



# **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			
THEORY COURSES									
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
PRACTICAL COURSES									
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
TOTAL				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			
THEORY COURSES									
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
PRACTICAL COURSES									
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
TOTAL				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			
THEORY COURSES									
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
PRACTICAL COURSES									
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
TOTAL				24	0	8	32	28	

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

TOTAL CREDITS	102
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NON FUNCTIONAL ELECTIVES									
S.NO	COURSE CODE	COURSE TITLE	CATE- GORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
PRACTICAL COURSES									
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

#### STREAM/ SPECIALISATION: FINANCE (PE-I)

S.N O	COURSE CODE	COURSE TITLE	CATEGORY	PERIOD S			TOTAL CONTACT PERIODS	CREDITS	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
8	BA24F08	Financial Risk Management	PEC	3	0	0	3	3	60/40

#### STREAM/ SPECIALISATION: MARKETING MANAGEMENT (PE-II)

9	BA24M01	Retail Marketing	PEC	3	0	0	3	3	60/40
10	BA24M02	Consumer Behavior	PEC	3	0	0	3	3	60/40
11	BA24M03	Integrated Marketing Communication	PEC	3	0	0	3	3	60/40
12	BA24M04	Services Marketing	PEC	3	0	0	3	3	60/40
13	BA24M05	Sales and Distribution management	PEC	3	0	0	3	3	60/40
14	BA24M06	Product and Brand Management	PEC	3	0	0	3	3	60/40
15	BA24M07	Digital marketing	PEC	3	0	0	3	3	60/40
16	BA24M08	Business and Marketing Analytics	PEC	3	0	0	3	3	60/40

#### STREAM/ SPECIALISATION: HUMAN RESOURCE MANAGEMENT (PE-III)

17	BA24H01	Strategic Human Resource Management	PEC	3	0	0	3	3	60/40
18	BA24H02	Industrial Relations and Labour Legislations	PEC	3	0	0	3	3	60/40

19	BA24H03	Organisational Design, Change and Development	PEC	3	0	0	3	3	60/40
20	BA24H04	Negotiation and Conflict Management	PEC	3	0	0	3	3	60/40
21	BA24H05	Reward and Compensation Management	PEC	3	0	0	3	3	60/40
22	BA24H06	International Human Resource Management	PEC	3	0	0	3	3	60/40
23	BA24H07	Emotional Intelligence for Managerial Effectiveness	PEC	3	0	0	3	3	60/40
24	BA24H08	Artificial Intelligence in HR	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: OPERATION MANAGEMENT (PE-IV)</b>									
25	BA24O01	Supply Chain Management	PEC	3	0	0	3	3	60/40
26	BA24O02	Quality Management	PEC	3	0	0	3	3	60/40
27	BA24O03	Materials Management	PEC	3	0	0	3	3	60/40
28	BA24O04	Services Operations Management	PEC	3	0	0	3	3	60/40
29	BA24O05	Supply Chain Analytics	PEC	3	0	0	3	3	60/40
30	BA24O06	Project Management	PEC	3	0	0	3	3	60/40
31	BA24O07	Product Design	PEC	3	0	0	3	3	60/40
32	BA24O08	Operations Strategy	PEC	3	0	0	3	3	60/40
<b>STREAM/ SPECIALISATION: BUSINESS ANALYTICS (PE-V)</b>									
33	BA24B01	Data Mining for Business Intelligence	PEC	3	0	0	3	3	60/40
34	BA24B02	Deep Learning and Artificial Intelligence	PEC	3	0	0	3	3	60/40
35	BA24B03	Social Media Web Analytics	PEC	3	0	0	3	3	60/40
36	BA24B04	E-Business Management	PEC	3	0	0	3	3	60/40
37	BA24B05	Enterprise Resource Planning	PEC	3	0	0	3	3	60/40
38	BA24B06	Financial Analytics	PEC	3	0	0	3	3	60/40
39	BA24B07	Data Analytics with R programming	PEC	3	0	0	3	3	60/40
40	BA24B08	Big Data Analytics	PEC	3	0	0	3	3	60/40

**STREAM/ SPECIALISATION: LOGISTICS AND SUPPLY CHAIN MANAGEMENT (PE-VI)**

41	BA24L01	Supply Chain Concepts and Planning	PEC	3	0	0	3	3	60/40
42	BA24L02	Logistics Management	PEC	3	0	0	3	3	60/40
43	BA24L03	Port and Airport Management for Logistics	PEC	3	0	0	3	3	60/40
44	BA24L04	Supply Chain Information System	PEC	3	0	0	3	3	60/40
45	BA24L05	Transportation Warehouse and Distribution Management	PEC	3	0	0	3	3	60/40
46	BA24L06	Reverse and Contract Logistics	PEC	3	0	0	3	3	60/40
47	BA24L07	Containerization and Allied Business	PEC	3	0	0	3	3	60/40
48	BA24L08	EXIM Management	PEC	3	0	0	3	3	60/40

**SECTORIAL SPECIALIZATIONS (PE-VII)**

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

(a) Infrastructure and Real Estate Management

(b) Tourism Management

(c) Entrepreneurship Management

**INFRASTRUCTURE AND REAL ESTATE MANAGEMENT**

S.NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS			TOTAL CONTACT PERIODS	CREDITS	EXT / INT
				L	T	P			
1	BA24I01	Infrastructure Planning Scheduling and Control	PEC	3	0	0	3	3	60/40
2	BA24I02	Contracts and Arbitration	PEC	3	0	0	3	3	60/40
3	BA24I03	Project Management for Infrastructure	PEC	3	0	0	3	3	60/40
4	BA24I04	Management of Human Resources, Safety and Quality	PEC	3	0	0	3	3	60/40
5	BA24I05	Disaster Mitigation and Management	PEC	3	0	0	3	3	60/40

6	BA24I06	Economics and Financial Management in Construction	PEC	3	0	0	3	3	60/40
7	BA24I07	Urban Environmental Management	PEC	3	0	0	3	3	60/40
8	BA24I08	Smart Materials, Techniques and Equipment for Infrastructure	PEC	3	0	0	3	3	60/40
9	BA24I09	Strategic Airport Infrastructure Management	PEC	3	0	0	3	3	60/40
10	BA24I10	Real Estate Marketing and Management	PEC	3	0	0	3	3	60/40
11	BA24I11	Infrastructure and Real Estate Entrepreneurship	PEC	3	0	0	3	3	60/40
12	BA24I12	Valuation of Real Estate and Infrastructure Assets	PEC	3	0	0	3	3	60/40
<b>TOURISM MANAGEMENT</b>									
1	BA24T01	Tourism Principles and Practices	PEC	3	0	0	3	3	60/40
2	BA24T02	Travel Management	PEC	3	0	0	3	3	60/40
3	BA24T03	International Tourism	PEC	3	0	0	3	3	60/40
4	BA24T04	Tourism Geography	PEC	3	0	0	3	3	60/40
5	BA24T05	Culture and Heritage	PEC	3	0	0	3	3	60/40
6	BA24T06	Tourism Products in India	PEC	3	0	0	3	3	60/40
7	BA24T07	Accommodation and House Keeping Management	PEC	3	0	0	3	3	60/40
8	BA24T08	Travel Media and Public Relations	PEC	3	0	0	3	3	60/40
9	BA24T09	Destination Planning and Management	PEC	3	0	0	3	3	60/40
10	BA24T10	Tour Operations	PEC	3	0	0	3	3	60/40
11	BA24T11	Leisure and Recreation Management	PEC	3	0	0	3	3	60/40
12	BA24T12	Medical Tourism	PEC	3	0	0	3	3	60/40

**ENTREPRENEURSHIP MANAGEMENT**

1	BA24E01	New Venture Creation	PEC	3	0	0	3	3	60/40
2	BA24E02	Entrepreneurial Finance	PEC	3	0	0	3	3	60/40
3	BA24E03	Family Business and Succession Planning	PEC	3	0	0	3	3	60/40
4	BA24E04	Corporate Entrepreneurship (Intrapreneurship)	PEC	3	0	0	3	3	60/40
5	BA24E05	Social Entrepreneurship	PEC	3	0	0	3	3	60/40
6	BA24E06	Legal Issues of Entrepreneurs	PEC	3	0	0	3	3	60/40
7	BA24E07	Ethical and Sustainable Entrepreneurship	PEC	3	0	0	3	3	60/40
8	BA24E08	ED Analytics	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. McShane, "Principles of Management, McGraw 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. Uday 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 Machineries 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**

BA24106	INFORMTION MANAGEMENT	L	T	P	C
		3	1	0	4

### 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:

- Information system 17e : Laudon (Kenneth C.Laudon and pane P laudon) Seventeenth edition.(latest updates) 2023.
- Information system : - Sultan Chand & sons, 2023.
- 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.
- Panneerselvam.R, Databases and Python Programming MySQL, MongoDB, OOP and Tkinter (Paperback or Softback), R.Panneerselvam, 2021.
- 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**

<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>	2	1	3	3	1	2	3	1	1	3
<b>CO2</b>	1	-	1	-	-	2	3	-	1	2
<b>CO3</b>	3	2	3	-	-	1	3	1	3	3
<b>CO4</b>	1	2	3	1	2	1	3	-	-	2
<b>CO5</b>	3	-	1	-	1	2	3	-	2	2
<b>AVG.</b>	<b>2</b>	<b>1.6</b>	<b>2.2</b>	<b>2</b>	<b>1.3</b>	<b>1.6</b>	<b>3</b>	<b>1</b>	<b>1.75</b>	<b>2.4</b>

**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)**

BA24201	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	L	T	P	C
		4	0	0	4

**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.

<b>UNIT I</b>	<b>INTRODUCTION TO LINEAR PROGRAMMING (LP)</b>	<b>12</b>
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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**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
<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 Gilbertet- 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**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO 2
<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**

BA24205	BUSINESS RESEARCH METHODS	L	T	P	C
		4	0	0	4

### 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**

BA24208	BUSINESS ETHICS	L	T	P	C
		0	0	4	2

### **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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
<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**

# MBA CURRICULUM

# CORE PAPER

1. BA24301 - STRATEGIC MANAGEMENT
2. BA24302 - INTERNATIONAL BUSINESS



**SEMESTER-III  
(MBA)**

<b>BA24301</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- **Understand the fundamentals of strategic management**, including the strategy formation process, vision, mission, goals, and the role of stakeholders and corporate governance.
- **Analyze the external and internal environment** using tools like Porter's Five Forces, SWOT, Strategic Group Analysis, and identify sources of competitive advantage such as core competencies and distinctive capabilities.
- **Evaluate and formulate business, corporate, and global strategies**, including stability, growth, retrenchment, diversification, and strategic alliances using models like ETOP, GE 9-Cell, and McKinsey's 7S Framework.
- **Gain insights into strategy implementation and control**, focusing on resource allocation, organizational structure, strategic control systems, and managing change, politics, and conflict.
- **Explore strategic challenges and innovations**, including strategies for non-profit organizations, technology management, internet-based business models, and adapting strategy in a dynamic environment.

**UNIT I STRATEGY AND PROCESS**

**9**

The Concept of Strategy and the Strategy Formation Process – Conceptual framework for strategic management, Strategic Management Implications and Challenges Recent Trends in Strategic Management: Introduction, Strategic Thinking. Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE**

**9**

External Environment - Porter's Five Forces Model - Strategic Groups Competitive Changes during Industry Evolution - Globalization and Industry Structure - National Context and Competitive advantage Resources - Capabilities and competencies – Core competencies - Low Cost and differentiation Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities durability of competitive Advantage.

**UNIT III STRATEGIES**

**9**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment - Corporate Strategy - Vertical Integration- Diversification and Strategic Alliances - Building and Restructuring the corporation - Strategic analysis and choice – Managing Growth - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Selection of matrix - Balance Score Card.

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**

**9**

The implementation process, Resource allocation, Designing organizational structure -Designing Strategic Control Systems - Matching structure and control to strategy -Implementing Strategic change – Politics - Power and Conflict - Techniques of strategic evaluation & control.

**UNIT V CHALLENGES IN STRATEGIC MANAGEMENT**

**9**

Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy - Challenges in Strategic Management: Introduction, Strategic Management as an Organizational Force, Dealing with Strategic Management in Various Situations.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**CO1:** Ability to understand the Strategic management process and social responsibility of business organizations.

**CO2:**In-depth understanding about the need for developing competitive advantage for organizations.

**CO3:** Provides insights into various corporate and business level strategies.

**CO4:** Facilitates to identify the various control systems required for organizational strategy implementation process.

**CO5:** Enhances the cognitive knowledge about various strategic issues and development of new business models.

**REFERENCES:**

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Strategic Management: Concepts and Cases – Competitiveness and Globalization, Cengage Learning, 14th Edition, 2023.
2. Gerry Johnson, Richard Whittington, Kevan Scholes, Exploring Strategy: Text and Cases,
3. Thomas L. Wheelen, J. David Hunger, Krish Rangarajan, Strategic Management: A South-Asian Perspective, Pearson India, 15th Edition, 2021.
4. Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble, A. J. Strickland III, Crafting and Executing Strategy: The Quest for Competitive Advantage, McGraw Hill, 23rd Edition, 2022.
5. Thomas L. Wheelen, J. David Hunger, Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, Pearson, 15th Global Edition, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	3	2
CO2	3	3	1	3	2	2	3	2
CO3	2	3	1	3	3	3	3	2
CO4	3	3	1	3	2	3	3	2
CO5	2	3	1	2	2	3	3	2
Avg	2.6	3	1	2.8	2.2	2.6	3	2

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

**SEMESTER-III  
(MBA)**

<b>BA24302</b>	<b>INTERNATIONAL BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- **Understand the fundamentals and drivers of international business**, including globalization trends, country attractiveness, and the role of major international institutions such as UNCTAD, IMF, IBRD, and WTO.
- **Gain knowledge of classical and modern theories of international trade and investment**, and evaluate the impact of trade policies and instruments such as export restraints, administrative controls, and anti-dumping measures.
- **Explore strategies for entering global markets**, including various forms of international business, strategic options, global portfolio management, organizational structures, and performance control systems.
- **Examine the operational aspects of global business**, including production location decisions, supply chain management, marketing challenges, pricing strategies, and foreign exchange rate systems.
- **Develop an understanding of international human resource management**, covering expatriate selection, cross-cultural management, conflict resolution, negotiation strategies, and ethical decision-making in global contexts.

**UNIT I AN OVERVIEW OF INTERNATIONAL BUSINESS**

**9**

Definition and drivers of International Business- Changing Environment of International Business- Advantages and Disadvantages of international business Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

**UNIT II THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**

**9**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Heckscher - Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalization-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**UNIT III GLOBAL ENTRY**

**9**

Strategic compulsions— Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

**UNIT IV PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**

**9**

Global production: Location, scale of operations- cost of production - Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues - Quality considerations. Globalization of markets: Marketing strategy - Challenges in product development – pricing - production and channel management. Foreign Exchange Determination Systems: Basic Concepts- types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

**UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**

**9**

Selection of expatriate managers - Managing across cultures - Training and development- Compensation- Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – Ethical issues in international business – Ethical decision-making.

**TOTAL: 45 PERIODS**

**COURSEOUTCOMES:**

**Students will be able to**

- CO1:** In depth knowledge of driving factors of international Business.
- CO2:** Understanding of theories of trade and investment practiced in the global world.
- CO3:** Deep Insights in to various market entry strategies followed by Global Organizations.
- CO4:** Ability to identify the various global productions and supply chain issues and have an understanding of foreign exchange determination system.
- CO5:** Enhance the cognitive knowledge of managing business across the cultures.

**REFERENCES:**

1. Charles W.L. Hill, G. Tomas M. Hult, International Business: Competing in the Global Marketplace, McGraw Hill, 13th Edition 2023.
2. S. Tamer Cavusgil, Gary Knight, John Riesenberger, International Business: The New Realities, Pearson, 5th Edition 2022.
3. Charles W. L. Hill, G. Tomas M. Hult, Global Business Today, McGraw Hill, 12th Edition 2022.
4. Paul Krugman, Maurice Obstfeld, Marc Melitz, International Economics, Pearson, 11th Edition 2022.
5. Warren J. Keegan, Mark C. Green, Global Marketing, Pearson, 10th Edition 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	-	2	3	2
CO2	3	3	2	3	-	2	3	2
CO3	2	3	2	3	-	3	3	2
CO4	3	3	2	3	-	3	3	2
CO5	2	3	2	2	-	3	3	2
Avg	2.6	3	2	2.8	-	2.6	3	2

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

# **FINANCE (ELECTIVES)**

- 1. BA24F01- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
- 2. BA24F02 - FINANCIAL MARKETS**
- 3. BA24F03 - BANKING AND FINANCIAL SERVICES**
- 4. BA24F04 - FINANCIAL DERIVATIVES**
- 5. BA24F05 - FINANCIAL MODELLING AND ANALYTICS**
- 6. BA24F06 - INTERNATIONAL FINANCE**
- 7. BA24F07 - BEHAVIOURAL FINANCE**
- 8. BA24F08 - FINANCIAL RISK MANAGEMENT**

**SEMESTER-III  
(MBA)**

<b>BA24F01</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Insight into the meaning of risk and return
- Knowledge on equity analysis and valuation
- Understand the various types of bonds and risk associated with it
- Knowledge on portfolio construction theories
- Evaluation of portfolio

**UNIT I INVESTMENT SETTING**

**9**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investments – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**UNIT II FUNDAMENTAL ANALYSIS**

**9**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques.

**UNIT III TECHNICAL ANALYSIS**

**9**

Introduction to 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 - Forms of market efficiency -weak, semi-strong, strong form and its application.

