Practical Business statistics, Academic press, 7<sup>th</sup> edition, 2020.
3. Prem. S. Mann, Introductory Statistics, Wiley Publications, 10th Edition, 2020.
4. S. C. Gupta, Fundamentals of Business Statistics, Himalaya Publishing House, 7th Edition, 2021.
5. Douglas Lind, William Marchal, and Samuel Wathen, Statistical Techniques in Business and Economics, McGraw-Hill Education, 18th Edition, 2021.  
M. Levine, Kathryn A. Szabat, David F. Stephan, Business Statistics, Pearson, 8<sup>th</sup> edition, 2020

## CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1					3									
CO2	3	2					2	1			3	2		
CO3	2	3				1	2	2			2	3		
CO4					3				2					
CO5	2	3			2	2	3	3		3	2	3		
Avg	1.4	1.6			1.6	0.6	1.4	1.2	0.4	0.6	1.4	1.6		

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

<b>BA24102</b>	<b>MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

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

**UNIT I NATURE AND THEORIES OF MANAGEMENT 12**

Management- Meaning, Nature, importance, levels- management as an art or science, - Managerial functions, Managerial Skills. and Roles- Evolution of Management Thoughts - Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Hawthorne Experiments –Behavioral Approach -Modern era –system & contingency approach--Case Study.

**UNIT II INDIVIDUAL BEHAVIOUR 12**

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality –theories - Motivation theories- Values, Emotions- Attitudes and Beliefs-Communication Types-Process - Barriers - Making Communication Effective. -Case Study.

**UNIT III PLANNING AND ORGANISING 12**

Planning - Characteristics of a sound Plan -Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Decision Making - Types, Techniques and Processes. - Management by Objectives (MBO) – Policies. Strategies - Scope and Formulation Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority - Centralization and Decentralization- Departmentation - Formal and Informal Organization - Control: meaning, function, Process and types of Control--Case Study.

**UNIT IV GROUP BEHAVIOUR 12**

Groups: Definition ,Stages of Group Development- Group Dynamics, Group Cohesiveness-Teams- Types of teams, Difference between groups and teams – Leadership - Styles – theories- Organizational Culture- Organizational Climate - Conflict Management - concept, sources, Types, Stages of conflict. Negotiations- Power and Politics- Organizational Change and Development- Case Study.

**UNIT V EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR 12**

Comparative Management Styles and approaches - Japanese Management Practices -5S and six sigma - Organizational Creativity and Innovation - Organizational behavior across cultures - Conditions affecting cross cultural organizational operations, Managing International Workforce, Cross cultural communication, Management of Diversity- Case Study.

**Total: 60 Periods**

## COURSE OUTCOMES:

After completion of this course, the students should be able to

- CO1** : Understanding of various management concepts and skills required in the business world.
- CO2** : In-depth knowledge of various functions of management in a real time management context.
- CO3** : Understanding of the complexities associated with management of individual behavior in the organizations.
- CO4** : Develop the skill set to have managed group behavior in organizations.
- CO5** : Insights about the current trends in managing organizational behavior..

## TEXTBOOKS:

1. D. Kleppner and R. Kolenkow. An Introduction to Mechanics. McGraw Hill Education (Indian Edition), 2017.
2. E.M. Purcell and D.J. Morin, Electricity and Magnetism, Cambridge Univ.Press, 2013.
3. Arthur Beiser, Shobhit Mahajan, S. Rai Choudhury, Concepts of Modern Physics, McGraw-Hill (Indian Edition), 2017.

## REFERENCEBOOKS:

1. Stephen P. Robbins, Timothy A. Judge, Organisational Behavior, PHI Learning /Pearson Education, 18<sup>th</sup> edition, 2023.
2. Charles W.L Hill and Steven L Mc Shane, " Principles of Management, Mc Graw Hill Education, Special Indian Edition, 2023.
3. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 11<sup>th</sup> edition, Tata McGraw-Hill Education, 2021.
4. Fred Luthans, Organisational Behavior, An Evidence-based Approach McGraw Hill, 14<sup>th</sup> Edition, 2021.
5. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10<sup>th</sup> edition, 2021.
6. Udai Pareek, Understanding Organisational Behavior, 3<sup>rd</sup> Edition, Oxford Higher Education, 2021.
7. Samuel C. Certo and S. Trevis Certo, Modern Management: Concepts and Skills, Pearson Education, 15<sup>th</sup> edition, 2020. Resnick and J. Walker. Principles of Physics, Wiley (Indian Edition), 2015.

### CO-PO MAPPING

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
<b>CO1</b>	2	1	1		3		2		1	1
<b>CO2</b>	1	2	3	2	3	2	3		3	2
<b>CO3</b>	3	3	3	3	2	3	3		1	3
<b>CO4</b>	1	2	3	3	3	3	2		1	3
<b>CO5</b>	1	2	2	1	1	2	2		2	2
<b>AVG.</b>	<b>1.6</b>	<b>2</b>	<b>2.4</b>	<b>2.25</b>	<b>2.4</b>	<b>2.5</b>	<b>2.4</b>		<b>1.60</b>	<b>2.20</b>

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

BA24103	MANAGERIAL ECONOMICS	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

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

**UNIT I INTRODUCTION 9**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society’s capability–Production possibility frontiers (PPF)–Productive efficiency Vs economic efficiency– economic growth & stability–Microeconomics and Macroeconomics–the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR 9**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behavior–consumer equilibrium–Approaches to consumer behavior–Production– Short-run and long-run Production Function–Returns to scale–economies Vs diseconomies of scale –Analysis of cost–Short-run and long-run cost function–Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET 9**

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Measuring Productivity and Methods to improve productivity. Process-design, strategy, types, analysis. Facility Layout –Principles, Types, Planning tools and techniques- make or buy decision- Case Study.

**UNIT IV PERFORMANCE OF AN ECONOMY–MACRO ECONOMICS 9**

Macro Economics: Circular flow of macro economic activity-GDP and GNP- National Income concepts and Determination of National Income, Employment and Investment, Keynesian Theory & Employment and Investment, Fiscal policies – Budget – Current Budget.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY 9**

Short-run and Long-run supply curve –Money market- Demand and supply of money – money-market equilibrium – Inflation: Types of Inflation, Control Technique of Inflation-Inflation Vs Unemployment tradeoff - Phillips curve - the role of monetary policy.