**UNIT IV PORTFOLIO CONSTRUCTION AND SELECTION**

**9**

Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

**UNIT V PORTFOLIO EVALUATION AND REVISION**

**9**

Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Portfolio Revision.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the concept of investment and identify the investment alternatives to investors

**CO2:** Learn the nuances of fundamental analyses and technical analyses

**CO3:** Analyse and evaluate the value of securities

**CO4:** Explain how to construct an efficient portfolio

**CO5:** Explore the various methods through which portfolio evaluation could be done

**REFERENCES :**

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 9<sup>th</sup> edition, 2023.

2. Benjamin Graham & David L. Dodd, Security Analysis (A classic), Publisher: McGraw-Hill Education, 7<sup>th</sup> Edition, 2022.

3. Zvi Bodie, Alex Kane, & Alan J. Marcus, Fundamentals of Investments, Publisher: McGraw-Hill Education, Edition: 9<sup>th</sup> Edition, 2019.

4. Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 10<sup>th</sup> Edition, 2020.

5. Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, 2<sup>nd</sup>, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	2	2	3	3
CO2	3	3	2	3	2	2	3	3
CO3	2	3	2	3	3	3	3	3
CO4	3	3	2	3	2	3	3	2
CO5	2	3	2	2	2	3	3	3
Avg	2.6	3	2	2.8	2.2	2.6	3	2.8

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

**SEMESTER-III  
(MBA)**

<b>BA24F02</b>	<b>FINANCIAL MARKETS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES :**

- To understand the types and functions of the various financial markets in India, its instruments and Regulations.
- To analyse markets, managing risks, and making smart investment decisions.
- To understand trading, valuation, regulation, and operations of securities in the secondary financial market.
- To analyse instruments, operations, risks, and regulations in debt and foreign exchange markets effectively.
- To understand structure, functioning, risk assessment, and investment strategies in mutual funds, derivatives, venture capital, and private equity

**UNIT I FINANCIAL MARKETS IN INDIA**

**9**

Indian financial system and markets – structure of financial markets in India –Types-Participants in financial Market – Regulatory Environment, - RBI, CCIL, Common securities market, Money market, - Capital market - Governments philosophy and financial market.

**UNIT II INDIAN CAPITAL MARKET- PRIMARY MARKET**

**9**

Primary Market - Primary market system - Types of scripts - Issue of capital: process, regulation pricing of issue, – Methods of floating new issues, Book building- Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc.

**UNIT III SECONDARY MARKET**

**9**

Stock exchanges in India - History and development -listing - Depositories - Stock exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange - Regulations of stock exchanges –Role of SEBI – BSE, OTCEI, NSE, ISE, - Role of FIIs, MFs and investment bankers.

**UNIT IV DEBT MARKET AND FOREX MARKET**

**9**

Bond markets in India: Government bond market and its interface with capital market - Components of bond market - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets - Pricing of Bonds- Introduction to Forex markets, basics in exchange rates theory - Forex risk exposures.

**UNIT V MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY**

**9**

Mutual funds institutions in India. Types of mutual funds, Basics in portfolio management, Metrics of performance for fund manager Introduction to Derivatives and the size of derivatives markets -Brief introduction to forwards, Options, Futures And Swaps. Role of VCs and PEs in financial markets.

**TOTAL :45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Understanding the basic concepts of the finance markets in India
- CO2:** Identify the underlying structure and functions of Indian financial markets
- CO3:** Familiarise the methods of issuing shares and the role of intermediaries in the primary market
- CO4:** Learn about the trading mechanism in stock market
- CO5:** Describe the instruments, participants and trading in debt market



**REFERENCES :**

1. Anthony Saunders, Marcia Millon Cornett, Otgo Erhemjamts, Financial Markets and Institutions: An Introduction to the Risk Management Approach, 9<sup>th</sup> Edition, McGraw-Hill Education, 2025.

2. Frederic S. Mishkin & Stanley G. Eakins, Financial Markets and Institutions (10<sup>th</sup> Edition), Publisher:Pearson Education, 2023.

3. Dr. K. Natarajan & Prof. E. Gordon, Financial Markets and Services, 1<sup>st</sup> Edition, Himalaya Publishing House, 2021.

4. Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2019), 9<sup>th</sup> Edition Published by McGraw Hill.

5. Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, 6<sup>th</sup>, 2017.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	2	2
CO2	2	3	3	2	2	2	2	2
CO3	2	3	3	2	2	2	3	3
CO4	2	3	3	2	2	3	2	2
CO5	2	3	2	2	3	2	3	3
Avg	2	2.8	2.4	2	2.2	2.2	2.4	2.4

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

**SEMESTER - III  
(MBA)**

<b>BA24F03</b>	<b>BANKING AND FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES :**

- Understand structure, functions, and performance evaluation of Indian banking system.
- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.
- Understand about other asset based and fund based financial services in India
- To explore insurance products and various fee-based financial services, including their operations, risks, and benefits.

**UNIT I INTRODUCTION TO INDIAN BANKING SYSTEM AND PERFORMANCE EVALUATION 9**

Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector – RBI Act, 1934/ 2006 – Banking Regulation Act, 1949– Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA's - Overview of Financial Statements of banks – CAMEL.

**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 into 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 and RBI's 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 – Financial evaluation – underwriting – mutual funds.

**UNIT V INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES 9**

Insurance Act, 1938 – IRDA – Regulations – Products and services – Bill discounting – factoring – Merchant Banking – Role of SEBI – NSE and BSE.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**REFERENCES :**

1. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2024, 10<sup>th</sup> edition.

2. M. Y. Khan, Financial Services, 10<sup>th</sup> Edition, 2020, Publisher: McGraw-Hill Education India

3. Moorad Choudhry, the Principles of Banking, 2<sup>nd</sup> Edition, 2022, Publisher: John Wiley & Sons

4. N. S. Toor, Handbook of Banking Information, 52<sup>nd</sup> Edition, 2023, Publisher: Skylark Publications

5. Banking & Finance Year Book 2024 by Indian Institute of Banking & Finance (IIBF), 3<sup>rd</sup> Edition, 2024 publisher: Taxmann Publications Pvt Ltd.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	2	2	1
CO2	2	3	2	1	2	2	1	1
CO3	3	3	1	2	2	2	2	2
CO4	2	3	3	2	2	2	2	2
CO5	2	3	2	2	2	2	2	2
Avg	2.2	2.8	1.8	1.6	1.8	2	1.8	1.6

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

**SEMESTER - III  
(MBA)**

<b>BA24F04</b>	<b>FINANCIAL DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES :**

- To explore insurance products and various fee-based financial services, including their operations, risks, and benefits.
- To understand the nuances involved in derivatives.
- To understand the basic operational mechanisms in derivatives.
- To understand types, mechanisms, valuation, and applications of financial swap contracts.
- To understand types, functioning, regulation, and applications of derivatives in the Indian financial markets.

**UNIT I INTRODUCTION**

**10**

Derivatives — Definition — Types - Forward Contracts - Futures Contracts—Options—Swaps— Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives.

**UNIT II FUTURES CONTRACT**

**10**

Specifications of Futures Contract-Margin Requirements—Marking to Market—Hedging using Futures—Types of Futures Contracts—Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**UNIT III OPTIONS**

**9**

Definition—Exchange Traded Options, OTC Options—Specifications of Options—Call and Put Options—American and European Options—Intrinsic Value and Time Value of Options—Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options Pricing models.

**UNIT IV SWAPS**

**8**

Definition of SWAP—Interest Rate SWAP—Currency SWAP—Role of Financial Intermediary– Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs.

**UNIT V DERIVATIVES IN INDIA**

**8**

Derivatives Market in India—Regulations - framework—Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**TOTAL :45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Possess good skills in hedging risks using derivatives

**CO2:** Understand about future contract and options

**CO3:** Learning in depth about options and swaps

**CO4:** Knowing about the evolution of derivative markets

**CO5:** Develop in depth knowledge about stock options and index futures in NSE

REFERENCES :

- 1. Keith Redhead, financial Derivatives –An Introduction to Futures, Forwards, Options and SWAPs“, 3rd edition, PHI Learning, 2024.
- 2. John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 11th Edition, 2022.
- 3. Jiri Witzany, Derivatives: Theory and Practice of Trading, Valuation, and Risk Management, Springer, 1st Edition, 2020.
- 4. Prasanna Chandra, Financial Derivatives, McGraw Hill Education India, 2020.
- 5. Website of NSE, BSE.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	3	3	3
CO2	2	3	2	2	2	3	3	2
CO3	2	2	2	2	2	3	2	2
CO4	2	2	2	2	2	3	3	2
CO5	2	2	2	3	2	2	3	2
Avg	2.2	2.4	2	2.2	2	2.8	2.8	2.2

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24F05</b>	<b>FINANCIAL MODELLING AND ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES :**

- To prepare students for careers in finance, data analysis, and related fields
- Assess a firm's equity value using different valuation techniques.
- Making students to build financial models by including various fields of study viz Financial Management and Derivatives.
- To equip students with the analytical skills necessary to understand and interpret financial data effectively and interpret financial data effectively.
- To enhance students' ability to make informed financial decisions.

**UNIT I INTRODUCTION TO FINANCIAL MODELLING & BUILT IN FUNCTIONS USING SPREAD SHEETS** **9**

Introduction to Financial Modelling- Need for Financial Modelling- Steps for effective financial modelling- Introduction to Time value of money& Lookup array functions :FV,PV,PMT,RATE,NPER, Vlookup, Hlookup ,if, countifetc - Time value of Money Models: EMI with Single & Two Interest rates –Loan amortisation modelling-Debenture redemption modeling.

**UNIT II BOND & EQUITY SHARE VALUATION MODELLING** **9**

Bond valuation —Yield to Maturity (YTM): Rate method Vs IRR method-Flexi Bond and Strip Bond YTM Modelling-Bond redemption modelling -Equity share valuation: Multiple growth rate valuation modelling with and without growth rates.

**UNIT III CORPORATE FINANCIAL MODELLING** **9**

Alt Man Z score Bankruptcy Modelling-Indifference point modelling —Financial Break even modelling - Corporate valuation modelling (Two stage growth)- Business Modelling for capital budgeting evaluation: ,IRR and MIRR.

**UNIT IV INTRODUCTION TO FINANCIAL ANALYTICS** **9**

Introduction to Financial Analytics- Importance of Financial Analytics – Types of Financial Analytics – Features of Financial Analytics – Implementation of Financial Analytics –Financial Analytics and Current Financial Challenges – Fraud & Risk.

**UNIT V ADVANCED FINANCIAL ANALYTICS & APPLICATIONS** **9**

Machine learning applications in finance: Predictive modelling, classification, clustering, and reinforcement learning. Algorithmic trading strategies: Momentum trading, mean reversion, statistical arbitrage. High-frequency trading (HFT) and algorithmic trading platforms. Alternative data sources and their applications in financial analytics. Ethical considerations and regulatory frameworks in financial analytics.

**TOTAL :45 PERIODS**

**COURSE OUTCOMES:**

- CO1.** Develop fast, efficient and accurate excel skills
- CO2.** Design and construct useful and robust financial modelling applications
- CO3.** Recognize efficient financial budgeting and forecasting techniques
- CO4.** Familiarize the students with the evaluation modelling of securities
- CO5.** The course establishes the platform for students to develop various portfolio models

**REFERENCES:**

1. Paul Pignataro, Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity 2<sup>nd</sup> Edition, Wiley, 2022.
2. Mohanty-Financial Analytics –Wiley 1e, 2023
3. Simon Benninga & Tal Mofkadi, Financial Modeling 5<sup>th</sup> Edition, the MIT Press, 2022.
4. Wayne L. Winston, Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365), 7<sup>th</sup> Edition, Pearson Education (US), 2021.
5. Danielle Stein Fairhurst, Using Excel for Business and Financial Modelling 3<sup>rd</sup> Edition, Wiley, 2019.
6. Dr. R. Gopal, Dr. Vani Kamath, Dr. Priya Vij, Mastering Financial Analytics (2025).

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	3	2	3	2	2
CO2	2	3	2	2	2	3	2	2
CO3	3	3	2	3	2	3	2	2
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	2	3	2	2
Avg	2.2	2.4	2	2.4	2	2.8	2	2

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24F06</b>	<b>INTERNATIONAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the International Financial Environment, Management and Risks involved.
- Study financial strategies, risk management, and capital budgeting in multinational corporations for global operations.
- Examine global financial systems, exchange rate policies, and international monetary institutions' impact on economies.
- Understand global borrowing and lending mechanisms, financing options, and international capital markets for economic growth.
- Analyze global risk factors, market dynamics, and strategies for effective international investment and financial management.

**UNIT I INTERNATIONAL TRANSACTIONS 9**

Overview and Evolution of International Finance –Institutions for International Finance –International Monetary and Financial System –Balance of Trade -Balance of Payments – Exchange rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.

**UNIT II MULTINATIONAL FINANCIAL MANAGEMENT 9**

Process of overseas expansion – Reasons for cross border investing – The theory of investment – techniques of project evaluation - Approaches for investment under uncertainty – FDI, FPI and FII – Measuring and Managing Risk – International Merger and Acquisition – Regulations of M&A in major countries.

**UNIT III INTERNATIONAL MONETARY SYSTEM 9**

Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange- Spot Transactions – forward market — Hedging and Speculation - Hedging FX Transaction Exposure - international banking – structure and instruments

**UNIT IV BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE 9**

Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – tools and techniques

**UNIT V INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS 9**

Country benefits and risks of international portfolio investment – assessing country credit worthiness – futures markets and instruments – option markets and instruments – option pricing – option pricing theory in financial risk assessment

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Learn about evolution, process and system of International Finance

**CO2:** Identify the concepts of international merger and acquisitions, financial techniques and regulations

**CO3:** Understand about international monetary system

**CO4:** Knowing about ADR, GDR and bond management

**CO5:** Explore the learning in international risk assessment



REFERENCES :

1. Jeff Madura, International Corporate Finance, Cengage Learning, 13<sup>th</sup> Edition, 2023.

2. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 11<sup>th</sup> Edition, 2023.

3. Eunand Resnik, International Financial Management, Tata McGraw Hill, 8<sup>th</sup> Edition, 2023.

4. International Financial Management by Cheol S. Eun and Bruce G. Resnick, 8<sup>th</sup> Edition , McGraw-Hill Education, 2023.

5. Apte P.G., International Financial Management, Tata McGraw Hill, 8<sup>th</sup> edition, 2021.

6. Website of Indian Government on EXIM policy.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	3	2	2	2	3	3
CO2	2	3	3	2	3	3	3	3
CO3	3	3	3	3	2	3	3	3
CO4	2	2	2	2	2	2	2	2
CO5	2	2	2	2	1	2	2	2
Avg	2.2	2.6	2.6	2.2	2	2.4	2.6	2.6

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24F07</b>	<b>BEHAVIOURAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To identify and understand systematic behavioral factors that influences the investment behavior.
- To study of decision-making processes and behavioral theory applications in organizations.
- To understand cognitive biases affecting decision-making and improve decision quality.
- To explore arbitrage strategies, market inefficiencies, and profit-maximizing opportunities.
- To understand frameworks for effective managerial decisions and organizational performance improvement.

**UNIT I INTRODUCTION:WHY BEHAVIORAL FINANCE 9**

The role of security prices in the economy – EMH – Failing EMH – EMH in supply and demand framework—Equilibrium expected return models—Investment decision under uncertainty—Introduction to neoclassical economics and expected utility theory—Return predictability in stock market.

**UNIT II DECISION AND BEHAVIORAL THEORIES 9**

Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma- The Monthly Hall Paradox- The St. Petersburg Paradox- The Allais Paradox- The Ellsberg Paradox - Prospects theory-behavioral portfolio theory—SP/A theory—brief history on rational thought—pasacI—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.

**TOTAL :45 PERIODS**

**COURSEOUTCOMES:**

- CO1. Understanding the need of behavioural finance
- CO2. Knowing about various decision and behavioural theories
- CO3. Learn about heuristic and behavioural biases of investors
- CO4. Analyze and understand about arbitragers and managerial decision
- CO5. Thorough understanding about the price discovery in markets

**REFERENCES:**

1. Parikh Parag , Value Investing and Behavioral Finance, McGraw Hill Education India, 2023.

2. Julia M. PuaSchunder, Advances in Behavioral Economics and Finance Leadership, Springer International Publishing, 2022.

3. Prasanna Chandra, Behavioral Finance 2<sup>nd</sup> Edition, McGraw Hill Education India, 2020.

4. Tripti Tripathi, Manoj Kumar Dash, Gaurav Agrawal,Behavioral Finance and Decision-Making Models, IGI Global, 2019.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	2	3	2	2
CO2	2	2	2	2	2	3	2	2
CO3	2	3	3	2	2	3	2	2
CO4	2	3	2	2	2	3	2	2
CO5	2	3	2	2	2	3	2	2
Avg	2	2.8	2.2	2	2	3	2	2

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

**SEMESTER - III  
(MBA)**

<b>BA24F08</b>	<b>FINANCIAL RISK MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide students with a comprehensive understanding of financial risks, and equip them with the knowledge to classify, analyse, and manage these risks in various business contexts.
- To develop the ability to apply financial risk management processes and methods of risk mitigation like hedging, diversification, and financial instruments to minimize potential financial losses.
- To enhance students' problem-solving and decision-making skills by integrating real-world case studies, enabling them to design effective risk management strategies and frameworks that align with corporate financial goals and respond to dynamic market conditions
- To equip students with skills to apply various risk management strategies such as hedging, diversification, insurance, and the use of financial derivatives.
- To assess the effectiveness of risk management tools in mitigating FX risk under varying market scenarios.

**UNIT I FOUNDATIONS OF FINANCIAL RISK MANAGEMENT**

**9**

Risk-Definitions of risk, Importance, Classification of risks, Risk likelihood and magnitude, Taxonomy of Financial risks, Financial Risk management- Definition, scope, importance, objectives. Case Study

**UNIT II TYPES OF FINANCIAL RISKS**

**9**

Financial Risk Management Process. Major financial risks:, Interest rate risk-absolute interest rate risk - reinvestment risk-Basis risk- Yield curve risk, Commodity price risk-Commodity basis risk-Contango and Backwardation, Operational risk-Human error and fraud-Process and Procedural risk-Technology and Systems risk, Liquidity risk, Systemic risks, Case Study

**UNIT III FOREIGN EXCHANGE RISKS & CREDIT RISKS**

**9**

Foreign exchange risk-transaction exposure-Translation Exposure-Economic exposure, Credit Risk-Default risk-Counterparty Pre-Settlement risk-Counter party Settlement risk-Sovereign risk-Concentration risk-Legal risk, Equity Price risk-Liquidity risks-Systemic risks Case Study

**UNIT IV MANAGING FINANCIAL RISK**

**9**

Methods of handling financial risks- Risk avoidance- Risk Retention-Risk sharing, Loss prevention and Risk reduction - Financial derivatives-Options, Futures-Forwards-Swaps

**UNIT V HANDLING OF FX RISK , INTEREST RATE RISK**

**9**

Managing Foreign exchange risks-Currency Netting-Natural hedging-Leading and Lagging-Forward contracts-Currency options-Diversification-Money Market hedge, Interest Rate Risks- interest rate swaps, options, futures, and forward rate agreements (FRAs). Case Study

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**REFERENCES :**

1. John C. Hull , "Risk Management and Financial Institutions" ,Wiley, 6th Edition, 2023.

2. Anthony Saunders, Marcia Millon Cornett, Otgo Erhemjamts "Financial Institutions Management: A Risk Management Approach",McGraw Hill Education,11th Edition, 2023.

3. R. K. Arora,"Financial Risk Management "Wiley India,Latest Edition, 2021.

4. Prem Narain Asthana, Vivek , "Financial Risk Management ",Himalaya Publishing House, 2nd Edition,2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	3	1	-	3	-	2
CO2	2	3	2	3	-	-	3	2
CO3	-	2	2	-	-	3	2	1
CO4	2	3	-	2	-	2	-	-
CO5	1	2	3	-	-	3	3	2
Avg	1.4	2	2	1.2	0	2.2	1.6	1.4

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

# **MARKETING MANAGEMENT (ELECTIVES)**

- 1. BA24M01 - RETAIL MARKETING**
- 2. BA240M02 - CONSUMER BEHAVIOR**
- 3. BA24M03 - INTEGRATED MARKETING COMMUNICATION**
- 4. BA24M04 - SERVICES MARKETING**
- 5. BA24M05 - SALES AND DISTRIBUTION MANAGEMENT**
- 6. BA24M06 - PRODUCT AND BRAND MANAGEMENT**
- 7. BA24M07 - DIGITAL MARKETING**
- 8. BA24M08 - BUSINESS AND MARKETING ANALYTICS**

**SEMESTER - III  
(MBA)**

<b>BA24M01</b>	<b>RETAIL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide an overview of global and Indian retailing environments including policies and regulations.
- To familiarize students with various retail formats and the role of MNCs in organized retail.
- To develop understanding of key retailing decisions such as location, pricing, and merchandising.
- To equip students with knowledge on store management, technology, and online retail operations.
- To assess the effectiveness of promotional and pricing strategies

**UNIT I INTRODUCTION**

**9**

An overview of Global Retailing - Challenges and opportunities – Retail trends in India – socio economic and technological Influences on retail management – Government of India policy implications on retails- International retail regulations

**UNIT II RETAIL FORMATS**

**9**

Organized and unorganized formats—Different organized retail formats — Characteristics of each format – Retail supply chain structure - Emerging trends in retail formats – MNC's role in organized retail formats.

**UNIT III RETAILING DECISIONS**

**9**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandizing and category management.

**UNIT IV RETAIL SHOP MANAGEMENT**

**9**

Visual Merchandise Management — Space Management—Retail Inventory Management — Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail - Data privacy and security in digital retailing

**UNIT V RETAIL SHOPPER BEHAVIOUR**

**9**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Ethical retailing practices

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** To provide a comprehensive understanding of global and Indian retailing.
- CO2:** To familiarize students with various retail formats.
- CO3:** To develop decision-making skills in key retail functions.
- CO4:** To equip students with knowledge of retail shop operations.
- CO5:** To understand consumer behavior in a retail context.

**REFERENCES:**

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata McGraw Hill, 11<sup>th</sup> Edition, 2023
2. Ogden Integrated Retail Management, Biztantra, India, 4<sup>th</sup> edition 2022.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 8<sup>th</sup> Edition 2021
4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3<sup>rd</sup> edition 2019
5. Swapna Pradhan, Retail Management - Text and Cases, Tata McGraw Hill, 7<sup>th</sup> Edition, 2024

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	-	3	-	-	-	-	3
CO2	1	2	-	-	2	3	2	-
CO3	-	3	-	2	1	3	-	-
CO4	-	2	-	3	2	2	1	-
CO5	2	3	2	-	-	3	2	1
Avg	0.6	2	1	1	1	2.2	1	0.8

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



**SEMESTER - III**  
**(MBA)**

BA240M02	CONSUMER BEHAVIOR	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To introduce students to the fundamentals of consumer behavior and the impact of technology, economy, and demographics.
- To analyze internal and social influences on consumer decision-making.
- To understand consumer decision-making processes and models.
- To provide insights into the legal aspects of consumer protection in India.
- To explore customer relationship management (CRM) strategies and technologies.

## UNIT I INTRODUCTION 9

Understanding Consumer behavior -Consumption, Consumer orientation, Interpretive and Quantitative approaches –Effects of Technology, Demographics and Economy on Consumer behavior

## UNIT II INTERNAL INFLUENCES 9

Influences on consumer behavior –motivation –perception –Attitudes and Beliefs - Learning and Experience -Personality & Self Image- Cultural Values, Cultural Changes, Socio-Cultural, Cross Culture - Family group – Reference group –Communication - Influences on Consumer behavior -

## UNIT III COMMUNICATION AND CONSUMER DECISION PROCESSES 9

Traditional and Contemporary Consumer behavior model for Individual and industrial buying behavior - consumer decision processes- High and low involvement, pre-purchase processes purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

## UNIT IV CONSUMER PROTECTION 9

Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes Redressal agencies, consumer disputes Redressal forum, national consumer disputes Redressal commission.

## UNIT V CUSTOMER RELATIONSHIP MANAGEMENT 9

CUSTOMER RELATIONSHIP MANAGEMENT: Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. TRENDS IN CRM: e-CRM Solutions – Data Warehousing, Data mining for CRM –an introduction to CRM software packages

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand consumer orientation and patterns of consumption.

**C02:** Analyze intrinsic influences on consumer behavior, such as motivation, perception, and personality.

**C03:** Evaluate the effects of external influences, including culture, social class, and reference groups.

**CO4:** Compare and apply various models of consumer and industrial buying behavior.

**CO5:** Examine the consumer decision-making process and the factors influencing each stage.

**REFERENCES:**

- 1. Mothersbaugh, D. L., & Hawkins, D. I. (2021). Consumer Behavior: Building Marketing Strategy (14th ed.).
- 2. Solomon, M. R. (2023). Consumer Behavior: Buying, Having, and Being (13th ed.). Boston, MA: Pearson.
- 3. Schiffman, L. G., Wisenblit, J., & Kumar, S. R. (2018). Consumer Behavior (12th ed., Indian Adaptation). Noida, India: Pearson Education India.
- 4. Hawkins, Best, Coney (2021), Consumer Behaviour Building Marketing Strategy, Tata Mc Graw Hill, New Delhi 14<sup>th</sup> edition
- 5. Leen G. Schiff man, L.H. Kanuk (2018), Consumer Behaviour, Pearson Education, India , 12<sup>th</sup> edition

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	3	1	1	-	-	-	-
CO2	1	2	-	2	-	2	2	-
CO3	3	3	1	3	2	2	-	2
CO4	3	3	-	2	-	2	2	1
CO5	1	1	-	2	-	2	2	2
Avg	1.6	2.2	0.4	2.0	0.4	1.6	1.2	1

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

**SEMESTER - III  
(MBA)**

<b>BA24M03</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the role of IMC in the overall marketing process.
- To analyze communication processes and consumer response models.
- To formulate marketing communication objectives and budgets.
- To develop and evaluate integrated communication strategies and tools.
- To explore the impact of digital media and understand ethical and legal issues in advertising.

**UNIT I AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION 9**

Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools — Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior

**UNIT II UNDERSTANDING COMMUNICATION PROCESS 9**

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model

**UNIT III PLANNING FOR MARKETING COMMUNICATION (MARCOM) 9**

Establishing marcom Objectives -Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget- Budgeting for Promotional Programmes

**UNIT IV DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME 9**

Planning and development of creative marcom, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom-Types of appeals and execution styles. Measuring the effectiveness of all Promotional tools and IMC.

**UNIT V DIGITAL MEDIA & ADVERTISING 9**

Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the fundamentals of traditional communication forms and their relevance in marketing communications.

**CO2:** Gain proficiency in the key concepts, strategies, and techniques for designing and developing an effective Integrated Marketing Communication (IMC) program.

**CO3:** Recognize the role of Integrated Marketing Communication within the broader marketing mix and its alignment with business goals.

**CO4:** Develop awareness of various marketing communication tools and their individual or combined use in creating an integrated marketing communication strategy.

**CO5:** Evaluate the entire process of planning, developing, executing, and measuring the effectiveness of integrated marketing communication programs.

**REFERENCES:**

- 1. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 11<sup>th</sup> edition, 2025
- 2. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 13<sup>th</sup> edition, 2023.
- 3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Pearson , 9<sup>th</sup> Edition, 2021.
- 4. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 11<sup>th</sup> Edition, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	3	1	1	-	-	-	-
CO2	1	2	-	2	-	2	2	-
CO3	3	3	1	3	2	2	-	2
CO4	3	3	-	2	-	2	2	1
CO5	1	1	-	2	-	2	2	2
Avg	1.6	2.2	0.4	2.0	0.4	1.6	1.2	1

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

**SEMESTER - III  
(MBA)**

<b>BA24M04</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the concept and characteristics of services and service economy.
- To identify service marketing opportunities through segmentation, targeting, and positioning.
- To explain service design and quality measurement methods such as SERVQUAL and the GAP model.
- To explore service delivery, pricing, and promotion strategies.
- To examine strategic applications of service marketing in key industries.

**UNIT I INTRODUCTION**

**9**

Introduction – Definition – Service Economy — Evolution and growth of service sector — Nature and Scope of Services – Difference between services and tangible products – Unique characteristics of services –Challenges and issues in Services Marketing.

**UNIT II SERVICE MARKETING OPPORTUNITIES**

**9**

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

**UNIT III SERVICE DESIGN AND DEVELOPMENT**

**9**

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

**UNIT IV SERVICE DELIVERY AND PROMOTION**

**9**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing Demand and Supply of Service – Integrated Service marketing communication.

**UNIT V SERVICE STRATEGIES**

**9**

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics – Educational – Marketing of Online Services – Entertainment & public utility Information technique Services

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**CO2:** Develop and justify marketing planning and control systems appropriate to service based activities.

**CO3:** Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.

**CO4:** Develop blueprint for the services sector and develop a better appreciation the necessary strategies to create a service excellence.

**CO5:** Recognize the challenges faced in services delivery as outlined in the services gap model.

**REFERENCES:**

1. Chiristropher H. Lovelock and Jochen Wirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,8<sup>th</sup> edition, 2016.

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

3. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.

4. Valarie Zeithamletal, Services Marketing, 5<sup>th</sup> International Edition, Tata Mc Graw Hill, 2007.

5. Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3<sup>rd</sup> Edition, Wiley, 2007.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	-	2	2	2	2	-
CO2	3	2	-	2	2	2	2	3
CO3	3	2	2	3	2	3	2	3
CO4	2	2	-	1	2	2	1	1
CO5	3	2	1	2	2	3	2	2
Avg	2.6	2.2	0.6	2.0	2.2	2.4	1.8	1.8

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

**SEMESTER - III  
(MBA)**

<b>BA24M05</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide an understanding of the principles and practices of sales management and personal selling.
- To equip students with knowledge of the personal selling process, sales planning, territory management, and sales forecasting.
- To develop skills for managing the sales force, including recruitment, training, and motivation.
- To introduce concepts and strategies related to channel design, retailing, and wholesaling.
- To impart knowledge on logistics and supply chain management and their role in distribution

**UNIT I INTRODUCTION 9**

Sales management -nature and scope,emerging trends in sales management-Sales management positions, Personal Selling - Scope, theories and strategies. Sales forecasting and budgeting decisions, Online selling - scope, potential, Merits and Demerits.

**UNIT II PERSONAL SELLING PROCESS, SALES TERRITORIES & QUOTAS 9**

Selling process and relationship selling, Sales forecasting methods- Designing Sales Territories and quotas, Sales organization structures - Sales Promotions

**UNIT III MANAGING THE SALES FORCE 9**

Sales force - recruitment, selection, training, motivating, compensation and control- Ethics in Sales

**UNIT IV MANAGING DISTRIBUTION CHANNELS 9**

Distribution Management – Introduction, need and scope. Channels -Strategies and levels, retailing and wholesaling. Designing channel systems and channel management - factors affecting the design of marketing channels- Recent Trends in Distribution

**UNIT V BASICS OF LOGISTICS AND SUPPL CHAIN MANAGEMENT 9**

Logistics - Scope, definition and components. Managing FG Inventory & warehousing. Transportation - Scope, Modes and role in Supply Chain effectiveness- technology in logistics and SCM - Use of Information Technology in Online Selling and Goods tracking

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the fundamentals of sales management, including key theories and strategies.

**CO2:** Describe the processes involved in personal selling and relationship selling.

**CO3:** Effectively manage a sales force to achieve organizational goals.

**CO4:** Oversee and optimize distribution channel management.

**CO5:** Apply principles of inventory control and supply chain management.

**REFERENCES:**

1. Ahire, J. B., Singh, N., Chaudhari, M. A., & Narkhede, A. P. (2024). Sales and distribution management. San Publications.
2. Cespedes, F. (2024). Sales management that works: How to sell in a world that never stops changing. Selling Power Press.
3. Panda, T., & Sahadev, S. (2023). Sales & distribution management: An integrative approach (2nd ed.). Oxford University Press.
4. Shinde, S. C., Sharma, J. K., Pandey, A., & Prasad, V. (2022). Sales and distribution management. Kaav Publications.
5. Mahesha, C. R., Baskaran, S., Raju, T. N., & Suprabha, R. (2022). Sales and distribution management. Kaav Publications.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	3	-	-	-	-	-	-
CO2	-	2	1	2	-	2	1	1
CO3	3	2	1	2	1	1	-	-
CO4	1	2	2	2	1	2	1	1
CO5	3	-	-	2	1	1	1	1
Avg	1.4	1.8	0.8	1.6	0.6	1.2	0.6	0.6

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



**SEMESTER - III  
(MBA)**

<b>BA24M06</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the complete process of new product development and lifecycle management.
- Gain insights into branding concepts and the role of brand management in modern marketing.
- Learn strategies for brand positioning, communication, and identity building.
- Explore digital branding techniques and the integration of AI and data privacy in brand development.
- Understand advertising, distribution, and international marketing strategies to build and sustain brand equity.

**UNIT I INTRODUCTION TO PRODUCT AND BRAND MANAGEMENT 9**

Management of New Product Development Process - Managing Product Life cycle -Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models. Customer centric development.