**Total: 45 Periods**

**COURSE OUTCOMES:**

After completion of this course, the students should be able to

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

**REFERENCEBOOKS:**

1. Samuelson, Marks, Zagorsky, Adapted by Sujata kar, Managerial Economics, 9th Edition, Wiley, 2022
2. Karl E. Case and Ray C. Fair, Principles of Economics, 13<sup>th</sup> edition, Pearson, Education Asia, New Delhi, 2020.
3. N.Gregory Mankiw, Principles of Economics, 9<sup>th</sup> edition, Thomson learning, New Delhi, 2021.
4. Richard Lipsey and Alec Chrystal, Economics, 14th edition, Oxford, University Press, New Delhi, 2020.
5. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 21<sup>st</sup> edition, Tata McGraw Hill, New Delhi, 2020

**CO-PO MAPPING**

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	3	1		1	2		3	3	1
CO2	3	3	2		1	1		3	2	
CO3	3	3	1		1	2		3	3	
CO4	3	3	1		1	2		3	2	
CO5	3	3	2		1	1		3	1	1
AVG.	3	3	1.4		1	1.6		3	2.2	1

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

BA24104	ACCOUNTING FOR DECISION MAKING	L	T	P	C
		4	0	0	4

**COURSE OBJECTIVES:**

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements.
- To evaluate cost behavior and cost allocation methods.
- To understand budgeting and forecasting for business planning.

**UNIT I FINANCIAL ACCOUNTING 12**

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles– Preparation of Journal, Ledger and Trial Balance, Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet, Case Study.

**UNIT II ANALYSIS OF FINACIAL STATEMENTS 12**

Financial ratio analysis, Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis, Case Study.

**UNIT III COST ACCOUNTING 12**

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing (excluding Inter departmental Transfers and equivalent production) – Activity Based Costing, Target Costing.

**UNIT IV MARGINAL COSTING 12**

Marginal Costing and profit planning – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems -Make or Buy decisions.

**UNIT V BUDGETING AND VARIANCE ANALYSIS 12**

Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.

**Total: 60 Periods**

**COURSE OUTCOMES:**

Upon completion of the course, students will be able to

- CO1:** A thorough grounding of financial accounting concepts.
- CO2:** Preparation of financial statement analysis.
- CO3:** Understand the management and cost accounting techniques.
- CO4:** Apply the management and cost accounting techniques for decision making.
- CO5:** Assess the accountancy standards of practices in India.

**REFERENCES:**

1. Accounting for Decision making and control, Tata McGraw Hill, 10<sup>th</sup> edition, 2020.
2. Narayanaswamy, Financial Accounting, PHI, seventh edition, 2022.
3. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8<sup>th</sup> edition, 2021.
4. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2024.
5. Dr.S.N.Maheswari, CA Sharad K Maheswari & Suneel K Maheswari, Vikas Publishing, 5th edition, 2022.
6. Dr.K.L.Gupta, Accounting for managerial decisions, Sahitya Bhawan publications, 2024.

**CO-PO MAPPING**

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	3	3	-	3	3	3	3	3	2
CO2	3	3	3	-	3	3	3	3	2	3
CO3	3	3	3	-	3	3	3	3	1	2
CO4	2	2	2	-	3	3	2	3	-	-
CO5	2	2	3	-	3	3	3	3	-	1
AVG.	2.6	2.6	2.8	-	3	3	2.8	3	2	2

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**



BA24105	LEGAL ASPECTS OF BUSINESS	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVE:**

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
- Gain a broad understanding of the legal framework that governs business activities.
- Learn about the role of federal, state, and local laws in business decision-making.
- Understand the impact of administrative agencies and regulations on business operations.

**UNIT I COMMERCIAL LAW 9**

**THE INDIAN CONTRACT ACT 1872**

Definition of contract- essentials elements and types of a contract- Formation of a contract - Performance of contracts- breach of contract and its remedies- Quasi contracts.

**THE SALE OF GOODS ACT 1930**

Nature of Sales contract- Documents of title- risk of loss - Guarantees and Warranties- performance of sales contracts- conditional sales and rights of an unpaid seller.

**NEGOTIABLE INSTRUMENTS ACT 1881:**

Nature and requisites of negotiable instruments- Types of negotiable instruments- liability of parties- holder in due course- special rules for Cheque and drafts -discharge of negotiable instruments.

**UNIT II COMPANY LAW COMPANY ACT 1956 & 2013 9**

Major principles – Nature and types of companies-Formation-Memorandum and Articles of Association- Prospectus, Power, duties and liabilities of Directors-winding up of companies- Corporate Governance.

**UNIT III INDUSTRIAL LAW 9**

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

**UNIT IV CORPORATE TAX & GST 9**

Corporate Tax Planning- Corporate Taxes and Overview of Latest Developments in Indirect tax. Laws relating to GST: An introduction including constitutional aspects- Levy and collection of CGST & IGST- Input tax credit- Computation of GST Liability- Registration.

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

Consumer Protection Act – Consumer rights- Procedures for Consumer grievances Redressal- Types of consumer Redressal Machinerics and Forums- Cybercrimes, IT Act 2000 and 2002, Cyber Laws-Right to Information Act, 2005-Information Technology Rules 2021.

**Total: 60 Periods**

**COURSE OUTCOMES:**

Upon completion of the course, students will be able to

- CO1:** Understand the fundamental legal principles in developing various contracts and commercial laws in the business world.
- CO2:** Identify the common forms of business associations and elements of Corporate Governance.
- CO3:** Develop insights regarding the laws related to industrial environment.
- CO4:** Ability to understand the fundamentals of corporate tax and GST.
- CO5:** Understand the role of consumer rights and cyber laws in the modern business environment.

**REFERENCES:**

1. Ravinder Kumar– Legal Aspect of Business– Cengage Learning, -2023.
2. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2021.
3. Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi, April 2023.
4. Dr.J.P.Mishra, An Introduction to cyber law, Central law Publications,2<sup>nd</sup> Edition – 2023.

<b>Course Outcome</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	1	-	3	-	3	-	-	3	-	3
<b>CO2</b>	-	3	-	2	3	-	2	-	-	2
<b>CO3</b>	3	3	-	2	3	3	-	-	1	-
<b>CO4</b>	-	3	-	-	2	-	1	3	2	1
<b>CO5</b>	1	-	3	2	2	3	-	3	2	-
<b>AVG.</b>	<b>1</b>	<b>1.8</b>	<b>1.2</b>	<b>1.2</b>	<b>2.6</b>	<b>1.2</b>	<b>0.6</b>	<b>1.8</b>	<b>1</b>	<b>1.2</b>

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

<b>BA24106</b>	<b>INFORMTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

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

**UNIT I INTRODUCTION 12**

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems DSS, EIS KMS, GIS System Development Methodologies: Waterfall, Spiral, Agile.