**UNIT II BRAND PLANNING AND VALUATION 9**

Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning -Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring. Data privacy and integration.

**UNIT III STRATEGIC BRAND BUILDING AND EXPANSION 9**

Marketing Mix Factors and Products-Managing Brand Over Time- Building Brands in Indian Market – Digital transformation and AI integration. Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies – Brand Portfolio Management- Managing Brands Across Geographical Borders.

**UNIT IV CONTEMPORARY ISSUES IN BRAND MANAGEMENT 9**

Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension Scorecard- Recent developments in brand extension evaluation- Culture and branding-Brand flashbacks- Future brand priorities. Strategic frame work for brand prioritization.

**UNIT V INTEGRATED MARKETING AND GLOBAL BRANDING 9**

Advertising -Brand Name Plan- Pricing Systems -Product Distribution Systems -Advertising and Sales Promotion - Product Sales Management -Product and Public Relations Service Product Marketing - Industrial Product Marketing Product Exports and International Marketing -Critical Success Factors in Brand Management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Learn how to apply strategies for each stage to maximize the product's success in the market.
- CO2:** Use the brand positioning framework to build a brand, keep it relevant, expand a brand internationally, and reposition a brand.
- CO3:** Understand how brand elements like logos, colors, and messaging play a role in consumer perception.
- CO4:** Develop a critical understanding of trends, development and challenges in brand management.
- CO5:** Apply an understanding of the product manager's role in product pricing, sales, and promotion.

**REFERENCES:**

1.Brand Management: Research, Theory and Practice"T.C. Melewar& Paul J. Saunders.,Routledge publisher,2nd Edition2022.

2."Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2020;

3."Product Strategy and Management"Tom N. Duening& John M. O’Toole,peaerson education,2nd edition2022.

4.Lehmann, D. R., & Winer, R. S. (2023). Product management (5th ed.). McGraw-Hill Education.

5. Keller, K. L., Parameswaran, A. M. G., & Jacob, I. (2020). Strategic brand management: Building, measuring, and managing brand equity (4th ed.). Pearson Education India.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	1	1	1	1
CO2	3	3		2		2	1	
CO3	1	3	2	2	2	1	2	
CO4	3	3	1	2		2		1
CO5	2	2	2	1		2	1	2
Avg	2.4	2.6	1.2	1.8	0.6	1.6	1	0.8

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

**SEMESTER - III  
(MBA)**

<b>BA24M07</b>	<b>DIGITAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- The primary objective of this module is to examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
- It also focuses on how digital marketing can be utilized by organizations and how its effectiveness can measure.
- To explore innovations in e- mail marketing.
- To understand the role of social media in marketing strategy.
- To evaluate marketing technology tools.

**UNIT I INTRODUCTION**

**9**

Digital Marketing Strategy- Components -Opportunities for building Brand - Website - Planning and creation- Content Marketing.

**UNIT II SEARCH ENGINE OPTIMIZATION**

**9**

Search Engine optimization - Keyword Strategy-SEO Strategy -On-Page Techniques - Off-Page Techniques. Search Engine Marketing-How Search Engine works-SEM components- PPC advertising -Display Advertisement.

**UNIT III E-MARKETING**

**9**

E- Mail Marketing - Types of E- Mail Marketing -Email Automation -Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximising email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels-Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

**UNIT IV 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 TRENDS IN DIGITAL MARKETING**

**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.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Examine and explore the role and importance of digital marketing in today's rapidly changing business environment.

**CO2:** Focuses on how digital marketing can be utilised by organisations and how its effectiveness can measured.

**CO3:** Know the key elements of a digital marketing strategy

**CO4:** Study how the effectiveness of a digital marketing campaign can be measured

**CO5:** Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

REFERENCES:

1. Digital Marketing for Dummies, Ryan Deiss and Russ Henne berry, Publisher: Wiley; 2nd Edition (2024).

2. "The Digital Marketing Handbook: A Step-by-Step Guide to Creating Websites That Sell" Robert J. Kaden, Publisher: Kogan Page, 1st Edition (2023).

3. AI-Powered Marketing: The Next Generation of Digital Marketing" Katie King, Publisher: Kogan Page, 1st Edition (2024)

4. The Digital Marketing Handbook: A Step-by-Step Guide to Creating Websites, Blogs, and Online Campaigns That Work", Robert E. Johnson, wiley, 1st Edition 2024.

5. "Digital Marketing: A Practical Approach to Strategy and Implementation”, Paul Smith, Sage Publications, 1st Edition (2024).

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	-	-	-	3	-	-
CO2	3	2	2	3	-	2	3	2
CO3	-	3	1	2	2	1	2	-
CO4	3	1	-	3	-	2	2	3
CO5	3	2	-	2	3	1	1	1
Avg	2.4	2.2	0.6	2	1	1.8	1.8	1.2

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24M08</b>	<b>BUSINESS AND MARKETING ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide an understanding of Fundamentals of Marketing Analytics
- To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
- To highlight the importance of Management of Customer Expectations through Marketing Analytics,
- To orient on the usage of Marketing Analytics for Product and Pricing
- To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

**UNIT I INTRODUCTION TO MARKETING ANALYTICS**

**9**

Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data.

**UNIT II SUMMARIZING MARKETING DATA**

**9**

Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GET PIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

**UNIT III CUSTOMER ANALYTICS**

**9**

Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

**UNIT IV PRICING ANALYTICS**

**9**

Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

**UNIT V SEGMENTATION & PROMOTION ANALYTICS**

**9**

Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Ad stock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Learn the Concepts of Marketing Analytics and the irrelevance in business,
- CO2:** Use MS Excel to deal with Marketing Data at basic level,
- CO3:** Appreciate Customer’s journey through Product Selection Process and Customer Life time Value,
- CO4:** Conduct Analysis in Determining the Pricing Strategies
- CO5:** Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

**REFERENCES:**

1. Guilherme Diaz-Bérrio, Data Analytics for Marketing, Packt Publishing, 2024.
2. A. Karim Feroz, Gohar F. Khan, Marshall Sponder, Digital Analytics for Marketing, 2nd Edition, Routledge, 2024.
3. K. Connors, Digital Marketing 2024: Mastering AI, SEO, Social Media, and Data-Driven Strategies for Business Growth, 2024.
4. Iain Brown,Mastering Marketing Data Science, Wiley,2024.
5. Jittipong Loespradit, Marketing Technology Trends (2024 Edition),2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	2	2	1	1
CO2	3	3	2	3	2	2	2	1
CO3	3	3	2	3	2	2	2	1
CO4	3	3	2	3	2	2	2	1
CO5	3	3	2	3	2	2	2	1
Avg	3.0	2.8	2.0	3.0	2.0	2.0	1.8	1.0

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

# **HUMAN RESOURCE MANAGEMENT (ELECTIVES)**

- 1. BA24H01 - STRATEGIC HUMAN RESOURCE MANAGEMENT**
- 2. BA24H02 - INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**
- 3. BA24H03 - ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT**
- 4. BA24H04 - NEGOTIATION AND CONFLICT MANAGEMENT**
- 5. BA24H05 - REWARD AND COMPENSATION MANAGEMENT**
- 6. BA24H06 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**
- 7. BA24H07 - EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS**
- 8. BA24H08 - ARTIFICIAL INTELLIGENCE IN HR**

**SEMESTER - III  
(MBA)**

<b>BA24H01</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the fundamentals of SHRM and its strategic integration into business.
- To know the structural aspects of HRM and how SHRM fits into organizational design.
- To learn digitization and technology's role in HR practices.
- To analyze the career planning and competency mapping in strategic HRM.
- To manage the knowledge and intellectual capital in HRM.

**UNIT I INTRODUCTION**

**9**

Introduction to SHRM – value chain analysis – Impact of strategy in HR Planning – Formulation Mission, goal and objectives – challenges for HRM – HR and Corporate strategy – Stability, growth, retrenchment – cost leadership – focus strategy – PEST Analysis – Industry & Company analysis.

**UNIT II SHRM & ORGANIZATIONAL DESIGN**

**9**

Transition to HRM to strategic HRM – Barriers to strategic HR – Models interchanging strategy and Human Resource Management – Model of strategic change – Economic indicators of HRM – cost benefit analysis – Redesigning in work system - elements – stages – process of organizational design – factors affecting organizational design –challenges in organizational design

**UNIT III E-HRM**

**9**

e - Selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT**

**9**

Importance of career management – types of corporate career management- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**UNIT V KNOWLEDGE MANAGEMENT**

**9**

Knowledge management and HR – Elements of intellectual capital – Human capital – structured capital – Managing intellectual capital – knowledge sharing – measuring intellectual capital – Role of HR department and HR professionals during mergers – Employee separation and downsizing – objectives of downsizing – Proactive Vs Reactive downsizing – concept of turnover -- Rehiring

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.

**CO2:** Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.

**CO3:** To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**CO4:** Providing an overview of the counselling and coaching processes and techniques, Developing alternative approach to dealing with problem situations in organisations

**CO5:** Understand the career development theories and models and gain necessary self -insight, skills and techniques to become effective HR managers



REFERENCES :

1. Dr. Sumona Das, Strategic Human Resources Management, P.K. Publishers & Distributors, 2024.

2. Jai Mohan Pandit & Bino Paul, Strategic Human Resource Management in Higher Education: Roadmap for Indian Institutions, Published by Springer Nature,2024

3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 3<sup>rd</sup> Edition 2024

4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 17<sup>th</sup> Edition 2024.

5. Ekta Sharma, Strategic Human Resource Management and Development, Pearson Education India, 2024.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24H02</b>	<b>INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the concept, scope, and significance of Industrial Relations
- To analyze industrial conflicts and the mechanisms for their resolution.
- To familiarize students with the origin, evolution, and principles of labor legislation in India,
- To study advanced labor laws and statutory frame works .
- To explore emerging issues and future trends in Industrial Relations.

**UNIT I INDUSTRIAL RELATIONS**

**9**

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act,1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.

**UNIT II INDUSTRIAL CONFLICTS AND LABOUR WELFARE**

**9**

The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary-welfare funds-welfare of unorganized labour

**UNIT III LABOUR LEGISLATIONS - I**

**9**

Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-

**UNIT IV LABOUR LEGISLATIONS - II**

**9**

The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013

**UNIT V EMERGING ISSUES AND FUTURE TRENDS**

**9**

Emerging issues in industrial relations, gig economy, contract labour, informal sector challenges, technology-driven changes, globalization impacts, future prospects.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

**CO1:** Industrial relations system and Trade unions

**CO2:** Industrial Disputes and labour welfare measures

**CO3:** Labour legislation introduction and legal provisions for factory workers, wages and Bonus

**CO4:** Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship

**CO5:** Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention.

**REFERENCES :**

1. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 39<sup>th</sup> Edition, 2025.

2. Tax Mann, Labour Laws, 2025.

3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2025.

4. Taxmann’s New Labour & Industrial Laws with Draft Rules – Complete Coverage of the New Codes plus Draft Rules, etc. 2024.

5. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	2	3
CO2	3	3	2	2	2	1	2	3
CO3	3	3	1	3	2	2	1	3
CO4	3	3	1	2	2	2	1	3
CO5	3	3	2	2	2	1	1	3
Avg	3	3	1.4	2.4	2	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24H03</b>	<b>ORGANIZATIONAL DESIGN, CHANGE AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To explore the key components, determinants, and challenges of organizational design.
- To examine the nature and forces of change in organizations, the role of change agents, models and processes of change, resistance factors.
- To understand the evolution, foundations, values, and process of organizational development.
- To study and apply various human process interventions aimed at improving individual, group, and inter-group relations.
- To learn about restructuring, employee involvement, work design innovations, and strategic tools

**UNIT I ORGANIZATIONAL DESIGN**

**9**

Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

**UNIT II ORGANIZATIONAL CHANGE**

**9**

Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.

**UNIT III ORGANIZATIONAL DEVELOPMENT**

**9**

Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.

**UNIT IV HUMAN PROCESS INTERVENTIONS**

**9**

Human process interventions - Individual, group and inter-group human relations- structure and technological interventions – Coaching, counseling, training, behavioral modeling, team building.

**UNIT V TECHNO-STRUCTURAL INTERVENTIONS & FUTURE OF OD**

**9**

Restructuring organizations, employee involvement, work design - Balanced scorecard, business process reengineering, downsizing - fundamental strengths of OD - Implications of OD for the client, ethical standards in OD - OD's future

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

**CO1:** The fundamentals of organizational design and structure

**CO2:** Change process, types, and models of change in organizations

**CO3:** The fundamentals of organizational development

**CO4:** Organizational development Interventions

**CO5:** Organizational evolution and sustenance

**REFERENCES:**

1. Thomas G. Cummings, Christopher G. Worley: Organization Development And Change, Thomson Learning 12<sup>th</sup> Edition, Aug 2024

2. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI, 2025

3. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 2025

4. Danielle A. Tucker, Stefano Cirella, and Paul R. Kelly "Organizational Change Management" SAGE, 2024

5. Dr. Harsh Pathak , "Organizational Change, 1st Edition" by Pearson, 2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	3	2	2	3
CO2	3	2	2	2	3	1	2	3
CO3	3	2	1	3	3	2	2	3
CO4	3	2	1	2	3	2	2	3
CO5	3	2	2	2	3	1	2	3
Avg	3	2	1.4	2.4	3	1.6	2	3

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

**SEMESTER - III  
(MBA)**

<b>BA24H04</b>	<b>NEGOTIATION AND CONFLICT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamentals of negotiation including its nature, types, structures, and the process involved, with emphasis on preparation, communication, and effective negotiation techniques.
- To develop strategic negotiation skills by exploring distributive and integrative bargaining approaches, power dynamics, ethical considerations, and cross-cultural negotiation challenges.
- To provide a comprehensive understanding of conflict management, its sources, types, models, and the impact of conflict on individual and organizational performance.
- To examine conflict and grievance resolution mechanisms including the roles of communication, mediation, conciliation, and relevant legislative frameworks in managing workplace disputes.
- To explore recent trends and technologies in negotiation and conflict management

**UNIT I FUNDAMENTALS OF NEGOTIATION**

**9**

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence-Techniques of Negotiation- Issues in negotiation.

**UNIT II NEGOTIATION STRATEGIES**

**9**

Strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

**UNIT III INTRODUCTION TO CONFLICT MANAGEMENT**

**9**

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

**UNIT IV CONFLICT AND GRIEVANCE MANAGEMENT**

**9**

Conflict Management and Conflict Dynamics - Role of Communication in Conflict - Origins of Conflict and Dispute Prevention - Assessment of Conflict - Conciliation and Mediation Techniques - Causes and Sources of Grievances - Legislative Aspects of Grievance Procedures - Grievance Resolution Mechanisms.

**UNIT V RECENT TRENDS IN NEGOTIATION AND CONFLICT MANAGEMENT**

**9**

Digital and Virtual Negotiation - Cross-Cultural Negotiations - AI and Data-Driven Negotiation - Conflict Management in the Workplace: Emphasis on Emotional Intelligence (EI)

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

**CO1:** The fundamentals of Negotiation, Types, process and techniques

**CO2:** Strategies and tactics in Negotiation

**CO3:** The basics of Conflict management, models, approaches and process

**CO4:** Managing interpersonal, group and organizational conflict

**CO5:** Conflict resolution models and cost of workplace conflict

**REFERENCES:**

1. John M. Spencer ,  
"Advanced Negotiation and Conflict Management Strategies: A Practical Guide for MBA Students", 2025

2. Carla L. Kettering ,  
"The Psychology of Negotiation and Conflict Management in Organizations",2025

3. Andrea Schneider and Christopher Honeyman  
"Collaborative Conflict Resolution: New Approaches to Negotiation and Mediation", 2025

4. Natalie L. Webb ,  
"Conflicts in the Workplace: Managing Conflict and Negotiating with Colleagues", 2025

5. Darren M. W. Maynard ,  
"Negotiating with Power: The Influence Strategies for Managing Conflict", 2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	2	3
CO2	3	3	2	2	2	1	2	3
CO3	3	3	1	3	2	2	1	3
CO4	3	3	1	2	2	2	1	3
CO5	3	3	2	2	2	1	1	3
Avg	3	3	1.4	2.4	2	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24H05</b>	<b>REWARD AND COMPENSATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide a foundational understanding of compensation management
- To examine the relationship between employee compensation and labour market dynamics
- To explore the design and administration of employee benefits and rewards
- To understand performance-based compensation models
- To analyze contemporary trends and challenges in compensation management.

**UNIT I INTRODUCTION TO COMPENSATION MANAGEMENT 9**

Definition and objectives of compensation - Principles of compensation management - Importance and types of compensation - Exploring intrinsic and extrinsic compensation- Compensation trends in India - The 3-P compensation concept.

**UNIT II EMPLOYEE COMPENSATION AND LABOUR MARKET 9**

Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.

**UNIT III MANAGING EMPLOYEE BENEFITS AND REWARDS 9**

Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.