**UNIT II SYSTEM ANALYSIS AND DESIGN 12**

Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**UNIT III DATA BASE MANAGEMENT SYSTEMS 12**

DBMS – types and evolution, HDBMS, NDBMS, SQL, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining Case Study.

**UNIT IV INTEGRATED SYSTEMS SECURITY AND CONTROL 12**

Knowledge based decision support systems, integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Wireless Networking. Case Study.

**UNIT V NEW IT INITIATIVES 12**

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI office, IoT, Block chain, Crypto currency, Quantum computing, and Robotic Process Automation. Case Study

**Total: 60 Periods**

- CO1:** Learn the basics of data and information system.
- CO2:** Understand the system development methodologies.
- CO3:** Understand database management system and its types.
- CO4:** Learn the various technologies in information system and its security.
- CO5:** Gains knowledge on effective applications of information systems in business.

**REFERENCES:**

1. Information system 17e : Laudon (Kenneth C.Laudon and pane P laudon) Seventeenth edition.(latest updates) 2023.
2. Information system : - Sultan Chand & sons, 2023.
3. Management Information Systems: Conceptual Foundations, Structure & Development by DavisAuthor(s): Davis, G/ Olson, M.Edition: 2nd edition Publisher: Tata McGraw Hill (TMH) Publications India, 2022.
4. Panneerselvam.R, Databases and Python Programming MySQL, MongoDB, OOP and Tkinter (Paperback or Softback), R.Panneerselvam, 2021.
5. Information Management: The Organizational Dimension, Michael D. Williams, Routledge, 2022.

<b>Course Outcome</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO 2</b>
<b>CO1</b>	-	1	1	-	-	1	3	1	3	1
<b>CO2</b>	1	2	1	2	1	3	2	1	3	-
<b>CO3</b>	1	1	-	2	-	2	2	1	1	-
<b>CO4</b>	-	2	-	2	1	3	2	-	2	1
<b>CO5</b>	1	3	1	1		2	1	-	2	1
<b>AVG.</b>	<b>1.00</b>	<b>1.80</b>	<b>1.0</b>	<b>1.7</b>	<b>1.0</b>	<b>2.20</b>	<b>2.0</b>	<b>1.00</b>	<b>2.20</b>	<b>1.00</b>

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

BA24107	INDIAN ETHOS (SEMINAR)	L	T	P	C
		4	0	0	4

### COURSE OBJECTIVES

- To enable the learners in understanding of the basic concepts of Indian Ethos
- Familiarize about ethical behavior and Value systems at work.

### UNIT I INDIAN ETHOS AND PERSONALITY DEVELOPMENT 12

Indian Ethos in Modern Personality Development - Dharma on Personal Ethics and Development - Meditation and Mindfulness in Personality Development - Gandhian Values and Leadership Development - Vedic Wisdom and Inner Transformation - Ayurveda and Personal Well-being - Cultural Diversity and Personality Development - Spiritual Development and Personal Growth - Traditional Indian Arts and Personality Enrichment - Karma in Personal Responsibility - Culture of Ethical Leadership - Ethical Decision - Making in Management.

### UNIT II WORK ETHOS AND ETHICS FOR PROFESSIONAL MANAGERS 12

Corporate Social Responsibility (CSR) in Management - Workplace Diversity and Ethical Leadership - Workplace Diversity and Ethical Leadership - Whistle blowing and Ethical Accountability - Managing Ethical Dilemmas - Good Work Ethics Vs Poor Work Ethics - Ethical Values in Working Environment - Principle of Ethics for Professional Managers - Professional Competence towards work ethics - Work Ethics for Professional Development - Guidance for Managers and Employees towards work ethics - Organisational and Managerial Values of Work ethics.

### UNIT III INDIAN VALUES VALUE SYSTEMS AND WISDOM FOR MODERN MANAGERS 12

Value based Management with stakeholders - Ancient Indian Values Vs Modern Indian Values - Indian Wisdom for Management - Value System of Indian Modern Managers - Ethical Leadership on Employee Morale and Productivity - Ethical Leadership in Times of Crisis - Leadership by Example: Modeling Ethical Behavior - Indian Values into Modern Management - Dharma and Ethical Decision - Making in Management - Leadership Lessons from Indian Epics - Yogic Principles for Stress Management and Well-being - Vedic Wisdom and Business Strategy.

### UNIT IV ETHOS IN LEADERSHIP DEVELOPMENT 12

Karma on Business Ethics - Indian Philosophy and Leadership Styles - Cultural Diversity and Inclusivity in Modern Management - Gurus and Mentors in Leadership Development - Traditional Indian Arts and Creativity in Management - Ethical Leadership in Organizational Success - Building Trust and Credibility as a Leader - The Connection Between Personal Values and Leadership Ethos - Authentic Leadership and Ethos - Crisis Leadership and Ethical Decision-Making - Leadership Communication and Ethos - Leader Character on Organizational Culture.

### UNIT V INDIAN SYSTEM OF LEARNING 12

Cultivating Ethos in Emerging Leaders - Ethical Leadership in the Digital Age - Measuring and Assessing Ethos in Leadership - Reviving the Gurukul System in Modern Education – Guru -Disciple Relationships in Contemporary Mentoring - Law of Humility in Leadership - Law of Growth and Personal Development - Ethical Leadership and the Gurukul System – Teaching and Learning Ethics in Modern Education - Balancing Tradition and Innovation in Education - Law of Responsibility and Accountability in Organizations - Gurukul System and Sustainability Education.

**Total: 60 Periods**

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

**REFERENCES:**

1. Dr. Geo Paul Kadari - Indian Ethos and Business Ethics (Concept and Cases) , Iterative International Publishers , 2023
2. 2. Bhavani M.R., Dr. Sindhu. A.N., Nikitha Alur - Indian Ethos and Leadership, Himalaya Publishing House, 2021
4. K.K. Sinha - Social and Cultural Ethos of India, Om Publications, 2008
5. Balachandran, Prof. K. C. R. Raja, B. K. Nair Ethics - Indian Ethos and Management, 2nd Edition, Shroff Publishers & Distributors Pvt. Ltd, 2008

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
<b>CO1</b>	2	2	3	3	-	-	3	-	2	1
<b>CO2</b>	2	1	3	2	-	2	3	-	-	1
<b>CO3</b>	1	2	3	1	1	2	3	-	2	-
<b>CO4</b>	1	3	3	2	1	1	3	1	1	1
<b>CO5</b>	3	3	3	1	-	1	3	2	2	2
<b>AVG.</b>	<b>1.8</b>	<b>2.2</b>	<b>3</b>	<b>1.8</b>	<b>1</b>	<b>1.5</b>	<b>3</b>	<b>1.5</b>	<b>1.75</b>	<b>1.25</b>

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

24MB1008	BUSINESS COMMUNICATION LAB	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To introduces both written and spoken communication skills to students.
- To refine the students through presentations and meetings with their spoken communication skills
- To help students be persuasive in the business world and learn to present themselves.
- To help the students to get ready for the interviews.
- To enhance the body language.