**UNIT IV PERFORMANCE RELATED COMPENSATION 9**

Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs

**UNIT V CONTEMPORARY ISSUES IN COMPENSATION 9**

Emerging trends in compensation management- Globalization and its impact on compensation - Technology and compensation systems - Challenges in compensation management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

**CO1:** The basics of Compensation Management and Reward system, Theories and strategies

**CO2:** Macro and micro economics of labor market and employee compensation

**CO3:** Managing employee benefits and rewards

**CO4:** Performance related compensation

**CO5:** Contemporary issues in compensation plans, theories and design



**REFERENCES:**

1. Joseph J. Martocchio,"Strategic Compensation: A Human Resource Management Approach"  
Pearson Publication 11<sup>th</sup> Edition 2024.

2. Joseph J. Martocchio ,Strategic Compensation: A Human Resource Management Approach  
11<sup>th</sup> Edition, 2024

3. R.K. Gupta and Suman K. Gupta Compensation Management 2<sup>nd</sup> Edition,2024

4. Dewakar Goel, "Compensation and Reward Management" PHI Learning, 2023.

5. Michael Armstrong ,"Compensation Management" 16th edition, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	2	3	3	2	1	3
CO4	3	3	2	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	2	2.4	3	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24H06</b>	<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To define and explain the nature, scope, and components of International Human Resource Management.
- To identify the differences and similarities between managing human resources in a domestic versus international context.
- To examine staffing patterns, selection criteria, training, performance management, and compensation in multinational organizations.
- To study HRM models and practices in various countries, including the USA, UK, Japan, Germany, China, and India.
- To discuss challenges such as globalization, information technology, outsourcing, and issues related to women expatriates.

**UNIT I BASICS OF IHRM**

**9**

Importance, definition, nature, scope, and components of IHRM - Comparison between IHRM and domestic HRM - Growing interest in IHRM - Three dimensions of IHRM activities - Approaches to the study of employment policies across countries.

**UNIT II FUNCTIONAL ASPECTS OF IHRM**

**9**

Staffing patterns for international managers - Multinational staffing decisions - Selection criteria and technologies - Competencies needed for global managers - Transfer policies and expatriate failures - Cultural awareness programs - International compensation: objectives, key components, and emerging issues - Performance management of expatriates.

**UNIT III IHRM PRACTICES IN SELECTED COUNTRIES**

**9**

American model of HRM - British model of HRM - Japanese model of HRM - German model of HRM - Chinese model of HRM - Work values and motivational systems across cultures.

**UNIT IV IHRM MODEL OF INDIA**

**9**

Culture and Indian managers - Indian managers' responses to HR practices across the world - Implications for multinationals - India's response to universalization of HR principles, policies, and practices - Cross-convergence in IHRM.

**UNIT V SPECIAL ISSUES IN IHRM**

**9**

Challenges of globalization in managing people - Impact of information technology on HRM - Outsourcing HR functions - Quality of work life and productivity - Reorienting workforce through HR interventions - Issues related to women expatriates - Exit policies and practices - Impact on participative management and quality circles.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

- CO1:** Apply IHRM Concepts: Utilize knowledge of IHRM to manage human resources in multinational organizations effectively.
- CO2:** Analyze Global HR Practices: Evaluate and compare HR practices across different countries and cultures.
- CO3:** Develop IHRM Strategies: Formulate strategies to address the challenges and complexities of managing a global workforce.
- CO4:** Enhance Cross-Cultural Competence: Improve understanding and management of cultural diversity in international business settings.
- CO5:** Address Contemporary Issues in IHRM: Identify and propose solutions to current challenges such as globalization, technology, and diversity in the workplace.

**REFERENCES :**

1. Peter J. Dowling and Denice E. Welch, International Human Resource Management 2023

2. K. Aswathappa and Sadhna Das, International Human Resource Management 2024.

3. P. Subba Rao International Human Resource Management, 2024

4. Joey Price, The Power of HR: How to Make an Organizational Impact as a People Professional, 2025.

5. Mark A. Griffin Faith Driven HR: Transforming Human Resources with Purpose, People, and Principles ,2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	2	3
CO4	3	3	1	2	3	2	2	3
CO5	3	3	2	2	3	1	2	3
Avg	3	3	1.4	2.4	3	1.6	2	3

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

**SEMESTER - III**  
**(MBA)**

<b>BA24H07</b>	<b>EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the concept of emotional intelligence and its importance in management
- To develop self-awareness and self-regulation skills
- To learn to empathize with others and build effective relationships
- To apply EI principles to leadership, teamwork, and conflict management
- To analyze case studies and real-world examples of EI in management

**UNIT I INTRODUCTION TO EMOTIONAL INTELLIGENCE** **9**  
Definition and history of EI - Importance of EI in management- Key components of EI: self-awareness, self-regulation, motivation, empathy, and social skills.

**UNIT II SELF-AWARENESS AND SELF-REGULATION** **9**  
Recognizing and understanding emotions - Managing emotions and developing self-regulation skills - Practicing mindfulness and self-reflection.

**UNIT III EMPATHY AND RELATIONSHIP BUILDING** **9**  
Understanding empathy and its importance in management - Developing active listening and communication skills - Building effective relationships with colleagues, customers, and stakeholders

**UNIT IV LEADERSHIP AND EI** **9**  
EI competencies for effective leadership - Applying EI principles to leadership styles and decision-making - Case studies of successful leaders with high EI

**UNIT V TEAMWORK AND COLLABORATION** **9**  
EI in team dynamics and collaboration - Managing conflicts and negotiations - Building high-performing teams with EI - Real-world examples of EI in management

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The student gets to learn about

- CO1:** Understand the definition, history, and importance of EI in management.
- CO2:** Recognize the five key components of EI: self-awareness, self-regulation, motivation, empathy, and social skills.
- CO3:** Analyze the application of EI principles in leadership styles, decision-making, team dynamics, and collaboration.
- CO4:** Recognize and manage emotions, practice mindfulness, and develop self-reflection skills.
- CO5:** Apply EI principles to real-world scenarios, analyzing successes and challenges.

**REFERENCES:**

1. Muhammad Usman Tariq Harnessing Emotional Intelligence for Strategic Leadership: A Contemporary Approach, 2025.

2. Rakesh Sharma, Emotional Intelligence for Leaders, 2025.

3. Angelus Bexley Emotional Intelligence for Leaders in 2025: Transform Your Leadership Impact, 2024.

4. Dr.Mubashir Majid Baba, Dr,Chitra Krishnan, and Dr.Fatma Nasser Al-Harthy, Emotional Intelligence for Leadership Effectiveness, 2023.

5. David R.Caruso and Peter Salovey, The Emotionally Intelligent Manager,2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	1	2	2	3
CO2	3	3	2	2	1	1	2	3
CO3	3	3	2	3	1	2	1	3
CO4	3	3	2	2	1	2	1	3
CO5	3	3	2	2	1	1	1	3
Avg	3	3	2	2.4	1	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24H08</b>	<b>ARTIFICIAL INTELLIGENCE IN HR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the role of HR analytics in interpreting and leveraging workforce data for informed decision-making.
- To explore the application of AI and analytics in monitoring key HR metrics, promoting diversity, equity, and inclusion (DEI), and building effective dashboards.
- To gain insights into AI-powered HR functions such as recruitment, employee wellness, and chatbot-assisted services, while critically evaluating ethical concerns and bias in AI applications.
- To examine AI-driven strategies for enhancing employee engagement, personalized experiences, learning and development, performance management, and intelligent coaching.
- To identify and analyze future trends in HR analytics including predictive insights, sentiment analysis, conversational AI, generative AI, and talent management through reskilling and upskilling.

**UNIT I HR ANALYTICS**

**9**

Understanding the role of analytics in HR decision making – Interpreting workforce data, Applying analytical thinking to real world HR challenges.

**UNIT II PEOPLE ANALYTICS**

**9**

Role of AI in analyzing people-related data, identify trends-Diversity, Equity and Inclusion (DEI Analytics) - HR Metrics and Dash boarding.

**UNIT III AI APPLICATIONS IN HR**

**9**

AI powered recruitment- chat bots and virtual assistance-AI based Employee wellness- Ethics and bias in AI powered HR.

**UNIT IV AI IN EMPLOYEE RETENTION AND ENGAGEMENT**

**9**

Personalized Employee experience with AI- AI driven learning and development-AI based Performance tracking and feedback- Intelligent coaching system.

**UNIT V FUTURE TRENDS IN HR ANALYTICS**

**9**

AI predictive insights- Sentiment Analysis-Upskilling and Reskilling-Generative AI- Conversational AI-AI driven talent Management

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Explain the role of analytics in HR decision-making and apply analytical thinking to interpret and solve real-world HR challenges.
- CO2:** Utilize AI and analytical tools to examine people-related data, track HR metrics, and interpret trends related to Diversity, Equity, and Inclusion (DEI).
- CO3:** Demonstrate an understanding of AI applications in core HR functions such as recruitment, employee wellness, and virtual assistance while critically assessing ethical implications and bias.
- CO4:** Apply AI-driven methods for enhancing employee retention and engagement, including personalized experiences, intelligent coaching, and performance feedback systems.
- CO5:** Evaluate emerging trends in HR analytics including predictive analytics, generative and conversational AI, sentiment analysis, and strategies for upskilling and reskilling workforce talent.

**REFERENCES:**

1. Aboli Mande, Dr. Vaibhav Patil, Kalyani Sachin Patil, Pradip Kumar Sinha, Smita Kumbhar, "HR Analytics: A Textbook", Himalaya Publishing House, 1<sup>st</sup> Edition,2025
2. Jatin Pandey, Pratyush Banerjee, Manish Gupta, "People Analytics: Theory, Tools and Techniques",1<sup>st</sup> Edition, 2025
3. Vidhi Agrawal, "Human Resource Management and Artificial Intelligence: Automating and Optimizing Processes", Routledge,2025
4. Dr. Nisha Sharma, Dr. Vishal Dattana, Dr. Prakash Kumar Udupi, "Artificial Intelligence in Human Resource Management: Revolutionize Your HR Management with AI", Kindle Edition,2025
5. Tessa Hilson-Greener, "HR2035: An AI-Driven Blueprint for the Future of Work",1<sup>st</sup> Edition, 2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	1	2	2	3
CO2	3	3	2	2	1	1	2	3
CO3	3	3	1	3	1	2	1	3
CO4	3	3	1	2	1	2	1	3
CO5	3	3	2	2	1	1	1	3
Avg	3	3	1.4	2.4	1	1.6	1.4	3

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

# **OPERATIONS MANAGEMENT (ELECTIVES)**

- 1. BA24O01 - SUPPLY CHAIN MANAGEMENT**
- 2. BA24O02 - QUALITY MANAGEMENT**
- 3. BA24O03 - MATERIALS MANAGEMENT**
- 4. BA24O04 - SERVICES OPERATIONS MANAGEMENT**
- 5. BA24O05 - SUPPLY CHAIN ANALYTICS**
- 6. BA24O06 - PROJECT MANAGEMENT**
- 7. BA24O07 - PRODUCT DESIGN**
- 8. BA24O08 - OPERATIONS STRATEGY**



**SEMESTER - III  
(MBA)**

<b>BA24001</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the foundational concepts of Supply Chain Management
- To develop effective supply chain strategies and evaluate performance
- To design and analyze supply chain networks
- To Plan and manage demand, inventory, and supply
- To understand logistics and transportation systems

**UNIT I INTRODUCTION**

**9**

Supply Chain- SCM Importance – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.

**UNIT II SUPPLY CHAIN NETWORK**

**9**

Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies-Models for Facility Location and Capacity allocation; Network Design in supply chain – Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.

**UNIT III PLANNING DEMAND, INVENTORY AND SUPPLY**

**9**

Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain , Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.

**UNIT IV LOGISTICS**

**9**

Transportation – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics - objectives, importance in global economy

**UNIT V SUPPLY CHAIN INNOVATIONS**

**9**

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Block chain. Creating a world class supply base.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understanding of supply chain fundamentals

**CO2:** Ability to design supply chain networks to enhance supply chain performance

**CO3:** Ability to plan demand based on inventory and supply

**CO4:** Understanding the role of logistics in supply chain performance

**CO5:** Awareness of innovations for sustainable supply chains

**REFERENCES:**

1. Sunil Chopra, Peter Meindl and DharamVirKalra, Supply Chain Management -Strategy Planning and Operation, Pearson Education, 7<sup>TH</sup> Edition, 2024.

2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2022, 4<sup>TH</sup> EDITION.

3. Pierre David, International Logistics, Biztantra, 2022.

4. David, Pierre A. 2022. International Logistics: The Management of International Trade Operations. 6th ed. Cicero Books.

5. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	-	-	-	-	-	-	-
CO2	3	2	3	-	2	-	-	-
CO3	3	3	2	2	2	-	-	-
CO4	2	-	2	-	2	-	-	-
CO5	1	-	-	-	2	2	3	2
Avg	2.4	1	1.4	0.4	1.6	0.4	0.6	0.4

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

**SEMESTER - III**  
**(MBA)**

<b>BA24O02</b>	<b>QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the fundamentals and evolution of quality management
- Familiarize with quality management philosophies and key contributors
- Apply statistical tools for process control and improvement
- Utilize quality tools and techniques for problem-solving
- Understand and implement Quality Management Systems (QMS)

**UNIT I INTRODUCTION**

**9**

Introduction - Need for quality - Evolution of quality - Definition of quality. Concept of Quality – different Perspectives. Concept of total Quality – Design, inputs, process and output - Attitude and involvement of top management. Customer Focus – customer perception - customer retention. Dimensions of product and service quality - Cost of quality.

**UNIT II QUALITY MANAGEMENT PHILOSOPHIES AND PRICIPLES**

**9**

Quality Gurus - Crosby, Deming, Masaaki Imai, Feigenbaum, Ishikawa, Juran, Oakland, Shigeo Shingo, and Taguchi. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**UNIT III STATISTICAL PROCESS CONTROL**

**9**

Statistical Process Control (SPC) – Meaning, Significance - construction of control charts for variables and attributes - Process capability – meaning, significance and measurement. Six sigma- concepts of process capability - Reliability concepts – definitions, reliability in series and parallel, product life Characteristics curve - Total productive maintenance (TMP), Terotechnology - Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

**UNIT IV QUALITY TOOLS AND TECHNIQUES**

**9**

Quality Tools - The seven traditional tools of quality, new management tools. Six-sigma, Bench marking, Poka-yoke, Failure Mode Effect Analysis (FMEA) – reliability, failure rate, FMEA stages, design, process and documentation. Quality Function Deployment (QFD) – Benefits, house of quality. Taguchi - quality loss function, parameter and tolerance design, signal to noise ratio.

**UNIT V QUALITY MANAGEMENT SYSTEMS**

**9**

Introduction Quality management systems – IS/ISO 9004:2000 – Quality System –Elements, Documentation guidelines for performance improvements. Quality Audits - QS 9000 – ISO 14000 – Concepts. TQM -culture, framework, benefits, awareness and obstacles. Employee involvement – Motivation, empowerment, Team and Teamwork, Recognition and Reward, Performance appraisal. Supplier - Selection, Partnering, Supplier Rating.

**TOTAL: 45 PERIODS**

**COURSEOUTCOMES:**

**CO1:** Understanding the evolution of Quality management

**CO2:** Understanding of quality philosophies and practices

**CO3:** Ability to apply statistical process control to enhance quality.

**CO4:** Ability to apply quality tools to enhance organization's quality performance

**CO5:** Awareness of quality management systems

**REFERENCES:**

1. James R. Evans, Managing for Quality and Performance Excellence, 12th Edition, Cengage Learning, 2024.

2. P.N. Mukherjee, Total Quality Management, PHI Publication, 2nd Edition 2024.

3. O.N. Pandey & Bhupesh Aneja, Quality Management , S.K. Kataria & Sons, Second Edition, 2023.

4. James R. Evans, Managing for Quality and Performance Excellence, Cengage Learning,12th Edition, , 2024.

5. Kalaine Fields & Laine Griffey,Quality Management Beyond the Basics: Advanced Quality Management Techniques for Modern Manufacturing,2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	-	-	-	-	-	-	-
CO2	2	1	-	-	-	-	-	-
CO3	3	3	2	3	2	-	-	-
CO4	2	2	3	4	2	-	-	-
CO5	1	-	-	-	1	1	2	2
Avg	2.0	1.2	1.0	0.8	1.0	0.2	0.4	0.4

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

**SEMESTER - III  
(MBA)**

<b>BA24O03</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the role of aggregate planning and production planning systems
- Apply materials planning techniques and tools in production system
- Manage inventory efficiently using analytical and digital methods
- Understand purchasing management and procurement strategies
- Manage warehousing and stores functions for operational efficiency

**UNIT I INTRODUCTION**

**9**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan.

**UNIT II MATERIALS PLANNING**

**9**

Materials requirements planning-bill of materials - Kanban system – EOQ – cloud based MRP solutions-Resource requirement planning- manufacturing resource planning-capacity management-scheduling orders-production activity control - Codification.