**UNIT I INTRODUCTION AND TYPES OF BUSINESS COMMUNICATION 12**

Definition – Principles of effective Communication- Types – Methods – speech of introduction- speech of thanks- business meeting- Barriers to Communication – Business Letter – Layout.

**UNIT II BUSINESS COMMUNICATION WRITING MODELS AND TOOLS 12**

Business Letters and its Kinds - Resume/CV, job application letters, Interview – Appointment – Acknowledgement – Internal communication through -notices, circulars, memos, agenda and minutes.

**UNIT III EFFECTIVE PRESENTATIONS 12**

Principles of Effective Presentations and formal report writing.

**UNIT IV INTERVIEW SKILLS 12**

Mastering the art of giving interviews in -selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.

**UNIT V NON-VERBAL COMMUNICATION 12**

Personal Appearance- Posture- Body Language, Fluency Development Strategies

**Total: 60 Periods**

**COURSE OUTCOMES:**

On completion of the course, students will be able to:

- CO1:** Develop good managerial communication skills
- CO2:** Ability to excel in different forms of written communication required in a business context
- CO3:** Develop good presentation skills
- CO4:** In-depth understanding of interview skills
- CO5:** Ability to prepare Business reports

**REFERENCES:**

1. Business Communication Today (15th Edition) by Courtland L. Bovee and John V. Thill, Published by Pearson Education, Inc, 2021.
2. Meenakshi Raman, Prakash Singh, Business Communication, 2020.
3. Locker, Business Communication Building Critical Skills, 2021.
4. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler (Latest edition 2021).
5. "The Job Interview Phrase Book: 250 Ways to Say Exactly What You Mean When You're Interviewing" by Nancy Schuman, 2022.

### CO-PO MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	1	3	3	1	2	3	1	1	3
CO2	1	-	1	-	-	2	3	-	1	2
CO3	3	2	3	-	-	1	3	1	3	3
CO4	1	2	3	1	2	1	3	-	-	2
CO5	3	-	1	-	1	2	3	-	2	2
AVG.	2	1.6	2.2	2	1.3	1.6	3	1	1.75	2.4

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**



BA24109	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
		4	0	0	4

**COURSE OBJECTIVES:**

- To equip and develop the learners’ entrepreneurial skills and qualities essential to undertake business.
- To impart the learner’s entrepreneurial competencies needed for managing business efficiently and effectively.

**UNIT I ENTREPRENEURIAL COMPETENCE 12**

Entrepreneurship concept–Entrepreneurship as a Career–Entrepreneurial Personality-Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur, Case Study.

**UNIT II ENTREPRENEURIAL ENVIRONMENT 12**

Business Environment- Role of Family and Society-Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations, Case Study.

**UNIT III BUSINESS PLAN PREPARATION 12**

Sources of Product for Business – Prefeasibility Study – Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria, Case study.

**UNIT IV LAUNCHING OF SMALL BUSINESS 12**

Finance and Human Resource Mobilisation -Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups, Case study.

**UNIT V MANAGEMENT OF SMALL BUSINESS 12**

Monitoring and Evaluation of Business – Business Sickness – Prevention and Rehabilitation of Business Units - Effective Management of small Business – MSME – Role of MSME- Role of IFCI, SFCs, SIDBI, DIC, EDI, SISI, SIDO, KVIC, Commercial Bank, TANSIDCO in promoting Entrepreneurship

**COURSE OUTCOMES:**

Upon completion of the course, the students should be able to

- CO1:** The learners will gain entrepreneurial competence to run the business efficiently.
- CO2:** The learners are able to undertake businesses in the entrepreneurial environment.
- CO3:** The learners are capable of preparing business plans and undertake feasible projects.
- CO4:** The learners are efficient in launching and develop their business ventures successfully
- CO5:** The learners shall monitor the business effectively towards growth and development..

**REFERENCES:**

1. S.S.Khanka, Entrepreneurial Development, S. Chand company Limited, New Delhi, 2020.
2. Daniel Priestley- Entrepreneur Revolution How to develop your entrepreneurial mindset and start a business that works- Capstone Ltd., Expanded edition 2024
3. Donald F. Kuratko- Entrepreneurship: Theory, Process, Practice- Cengage Learning 2021 (Global Edition)
4. Bruce R. Barringer & R. Duane Ireland -Entrepreneurship: Successfully Launching New Ventures – Pearson-2021 (6th Edition)
5. Matthew G. Myers- Entrepreneurial Development: An Introduction-: Matthew G. Myers Springer - 2022

**CO-PO MAPPING**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	1	3	3	1	1	3	3	3	2
CO2	1	2		2	3	3		2		3
CO3		3		2		2	3		3	
CO4	3		3		3	3		3		3
CO5		3	2	1	2		2		3	
AVG.	1.4	1.8	1.6	1.6	1.8	1.8	1.6	1.6	1.8	1.6

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**



**REFERENCES:**

1. Event Studies: Theory and Management for Planned Events (5th Edition)  
Authors: Donald Getz and Stephen J. Page, fifth edition, published in January 2024.
2. Event Planning and Management: Principles, Planning and Practice, Ruth Dowson, Bernadette Albert, Dan Lomax, 3rd edition published by Kogan Page, 2022
3. Lynn Van Der Wagen, & Brenda R. Carlos, Successful Event Management, 2020.
4. G.A.J. Bowdin, Events Management, Elsevier Butterworth, 4th edition by 2023.
5. Business meeting & event planning by Susan Friedmann, , 2nd edition, published in January 2023 by dummies

**CO-PO MAPPING**

<b>Course Outcome</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	1	3	1	3	-	2	2	3	1	3
<b>CO2</b>	3	3	2	3	1	2	3	3	3	1
<b>CO3</b>	1	-	2	-	2	2	2	2	1	2
<b>CO4</b>	2	3	3	3	2	1	3	3	3	3
<b>CO5</b>	2	3	2	2	3	-	2	3	3	1
<b>AVG.</b>	<b>1.8</b>	<b>3</b>	<b>2</b>	<b>2.75</b>	<b>2</b>	<b>1.75</b>	<b>2.4</b>	<b>2.8</b>	<b>2.2</b>	<b>2</b>

**1 - Low, 2 - Medium, 3 - High, '-' - No correlation**

**SEMESTER-II  
(MBA)**

<b>BA24201</b>	<b>QUANTITATIVE TECHNIQUES FOR DECISION MAKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- To understand the significance of quantitative techniques in decision-making processes.
- To formulate linear programming problems, apply graphical and simplex methods for optimization.
- To apply decision analysis methods and to make decisions involving multiple criteria.
- To optimize inventory levels considering costs, demand, and lead time.
- To provide the Model and analyze queuing systems to optimize service levels and reduce times.

**UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12**

Relevance of quantitative techniques in management decision making. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases, Sensitivity Analysis.

**UNIT II LINEAR PROGRAMMING EXTENSIONS 12**

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel’s approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem – Crew Assignment Models.

**UNIT III INVENTORY AND REPLACEMENT MODELS 12**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Replacement Models-Individual replacement Models (With and without time value of money) – Group Replacement Models.

**UNIT IV GAME AND DECISION THEORIES 12**

Game Theory-Two-person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.  
Decision making under risk – Decision trees – Decision making under uncertainty.

**UNIT V QUEUING THEORY AND SIMULATION 12**

Queuing Theory - single and multi-channel models – infinite number of customers and infinite calling source. Monte Carlo simulation – use of random numbers, application of simulation techniques.

**Total: 60 Periods**

**COURSE OUTCOMES:**

- CO1** :Linear programming in product mix decisions.
- CO2** :Transportation and assignment in logistics and job allocation scenarios.
- CO3** :Game theory and heuristics of decision making in real time decisions.
- CO4** :To develop skill-set that is in demand in both the research and business Environments.
- CO5** :To enable the students to apply the statistical techniques in a work setting.

**REFERENCES:**

1. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 7th edition, 2022.
2. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, 12th Edition, Third Indian Reprint 2021.
3. Frederick S. Hillier and Gerald J. Lieberman, Introduction to Operations Research, McGraw Hill Education, 11th Edition, 2021.
4. Barry Render, Ralph M. Stair, and Michael E. Hanna, Quantitative Analysis for Management, Pearson, 15th Edition, 2023.
5. P.K. Gupta and Manmohan, Business Statistics and Operations Research, Sultan Chand & Sons, 6th Revised Edition, 2022.
6. Louise Swift and Sally Piff, Quantitative Methods for Business, Management and Finance, Macmillan Education UK, 6th Edition, 2023.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	2	2							2	3
<b>CO2</b>	2	3			2					2
<b>CO3</b>	2	2			3		3		3	
<b>CO4</b>	3	3					2			3
<b>CO5</b>	2	2			2		3		2	
<b>AVG.</b>	<b>2.2</b>	<b>2.4</b>			<b>1.4</b>		<b>1.6</b>		<b>1.4</b>	<b>1.6</b>

**1 - Low, 2 - Medium, 3 - High**

BA24202	FINANCIAL MANAGEMENT	L	T	P	C
		4	0	0	4

**COURSE OBJECTIVES:**

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

**UNIT I FOUNDATIONS OF FINANCE 12**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Emerging Role of Finance manager in India - Time value of money–Forms of business organization- features and valuation of shares and bonds– Concept of risk and return– single asset and of a portfolio- Case Studies.

**UNIT II INVESTMENT DECISIONS 12**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index –Comparison of DCF Techniques- Concept and measurement of cost of capital - Specific cost and overall cost of capital-Case Studies.

**UNIT III FINANCING AND DIVIDEND DECISION 12**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision - Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend- Case studies.

**UNIT IV WORKING CAPITAL MANAGEMENT 12**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management –Inventory management –Cash management-Working capital finance: Commercial paper, Company deposit, Trade credit, Bank finance-Cash flow analysis- Estimation of working capital needs- Case studies.

**UNIT V LONG TERM SOURCES OF FINANCE 12**

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity- Computation of overall cost of capital- Case studies.

**Total: 60 Periods**

**COURSE OUTCOMES:**

- CO1 : Identify the concepts of financial decision of an organization
- CO2 : Recognize the time value of money
- CO3 : Learn the capital budgeting and cost of capital techniques
- CO4 : Understand how to decide the decision of capital structure and distribution of dividend
- CO5 : Assess the short-term and long-term sources of finance

**REFERENCES:**

1. "The Intelligent Investor: The Definitive Book on Value Investing" by Benjamin Graham (2021).
2. "The Psychology of Money: Timeless Lessons on Wealth, Greed, and Happiness" by Morgan Housel (2020).
3. "The Bogleheads' Guide to Investing" by Taylor Larimore, Mel Lindauer, and Laura F. Dogu (2022).
4. "The Little Book of Common Sense Investing" by John C. Bogle (2021).
5. "Investment Decisions: A Comprehensive Guide" by Thomas H. McInish (2022).
6. "Equity Asset Valuation" by Jerald E. Pinto, Elaine Henry, and Thomas R. Robinson (2021).

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>		2		3		2			3	
<b>CO2</b>	2					3	1			3
<b>CO3</b>	3		2	3				1	3	
<b>CO4</b>	2		1	3				1	1	
<b>CO5</b>		3	1	2				2		3
<b>AVG.</b>	<b>1.4</b>	<b>1</b>	<b>0.8</b>	<b>2.2</b>		<b>1</b>	<b>0.2</b>	<b>0.8</b>	<b>1.4</b>	<b>1.2</b>

**1 - Low, 2 - Medium, 3 - High**



BA24203	HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.
- Identify and evaluate the HR practices in a company in the context of its culture and business environment.

**UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 9**  
 Evolution of human resource management – The importance of the human capital – Role of human resource manager –Challenges for human resource managers - trends in Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

**UNIT II HUMAN RESOURCE PLANNING AND RECRUITMENT 9**  
 Importance of Human Resource Planning –Forecasting human resource requirement –matching supply and demand - Internal and External sources- Organizational Attraction-. Recruitment, Selection, Induction and Socialization- Theories, Methods and Process.

**UNIT III TRAINING AND DEVELOPMENT 9**  
 Types of training methods –purpose- benefits- resistance. Executive development programme – Common practices - Benefits – Self development – Knowledge management

**UNIT IV EMPLOYEE ENGAGEMENT 9**  
 Compensation plan- Reward– Motivation– Application of theories of motivation –Career Employee Engagement, Organizational Citizenship Behavior: Theories, Models. International HRM: concepts, features, importance and issues.

**UNIT V PERFORMANCE EVALUATION AND CONTROL 9**  
 Method of performance evaluation – Feedback– Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**Total: 45 Periods**

**COURSE OUTCOMES:**

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

**REFERENCES:**

1. K.Aswathappa/Sadhna dash-Human Resource Management Text & Cases-McGrawhill Standard edition-2023
2. V.S.P Rao-Human Resource Management-Taxmann Publications Private Ltd., 3RD edition-2023
3. Gurpreet randhawa-Human Resource Management-Atlantic Publishers & Distributors Pvt. Ltd ,Edition 2023.
4. Jaquina Gilbert- Human Resource Management-Essentials you always wanted to know- Vibrant Publishers First Edition-2021
5. Gary Dessler & Byju Varkkey- Human Resource Management-Pearson Education Sixteenth Edition-2022.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO 2</b>
<b>CO1</b>	3	3		3	3		3	2	3	2
<b>CO2</b>	3	3		3	3		3		3	2
<b>CO3</b>	3	3	2	3	3		3		3	2
<b>CO4</b>	3	3		3	3		3	2	3	2
<b>CO5</b>	3	3	1	3	3	1	3		3	2
<b>AVG.</b>	<b>3</b>	<b>3</b>	<b>1.5</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>

**1 - Low, 2 - Medium, 3 - High**

BA24204	OPERATIONS MANAGEMENT	L	T	P	C
		4	0	0	4

**COURSE OBJECTIVES:**

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.
- Understand the Concepts of Capacity and Efficiency and Learn About Production and Service Systems.
- Explore Quality Control and Continuous Improvement.

**UNIT I INTRODUCTION TO OPERATIONS MANAGEMEN 12**

Operations Management–Nature, Importance, transformation processes, differences between services and goods, a system perspective, functions, challenges in manufacturing industry, current priorities, Operations Strategy – Strategic fit , framework – Productivity; World-class manufacturing practices- Supply Chain Management- Recent trends- Case Study.

**UNIT II OPERATIONS AND THE VALUE CHAIN 12**

Capacity Planning–long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories-FLP-Hub Location models- Center of Gravity Method, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, procurement process, managing vendors- Overview of MRP, MRP II-Case Study.

**UNIT III DESIGNING OPERATIONS 12**

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Measuring Productivity and Methods to improve productivity. Process-design, strategy, types, analysis. Facility Layout –Principles, Types, Planning tools and techniques- make or buy decision- Case Study.

**UNIT IV PLANNING AND CONTROL OF OPERATIONS 12**

Demand Forecasting –Need, Types, Objectives and Steps – Methods- Overview of Qualitative and Quantitative - Operations planning - Resource planning - Inventory Planning- Meaning, Types, Costs, Models and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing- Case Study.

**UNIT V QUALITY MANAGEMENT 12**

Definitions of quality, The Quality revolution, quality gurus, Cost of quality; TQM philosophies; Quality management tools, certification and awards. DMAIC-Lean Management - philosophy, elements of JIT manufacturing, continuous improvement-Six sigma-5S- Case Study.

**Total: 60 periods**

**COURSE OUTCOMES:**

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

**REFERENCES:**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 17th Edition, 2023.
2. Russel and Taylor, Operations Management, Wiley, 9th Edition, 2022.

3. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 5th Edition, 2022.
4. Operations Management, William J. Stevenson, 13th Edition (2021), McGraw-Hill Education
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 12th edition, 2021.
6. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 3rd 2021.
7. William J Stevenson, Operations Management, Tata McGraw Hill, 14th Edition, 2020.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	2	2		3					2	1
<b>CO2</b>	2	1		2		2	1	1		1
<b>CO3</b>	1	2	1	1	1	2	1		2	
<b>CO4</b>	1	3		2	1	1	2	1	1	1
<b>CO5</b>	3	3	1	1		1	2	2	2	2
<b>AVG.</b>	<b>1.8</b>	<b>2.2</b>	<b>1</b>	<b>1.8</b>	<b>1</b>	<b>1.5</b>	<b>1.5</b>	<b>1.33</b>	<b>1.75</b>	<b>1.25</b>

**1 - Low, 2 - Medium, 3 - High**

<b>BA24205</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OBJECTIVES:**

- To make the students to understand the principles of scientific methodology in business enquiry.
- To inculcate the knowledge of analytical skills of business research.
- To make the students to prepare scientific business reports.

**UNIT I INTRODUCTION 12**

Business Research – Definition and Significance – Objectivity of research – Types of Research–Basic and applied Exploratory- causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – the role of theory in research –Role of Literature review in Research.

**UNIT II RESEARCH DESIGN AND MEASUREMENT 12**

Research process - Research design – Definition – types of research design — 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 schedule – Construction of questionnaire and types of question –Types of Validity– Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

**UNIT IV DATA PREPARATION AND ANALYSIS 12**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses– Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminate analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

**UNIT V RESEARCH REPORT 12**

Research report – Types – Contents of report – need for executive summary–chapterization–presentation methods – the role of audience – readability – comprehension – tone – final proof –References, Bibliography, Ethics in research

**Total: 60 Periods**

**COURSE OUTCOMES:**

**CO1 :** Students will understand and appreciate scientific inquiry.

**CO2 :** Students would know to write research proposals.

**CO3 :** The students would be able to undertake a systematic outlook towards business situations for the purpose of objective decision making, and the method of conducting scientific inquiry to solve organizational problems.

**CO4 :** Students would be able to analyze data and find solutions to the problems.

**CO5 :** Students could prepare research reports.

**REFERENCES:**

1. William G Zikmund, Barry J Babin , on C. Carr, Atanu Adhikari , Mitch Griffin, Business Research methods, A South Asian Perspective, 3th Edition, Cengage Learning, 2024.
2. Alan Bryman and Emma Bell, Business Research methods, 5th Edition, Oxford University Press, New Delhi, 2023
3. Donald R. Cooper, Pamela S. Schindler and JK Sharma, Business Research methods, 13th Edition, Tata Mc Graw Hill, New Delhi, 2021.
4. Uma Sekaran and Roger Bougie, Research methods for Business, 7th Edition, Wiley India, New Delhi, 2023.
5. Panneer selvam. R, Research Methodology, 3rd Edition, PHI Learning, 2021

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	1	3	1	1	1	1	3	1	3	3
<b>CO2</b>	3	3	1	2	3	3	3	2	2	3
<b>CO3</b>	3	2	3	2	1	2	3	3	2	2
<b>CO4</b>	2	3	1	2	3	3	2	2	3	3
<b>CO5</b>	3	2	3	3	3	3	2	3	3	3
<b>AVG.</b>	<b>2.4</b>	<b>2.6</b>	<b>1.8</b>	<b>2</b>	<b>2.2</b>	<b>2.4</b>	<b>2.6</b>	<b>2.2</b>	<b>2.6</b>	<b>2.8</b>

**1 - Low, 2 - Medium, 3 - High**

BA24206	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

Learn to

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

**UNIT I INTRODUCTION TO BUSINESS ANALYTICS (BA) 9**

Business Analytics - Terminologies, Process, Importance, Relationship with Organizational Decision Making, BA for Competitive Advantage. Data Scientist vs. Data Engineer vs. Business Analyst - Career in Business Analytics.