**UNIT III INVENTORY MANAGEMENT**

**9**

Policy Decisions-objectives-control -Retail Discounting Model, News vendor Model; Review of deterministic models, Probabilistic inventory models – Block chain for transparency.

**UNIT IV PURCHASING MANAGEMENT**

**9**

Establishing specifications - selecting suppliers-price determination - forward buying-mixed buying strategy-price forecasting - buying seasonal commodities - purchasing under uncertainty- demand management - price forecasting-purchasing under uncertainty - purchasing of capital equipment international purchasing.

**UNIT V WAREHOUSE MANAGEMENT**

**9**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understanding basics of materials management

**CO2:** Understanding requirement analysis for material planning

**CO3:** Ability to apply inventory management models

**CO4:** Understanding purchasing practices

**CO5:** Understanding storage in warehouse

**REFERENCES:**

1. A.K. Datta, Materials Management: Procedures, Text and Cases (2nd Edition), PHI Learning, 2025.

2. P. Gopalakrishnan & M. Sundaresan, Materials Management: An Integrated Approach, PHI Learning, 1st Edition 2024.

3. William J. Stevenson & Thomas Kull, Operations and Supply Chain Management, McGraw-Hill Education, 2024.

4. Lisa Ellram, Steven Fawcett, Christopher Mena, William Tate, Emily Davis-Sramek, Veronica Castillo, Sustainability and Risk across the Supply Chain, MyEducator, 2024.

5. C. John Langley Jr., Robert A. Novack, Brian J. Gibson, John J. Coyle, Supply Chain Management: A Logistics Perspective, Cengage India, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	-	-	-	-	-
CO2	3	3	2	1	2	-	-	-
CO3	3	3	3	2	3	-	-	-
CO4	2	2	-	-	2	1	-	-
CO5	2	-	-	-	2	-	-	-
Avg	2.6	2.0	1.0	0.6	1.8	0.2	0	0

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

**SEMESTER - III  
(MBA)**

<b>BA24004</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the role and nature of services in the economy
- Design and develop innovative service systems and experiences
- Measure and manage service quality
- Design and manage service facilities effectively
- Manage service capacity and demand dynamically

**UNIT I INTRODUCTION**

**9**

Services– Importance, role in economy, service sector–nature, growth. - Distinctive characteristics, Service Package, Service classification, service-dominant logic, open- systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; stages in service firm competitiveness.

**UNIT II SERVICE DESIGN**

**9**

New Service Development – Design elements–Service Blueprinting-process structure– generic approaches. Service Encounter – triad, creating service orientation, service profit chain; Front - office Back - office Interface – service de coupling. Technology in services–self-service, automation, e - Commerce, e - business, technology innovations.

**UNIT III SERVICE QUALITY**

**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL, Walk-through Audit, Quality service by design , Service Recovery, Service Guarantees. Process Improvement – DEA, quality tools, bench marking, Quality improvement programs.

**UNIT IV SERVICE FACILITY**

**9**

Supporting facility- Service scapes, Facility design–nature, objectives, process analysis, and Service facility layout. Service Facility Location–considerations, facility location techniques–metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

**UNIT V MANAGING CAPACITY AND DEMAND**

**9**

Managing Demand–strategies; Managing capacity–basic strategies, supply management tactics, Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Appreciation of nature of service operations

**CO2:** Ability to design services

**CO3:** Ability to inculcate quality in service design and delivery

**CO4:** Apply models to design service facility

**CO5:** Ability to grow and sustain service business

**REFERENCES:**

1."Service Operations Management: The Total Experience" (2nd Edition) by David Parker & Peter M. Wright, Routledge, New edition, 2023.

2.Essentials of Service Design and Management" (New Edition) by Robin Howell, Pearson Education, New Edition 2023

3. "Managing Service Operations: A Strategic Perspective" by Robert Johnston & Graham Clark, Pearson Education, New Edition 2023

4. Service Operations Management: A Strategic Approach" by Alistair R. Anderson, Alistar R.Anderson, Routeldge, New Edition 2022.5

5. James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 9th Edition 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	-	-	-	-	-
CO2	3	2	3	2	2	-	-	-
CO3	3	3	3	-	2	-	-	-
CO4	3	2	2	3	2	-	-	-
CO5	2	1	-	-	1	1	2	1
Avg	2.8	2.0	2.0	1.4	1.8	0.4	0.4	0.4

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



**SEMESTER - III  
(MBA)**

<b>BA24005</b>	<b>SUPPLY CHAIN ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamentals of business analytics and their application in data-driven supply chains
- To apply optimization and mathematical models in warehousing and facility location decisions
- To analyze and optimize inventory systems in multi-echelon and risk-sensitive supply chains
- To develop and solve transportation and scheduling models for complex distribution networks
- To evaluate and support supply chain decisions using multi-criteria decision-making (MCDM) techniques

**UNIT I INTRODUCTION**

**9**

Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains–Basics, transforming supply chains, Barriers to implementation, Roadmap.

**UNIT II WAREHOUSING DECISIONS**

**9**

Mathematical Programming Models - P-Median Methods - Guided LP Approach - Balmer–Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods.

**UNIT III INVENTORY MANAGEMENT**

**9**

Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Aggregate Inventory system and LIMIT, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.

**UNIT IV TRANSPORTATION NETWORK MODELS**

**9**

Notion of Graphs, Minimal Spanning Tree, Shortest Path Algorithms, Maximal Flow Problems, Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Traveling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms- Deficit function Approach and Linking Algorithms.

**UNIT V MCDM MODELS**

**9**

Analytic Hierarchy Process (AHP), Data Envelopment Analysis(DEA),Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the fundamentals of sales management, including key theories and strategies.

**CO2:** Describe the processes involved in personal selling and relationship selling.

**CO3:** Effectively manage a sales force to achieve organizational goals.

**CO4:** Oversee and optimize distribution channel management.

**CO5:** Apply principles of inventory control and supply chain management.

**REFERENCES:**

1. Liu, K. Y. (2022). Supply chain analytics: Concepts, techniques and applications. Palgrave Macmillan.

2. Tipi, N. (2025). Supply chain analytics and modelling: Quantitative tools and applications (2nd ed.). Kogan Page.

3. Bhattacharya, R., & Bhattacharyya, A. M. (2025). Supply chain analytics: Strategies, models and solutions. SCMDOJO.

4. Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, 2019.

5. Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	-	-	2	-	-	-
CO2	3	3	3	2	3	-	-	-
CO3	3	3	3	3	3	-	-	-
CO4	3	3	3	3	3	-	-	-
CO5	3	2	2	2	2	-	-	-
Avg	3.0	2.6	2.8	2.4	2.6	-	-	-

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

**SEMESTER - III**  
**(MBA)**

BA24O06	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To understand the fundamental concepts and lifecycle of project management
- To develop skills in project planning, budgeting, and risk management
- To apply scheduling techniques and resource allocation methods
- To design effective project organizations and manage team dynamics
- To monitor, control, and evaluate project performance and closure

## UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

Project Management – Definition –Goal - Lifecycles. Project - Environments. Project Manager – Roles- Responsibilities and Selection.

## UNIT II PLANNING, BUDGETING AND RISK MANAGEMENT 9

The Planning Process–Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.

## UNIT III SCHEDULING &amp; RESOURCE ALLOCATION 9

PERT & CPM Networks - Project durations and floats - Crashing-Resource loading and leveling.  
Simulation for resource allocation - Goldratt's Critical Chain.

## UNIT IV PROJECT ORGANISATION &amp; CONFLICT MANAGEMENT 9

Formal Organization Structure–Organization Design–Types of project organizations. Conflict – Origin & Consequences - Project Teams. Managing conflict – Team methods for resolving conflict.

## UNIT V      CONTROL AND COMPLETION      9

Project Control–Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination - Project success and failure - Lessons.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

### Ability to understand the roles and responsibilities of a project manager

**C01:** Ability to plan and budget projects

**CO2: Ability to schedule and allocate resources to projects**

### CO3: Ability to manage project organization

#### CO4: Ability to control and complete projects

**C05:** Assess factors leading to project success or failure

REFERENCES:

1. Panneerselvam.R, Senthilkumar.P, ProjectManagement, PHILearning,2025

2. Chris Croft, The Lean Project Manager, First Edition, 2024.

3. Wesley E. Donahue, Project "Mastering Project Management: Planning for Performance, First Edition Edition, Centrestar, Inc, 2023.

4. Harvey Maylor, Project Management, Third Edition, PearsonEducation, 2022

5. Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., Ramesh Anbanandam, Project Management: A Managerial Approach, 11th Edition (An Indian Adaptation), Wiley-India, 2021.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	-	2	-	-	-
CO2	3	3	3	-	2	-	-	-
CO3	2	2	3	-	-	-	-	-
CO4	2	2	3	2	-	-	-	-
CO5	2	3	2	2	-	-	-	-
Avg	2.4	2.4	2.6	0.8	0.8	-	-	-

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24O07</b>	<b>PRODUCT DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the basics of product design and development, including key challenges and technology trends.
- Learn how to select and test product ideas and design product structures.
- Know how product data is managed and how it helps throughout the product's life.
- Learn important design methods that make products easier to make, better, and cheaper.
- Understand patents and how to protect new product ideas legally

**UNIT I PRODUCT DESIGN & DEVELOPMENT**

**9**

Characteristics - Duration and Cost - Challenges - Development Process - Generic Process Concept - Development Adapting - Product Planning - Concept Generation & Evaluation - Decay Curve - Cost Expenditure Curve - Technology Life Cycle - Disruptive Technologies - Identifying technologies that significantly alter market dynamics.

**UNIT II Product Concept**

**9**

Concept Selection – Importance - Methodology - Concept Screening - Concept Scoring - Concept Testing - Product Architecture - Definition – Modularity - Implications – Establishment - Delayed Differentiation - Platform Planning.

**UNIT III Product Data Management**

**9**

Concept and Benefits – Functions - Product Data and Workflow - Product Reliability - Computer-Integrated Manufacturing (CIM) Data - Architecture of PDM Systems - Product Data Interchange - Portal Integration - PDM Acquisition and Implementation - Product Lifecycle Management (PLM)

**UNIT IV Industrial Design and Design Tools**

**9**

Industrial Design - Design for Manufacturing (DFM) -Value Engineering – Ergonomics- Prototyping - Robust Design - Design for X (DFX) -Failure Rate Curve - Product Use Testing - Collaborative Product Development - Product Development Economics -Scoring Model -Financial Analysis

**UNIT V Patents**

**9**

Defining Intellectual Property and Patents - Intellectual Property (IP) - Patent Searches and Applications - Patent Ownership and Transfer - Ownership Rights - Transfer of Rights Definition - Legal Actions - New Developments and International Patent Law.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**CO1:** Apply Design Thinking Principles

**CO2:** Conduct In-Depth Customer Research

**CO3:** Develop Prototypes and Experiences

**CO4:** Create Effective Presentations for Product Launches

**CO5:** Formulate Design Thinking for Business Impact

REFERENCES:

1. Product Design and Development”, Karl T. Ulrich & Steven D. Eppinger,7th Edition , McGraw-Hill Education,2022

2. "Total Quality Management", D.H. Bester field, M.C. Bester field, et al.,5th Edition,Pearson,2018

3. "The Fundamentals of Product Design",Richard Morris, 2nd Edition,Fairchild Books,2016

4. "The Future of Design: Global Product Innovation for a Complex World",Lorraine Justice,Nicholas Brealey ,2019

5. "Design Thinking: Integrating Innovation, Customer Experience, and Brand Value",Thomas Lockwood,Allworth Press,2010.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	2	1	2	2	2
CO2	3	3	2	3	1	3	3	3
CO3	3	3	1	2	1	2	3	2
CO4	3	3	1	3	1	3	3	3
CO5	3	2	2	2	2	2	3	2
Avg	3	2.6	1.4	2.4	1.2	2.4	2.8	2.4

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24008</b>	<b>OPERATION STRATEGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the fundamental concepts and importance of operations strategy in the context of overall business strategy.
- To explore frameworks like Hill's model for effective formulation and alignment of operations strategy.
- To analyze the role of manufacturing and technology strategies in achieving competitive advantage.
- To develop insight into strategic resource management and performance measurement through key indicators like PQCDMS.
- To examine the impact of digital technologies and ERP systems in enhancing operational efficiency and strategic decision-making.

**UNIT I FOUNDATIONS OF OPERATIONS STRATEGY 9**

Meaning of Operations Strategy - Concept - Definition - Importance and Linkage with Corporate Strategy, Strategies, Values and Services in Operations Management. Operations Strategy Formulation -Hill framework for Operations Strategy Formulation. Strategic Fit -Concept - Classification - A framework for Operations Strategy in Manufacturing

**UNIT II MANUFACTURING STRATEGY AND MARKET ALIGNMENT 9**

Value as business concept - strategic issues in manufacturing - Value Chain concept Focus, core competence and distinctive capabilities - stake holders & strategy, Checking markets, Outcome of Market debate - Linking manufacturing to Markets - strategic integration - why products sell in the markets - Order Winners, Order Qualifiers.

**UNIT III TECHNOLOGY STRATEGY IN OPERATIONS 9**

Technology strategy Issues in New Product development Time to market -strategic nature of process - Business implication of Process choice - Hybrid Process. Change management and Sustainability procedure - company or plant based profiles -decisions for product reallocation - downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives - Focused manufacturing - Product or process focus - Lean concept in operation strategy.

**UNIT IV STRATEGIC RESOURCE AND PERFORMANCE MANAGEMENT 9**

Strategic Resource Management - Concept - Importance, issues involved - organizational issues operational approaches to improving, delivery system. Controlling operations - key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale)

**UNIT V DIGITAL OPERATIONS STRATEGY 9**

Role of Technology in Operations Strategy: Automated production system with Robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation.ERP/SAP for decision making.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**By the end of the course, students will be able to:**

- CO1:** Define and explain key concepts of operations strategy and their linkage with corporate strategy and values.
- CO2:** Apply strategic frameworks (e.g., Hill’s model) to formulate and evaluate operations strategies in real-world scenarios.
- CO3:** Assess manufacturing and technology strategies including value chain, core competencies, and process choices.
- CO4:** Analyze and optimize operational performance using strategic resource management and PQCDSM indicators.
- CO5:** Utilize digital tools and ERP systems to support effective strategy implementation and decision-making in operations.

**REFERENCE:**

1. Aswathappa, K., & Bhat, K. S. Production and operations management (3rd ed.). Himalaya Publishing House, 2025.
2. Stevenson, W. J., & Kull, T. Operations and supply chain management Release, 12th ed.). McGraw-Hill Education 2024.
3. Heizer, J., Render, B., & Munson,C Operations management: Sustainability and supply chain management (14th ed.). Pearson 2024.
4. Slack, N., Brandon Jones, A., & Burgess, N. Operations management (10th ed.) Pearson, 2024.
5. Kumar, S. A., & Suresh, N. Production and operations management: With skill development, caselets and cases (3rd ed.). New Age International, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	1	2	2
CO2	3	3	2	2	1	2	3	3
CO3	3	3	1	3	1	3	3	3
CO4	3	3	1	3	1	2	3	3
CO5	3	3	1	3	1	3	3	3
Avg	3	2.8	1.4	2.6	0	1.8	2.8	2.8

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



# **BUSINESS ANALYTICS (ELECTIVES)**

- 1. BA24B01 - DATA MINING FOR BUSINESS INTELLIGENCE**
- 2. BA24B02 - DEEP LEARNING AND ARTIFICIAL INTELLIGENCE**
- 3. BA24B03 - SOCIAL MEDIA WEB ANALYTICS**
- 4. BA24B04 - E –BUSINESS MANAGEMENT**
- 5. BA24B05 - ENTERPRISE RESOURCE PLANNING**
- 6. BA24B06 - FINANCIAL ANALYTICS**
- 7. BA24B07 - DATA ANALYTICS WITH R PROGRAMMING**
- 8. BA24B08 - BIG DATA ANALYTICS**

**SEMESTER - III  
(MBA)**

<b>BA24B01</b>	<b>DATA MINING FOR BUSINESS INTELLIGENCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To know how to derive meaning from huge volume of data and information
- To understand how knowledge discovering process is used in business decision making.
- Understand Grasp key ideas in predictive modeling, including regression, classification, time-series, and forecasting.
- Understand model evaluation: confusion matrices, accuracy, precision/recall, ROC-AUC, F1-score.
- Learn algorithms: linear/logistic regression, decision trees, SVMs, k-NN, naive Bayes, ensembles.

**UNIT I INTRODUCTION**

**9**

Data mining, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.

**UNIT II DATA MINING PROCESS**

Data mining process – KDD, CRISP -DM, SEMMA and Domain-Specific, Classification and Prediction performance measures-RSME. Validation Techniques - hold-out, k-fold cross validation, LOOCV, random sub-sampling, and bootstrapping.

**UNIT III PREDICTION TECHNIQUES**

**9**

Data visualization, Time series –ARIMA, Winter Holts, Vector Autoregressive analysis, multivariate regression analysis.

**UNIT IV CLASSIFICATION AND CLUSTERING TECHNIQUES**

**9**

Classification - Decision trees, k nearest neighbor, Logistic regression, Discriminate analysis; Clustering; Market basket analysis.