**UNIT II DATA MINING AND DATA WAREHOUSING 9**

Managing BA Personnel, Data and Technology. Data Warehousing, Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

**UNIT III DESCRIPTIVE ANALYTICS 9**

Introduction to Descriptive analytics - Visualizing and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics.

**UNIT IV PREDICTIVE ANALYTICS 9**

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

**UNIT V PRESCRIPTIVE ANALYTICS 9**

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement. Application of Business Analysis: Retail Analytics - Marketing Analytics -Financial Analytics- HR Analytics- Supply Chain Analytics - Healthcare Analytics.

**Total: 45 Periods**

**COURSE OUTCOMES:**

**CO1 :** Ability to understand the role of Business Analytics in decision making

**CO2 :** Ability to identify the appropriate tool for the analytics scenario

**CO3 :** Ability to apply the descriptive analytics tools and generate solutions

**CO4 :** Understanding of Predictive Analytics and applications

**CO5 :** Knowledge of Prescriptive Analytics and demonstrating business process improvement

**REFERENCES:**

1. Business Analytics: Data Analysis & Decision Making (8th Edition) Authors: S. Christian Albright and Wayne L. Winston, 8th edition, published in 2023.
2. "Introduction to Business Analytics" by Majid Nabavi, David L. Olson, and Wesley S. Boyce second edition, released on December 14, 2020.
3. James R. Evans , " Business Analytics-Methods , Models and Decisions", Pearson Ed, 2020.
4. Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston is the 8th edition, published in 2023.
5. Business analytics , data analysis and decision making by S.Christian Albright and Wayne L. Winston, 7th edition published on January 2022 by Cengage learning India Pvt. Ltd.

**CO-PO MAPPING**

<b>Course Outcome</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO 2</b>
<b>CO1</b>	2	3	1	3		3	2	3	3	3
<b>CO2</b>	3	3	2	3	1	3	3	3	3	1
<b>CO3</b>	1	3	2	3	2	3	2	2	3	2
<b>CO4</b>	2	3	3	3	2	3	3	3	3	3
<b>CO5</b>	2	3	2	3	1	3	2	3	3	1
<b>AVG.</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1.2</b>	<b>3</b>	<b>2.6</b>	<b>2.8</b>	<b>3</b>	<b>2</b>

**1 - Low, 2 - Medium, 3 - High**



BA24207	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.
- To enable the student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices.
- To integrate different promotional strategies across the spectrum of marketing platforms offered online and offline.

**UNIT I INTRODUCTION 9**

Defining Marketing – Core concepts in Marketing – Evolution of Marketing – Marketing Planning Process– Scanning Business environment – Value chain – Core Competencies – PESTEL– SWOT Analysis – Marketing interface with other functional areas – Marketing in global environment – International Marketing– Rural Marketing – Prospects and Challenges.

**UNIT II MARKETING STRATEGY 9**

Marketing strategy formulations –Key Drivers of Marketing Strategies - Strategies for Industrial Marketing– Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.

**UNIT III MARKETING MIX DECISIONS 9**

Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation –Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics – Advertising and Sales Promotions – Pricing Objectives, Policies and Methods.

**UNIT IV BUYER BEHAVIOUR 9**

Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behavior Models– Online buyer behavior – Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.

**UNIT V MARKETING RESEARCH & TRENDS IN 9**

Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behavior – Retail research – Customer driven organizations -Cause related marketing – Ethics in marketing – Online marketing trends - social media and digital marketing.

**Total: 45 Periods**

**COURSE OUTCOMES:**

- CO1 :** Applied knowledge of contemporary marketing theories to the demands of business and Management practice.
- CO2 :** Enhanced knowledge of marketing strategies for consumer and industrial marketing
- CO3 :** Deep understanding of choice of marketing mix elements and managing integrated marketing channels
- CO4 :** Ability to analyze the nature of consumer buying behavior
- CO5 :** Understanding of the marketing research and new trends in the arena of marketing

**REFERENCES:**

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 16th Edition, 2022.
2. Dr.CB Gupta, Dr.N. Rajan Nair Nair Rajan, “Marketing management-Text and Cases”.
3. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill Education, 2022.
4. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning, 2023.
5. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press, 2023.

**CO-PO MAPPING**

<b>Course Outcome</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO 2</b>
<b>CO1</b>	2				2		3		2	1
<b>CO2</b>			2	3		1	3		1	2
<b>CO3</b>	3		2	2		1		3		2
<b>CO4</b>	3			3	2			2	1	
<b>CO5</b>	2		2	3		2	2	3	2	1
<b>AVG.</b>	<b>2.5</b>		<b>2</b>	<b>2.8</b>	<b>2</b>	<b>1.3</b>	<b>2.7</b>	<b>2.7</b>	<b>1.5</b>	<b>1.5</b>

**1 - Low, 2 - Medium, 3 - High**

<b>BA24208</b>	<b>BUSINESS ETHICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**COURSE OBJECTIVES:**

- To enable the learners to have exposure on business ethics and ethical business perspectives.
- Learn to Develop Leadership Skills in Ethical Contexts

**UNIT-I INDIVIDUAL CULTURE AND ETHICS 12**

Cultural Influences an Ethical Decision Making - Corporate Philanthropy and Community Development: Best practices and impact measurement - Cultural Competence in Social Work Balancing Ethics and Diversity - Cultural Diversity and Workplace Ethics - Loyalty versus whistle blowing: Ethical Implications and Organizational Loyalty - Loyalty and Accountability: Holding oneself and others to Ethical Standards - The Role of Values in Ethical Decision - Making Aligning Personal and Organizational Principles - Religious Diversity and Ethical Pluralism - Ethics Training for Employees: Promoting a Culture of Integrity and Responsibility - Ethical Marketing Practices: Promoting products Responsibility - Combating Corruption in Business : Best Practices and Anti Bribery Measures - Ethical Robotics : Ensuring Responsible Development and Deployment of Autonomous Systems and Robots.