**UNIT V MACHINE LEARNING AND AI**

**9**

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA.

**TOTAL : 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Learn to apply various data mining techniques into various areas of different domains.

**CO2:** Be able to interact competently on the topic of data mining for business intelligence.

**CO3:** Apply various prediction techniques.

**CO4:** Learn about supervised and unsupervised learning technique.

**CO5:** Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.

**REFERENCES:**

1. Data Mining for Business Analytics: Concepts, Techniques, and Applications with JMP Pro by Galit Shmueli, Peter C. Bruce, Mia L. Stephens, Nitin R. Patel, Published by Wiley 2021.

2. AI-Powered Business Intelligence, by Tobias Zwingmann, Published by O'Reilly Media, 2022.

3. Business Intelligence and Data Mining by Anil Maheshwari, Published by Business Expert Press, 2021 .

4. Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XL Miner, by Galit Shmueli, Nitin R. Patel, Peter C. Bruce, Published by Wiley, 2020.

5. Data Mining Concepts and Techniques, by Jiawei Han, Micheline Kamber, Jian Pei, Published by Morgan Kaufmann, 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	1	3	2	3
CO2	3	3	2	2	1	3	2	3
CO3	3	3	1	3	1	3	1	3
CO4	3	3	1	2	1	3	1	3
CO5	3	3	2	2	1	3	1	3
Avg	3	3	1.4	2.4	1	3	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24B02</b>	<b>ARTIFICAL INTELLIGENCE AND DEEP LEARNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To expose various algorithms related to Deep Learning and Artificial Intelligence.
- To prepare students to apply suitable algorithm for the specified applications.
- Learn AI history, goals, and foundational definitions.
- Understand frameworks like Datalog, decidable FOL fragments, and theoretical trade-offs between expressiveness and complexity in reasoning tasks.
- Study real-world AI applications: expert systems, NLP (speech, translation), computer vision, robotics, information retrieval/extraction, and planning systems.

**UNIT I ARTIFICIAL INTELLIGENCE SYSTEM**

**9**

Introduction to Artificial Intelligence: Intelligent Systems - Foundations of AI - Applications - Tic-Tac-Toe Game Playing - Problem Solving: State-Space Search and Control Strategies: Introduction - General Problem Solving - Exhaustive Searches - Heuristic Search Techniques.

**UNIT II KNOWLEDGE REPRESENTATION**

**9**

Advanced Problem-Solving Paradigm: Planning: Introduction - Types of Planning Systems - Knowledge Representation: Introduction - Approaches to Knowledge Representation - Introduction to Knowledge Graphs (KGs) and Symbolic AI.

**UNIT III ARTIFICIAL INTELLIGENCE APPLICATIONS**

**9**

Expert Systems and Applications: Blackboard Systems - Truth Maintenance Systems - Applications – Machine - Learning Paradigms: Machine - Learning Systems - Supervised and Unsupervised Learnings.

**UNIT IV DEEP NETWORKS**

**9**

Deep Networks: Modern Practices: Deep Forward Networks: Example: Learning XOR - Gradient-Based Learning - Hidden Units - Architecture Design - Regularization for Deep Learning.

**UNIT V DEEP LEARNING MODELS**

**9**

Optimization for Training Deep Models: How Learning Differs from Pure Optimization – Parameter Initialization Strategies - Algorithms with Adaptive Learning Rates - Approximate Second - Order Methods - Optimization Strategies and Meta -Algorithms. Use of Grid Search, Random Search, and Bayesian Optimization.

**TOTAL : 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Knowledge of Algorithms of Deep Learning & Artificial Intelligence.
- CO2:** Knowledge of applying Algorithm to specified applications.
- CO3 :** Ability to understand intelligent systems and Heuristic Search Techniques
- CO4 :** Understanding of Knowledge Representation, Semantic Networks and Frames
- CO5:** Knowledge of Expert systems, applications and Machine learning.

REFERENCES:

1. “Social Media Marketing: A Strategic Approach”, Melissa Barker, Donald Barker, Cengage Learning, 4th Edition, 2023

2. "Communities in the Digital Age: Formation, Role, and Impact",V, Springer, 2022

3. "Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics", Marshall Sponder, Routledge, 2nd Edition, 2023.

4. Measuring the Digital World: Using Digital Analytics to Drive Better Digital Experiences", Gary Angel, Pearson FT Press, 2023.

5. "Data Visualization Made Simple", Kristen Sosulski, Routledge, 2nd Edition, 2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	1	3	2	3
CO2	2	3	2	2	1	3	2	2
CO3	3	2	1	2	1	3	1	3
CO4	2	3	1	2	1	3	1	3
CO5	3	3	2	2	1	3	1	3
Avg	2.6	2.8	1.4	2.2	1	3	1.4	2.8

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24B03</b>	<b>SOCIAL MEDIA WEB ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To showcase the opportunities that exists today to leverage the power of the web and social media.
- To provide students with a comprehensive understanding of the evolution, dynamics, and impact of social media on society, business, and technology.
- To learn procedures for policy creation, stakeholder engagement, legal review, roll-out, enforcement, and periodic updates.
- To apply segmentation techniques based on behavior, demographics, source, device, etc.
- To use analytics to attribute conversions, clicks, cost-per-click, and ROI estimation.

**UNIT I INTRODUCTION**

**9**

Evolution of online communities - History and Evolution of Social Media-Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties - Influencers - How ideas travel -Viralness - Social theory and social media. Role of AI in Social Media Algorithms, Decentralized Social Platforms (e.g., Mastodon, Bluesky)

**UNIT II COMMUNITY BUILDING AND MANAGEMENT**

**9**

Science of Social Media - Keys to Community Building - Promoting Social Media Pages-Linking Social Media Accounts - The Viral Impact of Social Media - Digital PR - Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

**UNIT III SOCIAL MEDIA POLICIES AND MEASUREMENTS**

**9**

Social Media Policies - Etiquette, Privacy - ethical problems posed by merging social media technologies - The Basics of Tracking Social Media - social media analytics - Insights Gained From Social Media - Customized Campaign Performance Reports - Observations of social media use. Web sites, web apps, mobile apps.

**UNIT IV WEB ANALYTICS**

**9**

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts.

**UNIT V SEARCH ANALYTICS**

**9**

Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** The students will be able to enhance the social media skills.

**CO2:** The students will be able to develop a mass communication strategy and guide campaigns.

**CO3:** To get an idea of social media policies.

**CO4:** Understand the fundamentals and concepts of web analytics.

**CO5:** How to effectively use the resulting insights to support website design decisions, campaign optimization, search analytics, etc.

REFERENCES:

1. Social Media Analytics Strategy: Using Data to Optimize Business Performance by April Ursula Fox,  
Published by apress , 2022.

2. Social Media Measurement and Management: Entrepreneurial Digital Analytics by Jeremy Harris  
Lipschultz Published by Routledge, 2025.

3. Social Media Analytics and Practical Applications by Subodha Kumar, Liangfei Qiu  
,Published by CRC Press, 2021.

4. Big Data and Social Media Analytics: Trending Applications , by Mehmet Çakırtaş, Mehmet Kemal  
Özdemir, Published by Springer, 2021.

5. Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics by Marshall  
Sponder, Published by McGraw-Hill Education, 2011.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	1	3	2	1	2
CO2	3	2	2	2	2	2	2	2
CO3	3	3	2	2	3	2	2	2
CO4	3	2	2	2	2	2	2	2
CO5	3	2	2	2	2	2	2	2
Avg	3	2.4	2	1.8	2.4	2	1.8	2

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24B04</b>	<b>E – BUSINESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the practices and technology to start an online business.
- Understand regulatory requirements and ensure compliance in infrastructure management.
- Learn to create and format business documents, analyze data, and develop presentations.
- Understand the implications of these threats on business operations and customer trust.
- Learn about the role of Data Protection Officers, compliance requirements for organizations, and practical strategies for implementing data protection measures.

**UNIT I INTRODUCTION TO E-BUSINESS 8**

E-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Mobile Commerce, S-commerce.

**UNIT II TECHNOLOGY INFRASTRUCTURE 10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

**UNIT III BUSINESS APPLICATIONS 10**

Consumer oriented e-business—e-tailing and models - Marketing on web—advertising, e-mail marketing, affiliated programs - e-CRM; online services, Delivery management system, Web Auctions, Virtual communities and Web portals —social media marketing.

**UNIT IV E -BUSINESS PAYMENTS AND SECURITY 9**

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

**UNIT V LEGAL AND PRIVACY ISSUES 8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Ability to build and manage an e-business.
- CO2:** Knowledge about Technology Infrastructure
- CO3:** Understanding of customer oriented business applications
- CO4:** Knowledge of e business payment protocols and security
- CO5:** Understanding of ethical, legal, privacy issues and encryption policies.



**REFERENCES:**

1. E–Business and E–Commerce Management: Strategy, Implementation and Practice, Dave Chaffey, Pearson Education, 2023 (6th Edition)

2. E-Commerce 2023: Business, Technology and Society, Kenneth C. Laudon & Carol Guercio Traver, Pearson Education, 2023 (18th Global Edition).

3. E-Business, Kamlesh K. Bajaj & Debjani Nag, Tata McGraw-Hill, 2022.

4. E-Commerce and E-Business, C.S.V. Murthy, Himalaya Publishing House, 2023.

5. Digital Transformation at Scale: Why the Strategy Is Delivery, Andrew Greenway, Ben Terrett, Mike Bracken, Tom Loosemore, London Publishing Partnership, 2021.

6. Digital Business and E-Commerce Management, Dave Chaffey, Pearson Education, 2024 (6th Edition)

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	1	1
CO2	3	3	2	2	2	2	2	2
CO3	3	3	3	2	3	2	2	1
CO4	3	3	2	2	2	2	2	1
CO5	3	3	2	2	2	2	2	1
Avg	3	2.8	1.4	2.4	2.2	1.8	1.8	1.2

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

**SEMESTER - III**  
**(MBA)**

<b>BA24B05</b>	<b>ENTERPRISE RESOURCE PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To exhibit the theoretical aspects of Enterprise Resource Planning.
- To provide practical implication on ERP Suite implementation.
- To learn the steps involved in ERP implementation, including planning, evaluation, and selection.
- To analyze the alignment of project outcomes with initial goals and stakeholder expectations.
- To understand how IoT devices are integrated with ERP systems to provide real-time data and improve operational efficiency.

**UNIT I INTRODUCTION**

**8**

Overview of enterprise systems – Evolution -Risks and benefits - Fundamental technology – warehouse management. Integration with IoT and IIoT (Industrial IoT)

**UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES**

**10**

Overview of ERP software solutions, BPR, Project management, Functional modules-Organizational data, master data and document flow. ERP and AI/ML for business automation

**UNIT III ERP IMPLEMENTATION**

**10**

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work - Training. People Organization in implementation - Consultants, Vendors and Employees. Use of Digital Twins in ERP implementation (especially in manufacturing).

**UNIT IV POST IMPLEMENTATION**

**9**

Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation. Case study.

**UNIT V EMERGING TRENDS ON ERP**

**8**

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics -Future trends in ERP Systems-web enabled, Wireless technologies, cloud computing and augmented reality.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Knowledge of risk and benefits associated with Enterprise Resource Planning.
- CO2:** Knowledge or ERP solutions and functional modules
- CO3:** Exposure to the implementation environment
- CO4:** Understanding of post implementation impact and maintenance of ERP
- CO5:** Knowledge of emerging trends on ERP

REFERENCES:

1. Enterprise Resource Planning, Alexis Leon, McGraw-Hill Education, 2022 (Latest Revised Edition).

2. Modern ERP: Select, Implement, and Use Today's Advanced Business Systems, Marianne Bradford, lulu.com, 2023 (4th Edition).

3. ERP and Cloud Computing, A. P. Liang, IGI Global, 2023.

4. The SAP Blue Book: A Concise Business Guide to the World of SAP, Michael Doane, eBookIt.com, 2021.

5. ERP Systems and Organisational Change: A Socio-technical Insight, Bernard Grabot, Springer, 2021.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	3	3	2	3
CO2	3	3	2	2	3	3	2	3
CO3	3	3	3	2	3	3	1	3
CO4	3	3	2	2	3	3	1	3
CO5	3	3	2	2	3	3	1	3
Avg	3	2.8	2.2	2	3	3	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III**  
**(MBA)**

<b>BA24B06</b>	<b>FINANCIAL ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce a core set of modern analytical tools that specifically target finance applications.
- To calculate and compare different yield measures for financial assets to assess their returns.
- To understand the impact of psychological factors on investment decisions and portfolio management.
- To learn to read and analyze different types of charts such as line, bar, candlestick, and Heiken Ashi charts, and understand their applications in market analysis.
- To understand and calculate Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD).

**UNIT I CORPORATE FINANCE ANALYSIS 9**

Basic corporate financial predictive modeling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modeling, Capital Budget model-Payback, NPV, IRR, and MIRR. Bankruptcy Modeling- Beaver t test, Alt man Z score.

**UNIT II FINANCIAL MARKET ANALYSIS 9**

Estimation and prediction of risk and return (bond investment and stock investment) – adjusting for stock splits, adjusting for mergers, plotting multiple series, data importing from web portal and data cleansing. Time series-examining nature of data, EWMOA, Value at risk, ARMA, ARCH and GARCH.

**UNIT III PORTFOLIO ANALYSIS 9**

Portfolio Analysis – capital asset pricing model, Sharpe ratio, Markowitz’s mean variance optimization model and cluster analysis for categorization of portfolio. Option pricing models- binomial model for options, Black Scholes model and Option implied volatility.

**UNIT IV TECHNICAL ANALYSIS 9**

Prediction using chart and fundamentals – RSI, ROC, MACD, moving average and candle charts, simulating trading strategies. Prediction of share prices using machine learning-ANN and SVM.

**UNIT V CREDIT RISK ANALYSIS 9**

Credit Risk analysis - Data processing, Decision trees, logistic regression and evaluating credit risk model.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Apply financial models for project evaluations.
- CO2:** Analyze risk-return using time series models.
- CO3:** Optimize portfolios with pricing and risk tools.
- CO4:** Use technical and machine learning for predictions.
- CO5:** Build and evaluate credit risk assessment models.

**REFERENCES:**

1. Corporate Finance Analysis, Richard A. Brealey, Stewart C. Myers, Franklin Allen, McGraw-Hill Education, 2022 (14th Edition).

2. Corporate Finance: Theory and Practice, Aswath Damodaran, Wiley, 2023 (Latest International Edition).

3. Quantitative Financial Analytics: The Path to Investment Profits, Kenneth L. Grant, Wiley, 2023.

4. Options, Futures, and Other Derivatives, John C. Hull, Pearson Education, 2023 (11th Global Edition).

5. Credit Risk Modeling using Excel and VBA, Wiley, 2023 (2nd Edition).

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	3	3	2	3
CO2	3	3	2	2	3	3	2	3
CO3	3	3	3	2	3	3	1	3
CO4	3	3	2	2	3	3	1	3
CO5	3	3	2	2	3	3	1	3
Avg	3	2.8	2.2	2	3	3	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24B07</b>	<b>DATA ANALYTICS WITH R PROGRAMMING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To equip students with foundational and practical knowledge of R programming for data manipulation, analysis, visualization, and basic machine learning applications.
- To learn to create and perform operations on matrices and arrays, which are useful for handling multi-dimensional data.
- To learn about ethical considerations and privacy concerns related to data handling and analysis.
- To understand and implement communication protocols such as UART, SPI, and I2C for data exchange between devices.
- To apply debugging techniques to identify and resolve issues in microprocessor and microcontroller-based systems.

**UNIT I INTRODUCTION TO R: 9**

R Software, R packages, Data Types in R: Scalars, Vectors, Matrices, Data frames, Lists, Variables and Logical Operations. R Matrix Create, Print, Column, Slice, Factors in R, Categorical and Continuous Variables

**UNIT II R DATA STRUCTURES 9**

Scalars - Vectors Matrices - List - Data Frames - Factors - Packages - Data Reshaping – Data management with repeats, sorting, ordering and lists - Vector indexing, factors, Data management with strings, display and formatting

**UNIT III DATA PREPARATIONS 9**

R Data Frame: Create, Append, Select, Subset. R sort a data Frame using Order (), R Dplyr: Data manipulation and Cleaning, Merge Data Frames in R: Full and Partial Match, Functions in R programming.

**UNIT IV DATA FRAMES 9**

Data frames, import of external data in various file formats, statistical functions, compilation of data - Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of Bivariate data through graphics, correlations, programming and illustration with examples

**UNIT V INTERFACING 9**

R – CSV Files – Excel File – Binary Files – XML files – Web Data – Database – Regression – Decision Tree – Random Forest, R Random Forest, Generalized Linear Model in R with example.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Understand the fundamentals of R programming, including data types and data structures.
- CO2:** Apply data manipulation and reshaping techniques using various R data structures .
- CO3:** Perform data cleaning, merging, and preparation using R functions.
- CO4:** Import, process, and analyze external datasets using statistical methods and visualizations in R.
- CO5:** Integrate R with various data sources such as CSV, Excel, databases, and web data, and implement machine learning models.