**UNIT – II ETHICAL CODES OF CONDUCT AND VALUE SYSTEMS 12**

Loyalty and Trust in Interpersonal Relationships: Ethical Perspectives - The Importance of Values: Based Leadership in Shaping Organizational Culture - Ethical Branding: Leveraging Corporate Values for Comparative Advantage and Reputation Management - Promoting Health and Wellness in the workplace: CSR Perspectives - Enforcing Ethical Codes of Conduct : Monitoring ,Evaluation and Accountability Mechanisms - Ethical Branding : Leveraging Corporate Value for competitive Advantage and Reputation Management - Ethical Implications of 3D Printing : Balancing Innovation with Responsibility in Additive Manufacturing - Ethical Leadership in a Globalized world : Bridging cultural Divides - Ethical Education Fostering Ethical Values, Critical Thinking, and Civic Engagement in Schools and Universities - The Role of CSR in Building Brand Reputation and Customer Loyalty - CSR and Disaster Relief: Responding to Crisis and Building Resilience - Transparency and Disclosure: Building Trust through Open Communication.

**UNIT – III WORK ETHOS AND ETHICS FOR PROFESSIONAL MANAGERS 12**

Corporate Social Responsibility (CSR) in Management - Workplace Diversity and Ethical Leadership - Workplace Diversity and Ethical Leadership - Whistle blowing and Ethical Accountability - Managing Ethical Dilemmas - Good Work Ethics Vs Poor Work Ethics - Ethical Values in Working Environment - Principle of Ethics for Professional Managers - Professional Competence towards work ethics - Work Ethics for Professional Development - Guidance for Managers and Employees towards work ethics - Organisational and Managerial Values of Work ethics.

**UNIT IV INDIAN VALUES VALUE SYSTEMS AND WISDOM FOR MODERN MANAGERS 12**

Value based Management with stakeholders - Ancient Indian Values Vs Modern Indian Values - Indian Wisdom for Management - Value System of Indian Modern Managers - Ethical Leadership on Employee Morale and Productivity - Ethical Leadership in Times of Crisis - Leadership by Example: Modeling Ethical Behavior - Indian Values into Modern Management - Dharma and Ethical Decision - Making in Management - Leadership Lessons from Indian Epics - Yogic Principles for Stress Management and Well-being - Vedic Wisdom and Business Strategy.

**UNIT V ETHOS IN LEADERSHIP DEVELOPMENT 12**

Karma on Business Ethics - Indian Philosophy and Leadership Styles - Cultural Diversity and Inclusivity in Modern Management - Gurus and Mentors in Leadership Development - Traditional Indian Arts and Creativity in Management - Ethical Leadership in Organizational Success - Building Trust and Credibility as a Leader - The Connection Between Personal Values and Leadership Ethos - Authentic Leadership and Ethos - Crisis Leadership and Ethical Decision-Making - Leadership Communication and Ethos - Leader Character on Organizational Culture.

**Total: 60 Periods**

**COURSE OUTCOMES:**

**CO1 :** The learners can handle issues of business ethics and offer solutions ethical perspectives

**CO2 :** The learners are able to apply the basic concepts of Indian ethos and value systems at work.

**CO3 :** The learners are professionally efficient and skilful in value systems and culture

**CO4 :** The learners are capable in ethically manage business towards well-being of the society.

**CO5 :** The learners can be socially effective in undertaking business responsibilities.

**REFERENCES:**

1. Dr. Geo Paul Kadari - Indian Ethos and Business Ethics (Concept and Cases) , Iterative International Publishers , 2023.
2. Bhavani M.R., Dr. Sindhu. A.N., Nikitha Alur - Indian Ethos and Leadership, Himalaya Publishing House, 2021.
3. The Business Ethics Field Guide: The Quick Reference for Making Better Decisions in Business, Aaron Miller, Greenleaf Publishing, 2022.
4. Business Ethics: The Changing Landscape, Andrew Crane, Dirk Matten, and Jeremy Moon, 2023.
5. Business Ethics: The Global Text, Stephen M. Byars and Kurt Stanberr, OpenStax, 2023.

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	2	3		1		2	3	3		2
<b>CO2</b>		2	2	2			2	1	2	1
<b>CO3</b>		2			1		1	1	2	2
<b>CO4</b>	3		1	1	2	1		2		
<b>CO5</b>		3	1	1	2	2		2		
<b>AVG.</b>	<b>1</b>	<b>2</b>	<b>0.8</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1.2</b>	<b>1.8</b>	<b>0.8</b>	<b>1</b>

**1 - Low, 2 - Medium, 3 - High**

BA24209	DATA ANALYSIS AND BUSINESS MODELING (LAB)	L	T	P	C
		0	0	4	3

**COURSE OBJECTIVES:**

- To have hands-on experience on data analysis for business modeling.
- To apply statistical and analytical methods to interpret business data.

S. No	Exercise	Duration
1	Descriptive Statistics	4
2	One Sample T-Test	4
3	Paired Sample T-Test	4
4	Chi-Square Analysis	4
5	Correlation & Regression	4
6	Forecasting	4
7	Risk Analysis & Sensitivity Analysis	4
8	Revenue Management	4
9	Transportation	4
10	Assignment	4
11	Networking Models	4
12	Inventory Models	4
13	Extended Experiment-I	4
14	Extended Experiment-II	4
15	Extended Experiment-III	4

Spreadsheet Software and Data Analysis Tools

**Total: 60 Periods**

**COURSE OUTCOMES:**

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

**REFERENCES:**

1. David M. Levine et al, "Statistics for Managers using MS Excel" Pearson, 2020
2. Kellie Bennet, Brody Heritage, Peter Allen, SPSS Statistics a Practical Guide, 5th Edition, Published 2022.
3. Rahul Ghosh ,"Introduction to Business Analytics: A Practical Approach" Wiley Publication 2020
4. Duane J. Ireland, Robert E. Hoskisson, Michael A. Hitt "Data Analysis for Business Decisions" 2nd edition Pearson, 2020
5. Introductory Statistics Using SPSS, SAGE Publications, Inc 2nd Edition, 2022

**CO-PO MAPPING**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PSO1</b>	<b>PSO2</b>
<b>CO1</b>	3	3			3	3	3		3	
<b>CO2</b>	3	3			3	3	3		3	
<b>CO3</b>	3	3			3	3	3		3	
<b>CO4</b>	3	3			3	3	3		3	
<b>CO5</b>	3	3			3	3	3		3	
<b>AVG.</b>	<b>3</b>	<b>3</b>			<b>3</b>	<b>3</b>	<b>3</b>		<b>3</b>	

**1 - Low, 2 - Medium, 3 - High**