**REFERENCES:**

1. R for Data Science (2nd Edition), Hadley Wickham, Mine Çetinkaya-Rundel, Garrett Golemund, O'Reilly Media, 2023.
2. Hands-On Programming with R: Write Your Own Functions and Simulations (2nd Edition), Garrett Golemund, O'Reilly Media, 2023.
3. Machine Learning with R: Expert techniques for predictive modeling (4th Edition), Brett Lantz, Packt Publishing, 2023.
4. Data Science in R: A Case Studies Approach to Computational Reasoning and Problem Solving, Deborah Nolan, Duncan Temple Lang, CRC Press (Taylor & Francis Group), 2022.
5. Modern Data Science with R (2nd Edition), Benjamin S. Baumer, Daniel T. Kaplan, Nicholas J. Horton, CRC Press, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2	2	2	2	2
CO2	3	3	3	2	2	2	2	2
CO3	3	3	3	2	2	3	3	2
CO4	3	2	3	2	2	2	3	2
CO5	2	2	2	2	3	2	3	3
Avg	2.8	2.6	2.8	2	2.2	2.2	2.6	2.2

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

**SEMESTER - III  
(MBA)**

<b>BA24B08</b>	<b>BIG DATA ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To learn to analyses the big data using intelligent techniques.
- To understand the various search methods and visualization techniques.
- To learn how YARN coordinates distributed processing across nodes.
- To master querying techniques and optimization in New SQL systems.
- To understand the Map Reduce programming model for distributed data processing.

**UNIT I INTRODUCTION TO BIG DATA**

**9**

Data, Characteristics of data and Types of digital data: Unstructured, Semi-structured and Structured - Sources of data. Big Data Evolution - Definition of big data-Characteristics and Need of big data-Challenges of big data. Big data analytics, Overview of business intelligence.

**UNIT II BIG DATA TECHNOLOGIES AND DATABASES**

**9**

Hadoop – Requirement of Hadoop Framework - Design principle of Hadoop –Comparison with other system SQL and RDBMS- Hadoop Components – Architecture -Hadoop 1 vs Hadoop 2.

**UNIT III MAP REDUCE AND YARN FRAMEWORK**

**9**

Introduction to Map Reduce , Processing data with Hadoop using Map Reduce, Introduction to YARN, Architecture, Managing Resources and Applications with Hadoop YARN. Big data technologies and Databases: NoSQL: Introduction to NoSQL - Features and Types- Advantages & Disadvantages -Application of NoSQL.

**UNIT IV New SQL**

**9**

Overview of New SQL - Comparing SQL, NoSQL and NewSQL. Introduction – Features – Data types – Mongo DB Query language – CRUD operations – Arrays – Functions: Count – Sort – Limit – Skip – Aggregate – Map Reduce. Cursors – Indexes – Mongo Import – Mongo Export.

**UNIT V (Big Data Frame Works for Analytics) Hadoop Frame Work**

**9**

Map Reduce Programming: I/O formats, Map side join-Reduce Side Join-Secondary Sorting Pipelining Map Reduce jobs. Spark Frame Work: Introduction to Apache spark-How spark works, Programming with RDDs: Create RDD spark Operations-Data Frame.

**TOTAL : 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Demonstrate knowledge of Big Data, Data Analytics, challenges and their solutions in Big Data.

**CO2:** Analyze Hadoop Framework and eco systems.

**CO3:** Analyze MapReduce and Yarn, Work on NoSQL environment.

**CO4:** Work on NewSQL environment, MongoDB and Cassandra.

**CO5:** Apply the Big Data using Map-reduce programming in Both Hadoop and Spark framework.



**REFERENCES:**

1. Tom White, “Hadoop: The Definitive Guide”, O’Reilly, 4th Edition, 2015.

2. Mohammed Guller, “Big Data Analytics with Spark”, Apress, 2015

3. Donald Miner, Adam Shook, “Map Reduce Design Pattern”, O’Reilly, 2012

4. Seema Acharya and Subhashini Chellappan, “Big Data and Analytics”, Wiley India Pvt. Ltd., 2016.

5. Mike Frampton, “Mastering Apache Spark”, Packt Publishing, 2015.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	1	1	1
CO2	3	3	2	2	2	2	2	2
CO3	3	3	3	2	3	2	2	1
CO4	3	3	2	2	2	2	2	1
CO5	3	3	2	2	2	2	2	1
Avg	3	2.8	1.4	2.4	2.2	1.8	1.8	1.2

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

# **LSCM (ELECTIVES)**

- 1. BA24L01 - SUPPLY CHAIN CONCEPTS AND PLANNING**
- 2. BA24L02 - LOGISTICS MANAGEMENT**
- 3. BA24L03 - PORT AND AIRPORT MANAGEMENT FOR LOGISTICS**
- 4. BA24L04 - SUPPLY CHAIN INFORMATION SYSTEM**
- 5. BA24L05 - TRANSPORTATION, WAREHOUSE AND DISTRIBUTION  
MANAGEMENT**
- 6. BA24L06 - REVERSE AND CONTRACT LOGISTICS**
- 7. BA24L07 - CONTAINERIZATION AND ALLIED BUSINESS**
- 8. BA24L08 - EXIM MANAGEMENT**

**SEMESTER - III  
(MBA)**

<b>BA24L01</b>	<b>SUPPLY CHAIN CONCEPTS AND PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To describe the various streams of the supply chain.
- To describe the drivers of the supply chain
- To describe the concepts employed in the supply chain
- To explain about the strategies employed in the supply chain
- To know about the resource planning and operations scheduling.

**UNIT I CONCEPTS OF SUPPLY CHAIN**

**9**

Service and manufacturing supply chain dynamics - Evolution of supply chain management -Multiple views and flows - Service supply chains -Manufacturing supply chains - Measures of supply chain performance - Differentiation-Bullwhip effect.

**UNIT II SUPPLY CHAIN PROCESSES AND STRATEGIES**

**9**

Integrated supply chains design - Customer relationship process - Order fulfillment process - Supplier relationship process - Supply chain strategies - Strategic focus - Mass customization - Lean supply chains - Outsourcing and off shoring - Virtual supply chains.

**UNIT III SUPPLY CHAIN PERFORMANCE DRIVERS AND FORECASTING**

**9**

Drivers of supply chain performance - Logistics drivers (Location, inventory and transportation) - Cross functional drivers (Pricing, information and sourcing) – Forecasting introduction -Framework for a forecast system - Choosing right forecasting technique - Judgment methods (Composite Forecasts, Surveys, Delphi Method, Scenario Building, Technology Forecasting, Forecast by Analogy) - Causal methods (Regression Analysis -Linear & Non-Linear Regression, Econometrics).

**UNIT IV SALES AND OPERATIONS PLANNING**

**9**

Introduction to Sales and operations planning - Purpose of sales and operations plans -Decision context - Sales and operations planning as a process - Overview of decision support tools- Sales and Operations Planning for E-commerce and Omni channel Retail.

**UNIT V RESOURCE PLANNING AND SCHEDULING**

**9**

Enterprise resource planning - Planning and control systems for manufacturers – Materials requirement planning - Drum – Buffer – Rope system – Scheduling - Scheduling service and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations scheduling.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** To understand Supply Chain Concepts

**CO2:** To analyzing Supply Chain Processes and Strategies

**CO3:** To applying Supply Chain Performance Drivers and Forecasting Techniques

**CO4:** To know the Sales and Operations Planning (S&OP) Application

**CO5:** To understand Mastering Resource Planning and Scheduling Techniques

**REFERENCES:**

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2024

2. Thomas F. Wallace, Sales and Operations Planning: A Guide for the Manufacturing Professional, 2023.

3. Thomas F. Wallace and Robert A. Stahl, Sales and Operations Planning: The How-To Handbook, 2022.

4. F. Robert Jacobs and Richard B. Chase, Operations and Supply Chain Management 14<sup>th</sup> Edition, McGraw-Hill, 2021

5. Steven Nahmias Production and Operations Analysis, Steven Nahmias, 7th Edition, McGraw-Hill,2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24L02</b>	<b>LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamental concepts and scope of logistics
- To analyze the structure and function of distribution channels
- To provide an in-depth understanding of transportation and packaging systems
- To develop the ability to measure and evaluate logistics performance
- To explore current trends and technological advancements in logistics

**UNIT I INTRODUCTION**

**9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service.

**UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS**

**9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members.  
Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

**UNIT III TRANSPORTATION AND PACKAGING**

**9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

**UNIT IV PERFORMANCE MEASUREMENT AND COSTS**

**9**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**UNIT V CURRENT TRENDS**

**9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Define the scope, functions, and objectives of logistics and explain its significance in creating customer value and supporting competitive strategies.
- CO2:** Identify and evaluate distribution channel structures, understand the logistics needs of channel members, and assess the advantages and process of logistics outsourcing.
- CO3:** Explain the components and evolution of transportation systems, evaluate freight management practices, modal characteristics, and apply design considerations in packaging.
- CO4:** Analyze logistics performance through internal and external metrics, conduct logistics audits, and apply cost accounting methods for total logistics cost analysis.
- CO5:** Apply knowledge of emerging trends in logistics such as e-logistics, automatic identification technologies, reverse logistics, and global logistics strategies, including green logistics practices.

**REFERENCES:**

1. Heather Skipworth, Remko Van Hoek, James Aitken, Alan Harrison, Logistics Management and Strategy: Competing through the Supply Chain, Pearson Publication, 7<sup>th</sup> edition,2025.
2. John Mangan, Chandra Lalwani, Global Logistics and Supply Chain Management, Wiley Publication,3<sup>rd</sup> Edition, 2025
3. A. Ravi Ravindran, Donald P. Warsing Jr., Paul M. Griffin, Supply Chain Engineering: Models and Applications, CRC Press,2024
4. Donald Bowersox, David Closs, M. Bixby Cooper, Supply Chain Logistics Management, McGraw-Hill Education,6th Edition,2024
5. Saikumari V., Purushothaman S., Logistics and Supply Chain Management, Sultan Chand & Sons, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	3	2	2	3
CO2	3	2	2	2	3	1	2	3
CO3	3	2	1	3	3	2	1	3
CO4	3	2	1	2	3	2	1	3
CO5	3	2	2	2	3	1	1	3
Avg	3	2	1.4	2.4	3	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24L03</b>	<b>PORT AND AIRPORT MANAGEMENT FOR LOGISTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the concept of logistics, its significance in global supply chains, and its components
- To learn about the various types of ports and to gain knowledge of port authorities, their roles, and how governance structures affect port management and operations.
- To gain insight into the structure and operations of airports, including the roles of airport authorities, airlines, and ground handlers.
- To understand the role of digital technology in transforming port and airport operations, including improvements in efficiency, cost-saving, and service quality.
- To understand the role of digital technology in transforming port and airport operations, including improvements in efficiency, cost-saving, and service quality.

**UNIT I INTRODUCTION TO LOGISTICS AND TRANSPORTATION 9**

Definition, importance, and components of logistics- Overview of supply chain management (SCM)- Transportation modes and their role in SCM- Ports as logistics hubs: Functions and global importance- Historical development and the evolution of ports and airports.

**UNIT II PORT MANAGEMENT 9**

Types of ports- Port authorities and governance- Key players in port operations- Port facilities- Equipment used in port operations- Transportation connections- Key Performance Indicators (KPIs) for port operations- Case studies of leading global ports.

**UNIT III AIRPORT MANAGEMENT 9**

Structure and Organization of Airports- Airport Infrastructure- Airport Operations- Air Cargo Management- Airport Security and Compliance.

**UNIT IV TECHNOLOGY IN PORT AND AIRPORT LOGISTICS 9**

Digital Transformation in Logistics: Role of technology in port and airport efficiency, Automation in cargo handling, IoT and RFID for real-time tracking of cargo- Port and Airport Management Software: Port management software (PMS) and terminal operating systems (TOS).- Airport management software: Flight scheduling, cargo tracking, and resource allocation. Artificial Intelligence and Big Data in Logistics.

**UNIT V GLOBAL TRADE, REGULATIONS, AND COMPLIANCE 9**

International Trade and Logistics: Overview of global trade and its impact on port and airport logistics., Role of international organizations: WTO, UNCTAD, IMO, IATA- Customs and Regulatory Compliance- Sustainability and Environmental Considerations..

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Define and Articulate Key Concepts in Logistics
- CO2:** Identify and Classify Different Types of Ports.
- CO3:** Describe the Organizational Structure of Airports:
- CO4:** Explain the Role of Technology in Logistics.
- CO5:** Analyze the Impact of Global Trade on Port and Airport Logistics

**REFERENCES:**

1. James R. Stock, Douglas M. Lambert, Introduction to Global Logistics: Global Supply Chain and Transportation, Pearson,2025.
2. Alejandro Chacón, Carla F. Ramos, Port Governance and Operations: Global Challenges and Innovations, Elsevier,2025.
3. David M. Watson, The Port Management Handbook: Innovations in Global Trade and Logistics, Routledge,2025.
4. Richard P. Williams, Emily D. Stokes, Airports in the Digital Age: Transforming Airport Management with Technology, Springer,2025.
5. Michael H. Dagan, Logistics and Supply Chain Management: Emerging Technologies and Strategies, Wiley,2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	1	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	1	1	3
CO4	3	3	1	2	3	1	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1	1.4	3

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



**SEMESTER - III  
(MBA)**

<b>BA24L04</b>	<b>SUPPLY CHAIN INFORMATION SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamentals of supply chain management
- To provide an understanding of enterprise information systems (EIS)
- To develop analytical and strategic skills for designing supply chain networks
- To examine procurement and distribution management practices
- To explore supply chain information systems

**UNIT I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 9**

Definition and Scope: Key Components: Suppliers, manufacturers, distributors, retailers, and customers - The Role of Logistics – Procurement and Sourcing Strategies - Supply Chain Integration - Distribution and Inventory Management - Technology in Supply Chain Management

**UNIT II ENTERPRISE INFORMATION SYSTEMS 9**

Overview of Enterprise Information Systems - Information Functionality and Principles - Process Integration: Decision Support - Classification of Enterprise Information Systems - Transactional Systems - Collaborative Systems - Information Architecture - Framework for Managing Supply Chain Information - Supply Chain Integration - Popular Enterprise Application Packages.

**UNIT III SUPPLY CHAIN NETWORK DESIGN 9**

Introduction to Network Design – Network Configuration Models - Facility Location and Capacity Planning - Transportation Network Design - Inventory Management in Network Design - Sustainability and Green Supply Chain Design - Technology in Network Design

**UNIT IV SUPPLY CHAIN PROCUREMENT AND DISTRIBUTION MANAGEMENT 9**

Procurement and Supplier Relationship Management - Distribution and Logistics Management - Inventory Management and Control - Technology in Procurement and Distribution - Sustainability and Ethical Considerations.

**UNIT V INTRODUCTION TO SUPPLY CHAIN INFORMATION SYSTEMS 9**

Information Functionality and Principles - Classification of Supply Chain Information Systems - Information Architecture - Framework for Managing Supply Chain Information - Popular Supply Chain Information Systems

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

Upon successful completion of this program, graduates will be able to:

**CO1:** Analyze and design integrated supply chains that align with organizational goals and market demands.

**CO2:** Employ quantitative and qualitative methods, including forecasting and demand planning, to make informed supply chain decisions.

**CO3:** Implement lean and agile methodologies to enhance supply chain efficiency and responsiveness.

**CO4:** Design supply chains those are lawful, ethical, and environmentally and socially responsible.

**CO5:** Understand the complexities of managing supply chains in a global context, including cultural, regulatory, and logistical considerations.

**REFERENCES:**

1. Inventory and Production Management in Supply Chains (4th Edition), Edward A. Silver, David F. Pyke, and Rein PetersonPublisher: CRC Press Year 2022

2. Supply Chain Management: Strategy, Planning, and Operation (7th Edition), Sunil Chopra,Pearson , 2022

3. Supply Chain Management (1st Edition), James Stock , McGraw Hill , 2020

4. Business Logistics and Supply Chain Management (5th Edition) ,John J. Coyle, C. John Langley, Robert A. Novack, and Brian J. GibsonPearson 2020

5. Operations and Supply Chain Management (17th Edition) F. Robert Jacobs and Richard B. Chase McGraw Hill 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	2	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2	3	1.6	1.4	3

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

**(MBA)**

BA24L05	TRANSPORTATION, WAREHOUSE AND DISTRIBUTION MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To understand the role of transportation in logistics and business operations.
- To provide foundational knowledge of warehouse management operations.
- To familiarize students with modern warehousing technologies.
- To explore the role and structure of distribution systems in supply chain management.
- To examine the use of information technology in distribution and logistics planning.

## UNIT-I      TRANSPORTATION      9

Role of Transportation in Logistics and Business, Principle and Participants - Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling

## UNIT- II WAREHOUSE MANAGEMENT 9

Receiving and Put-Away - Cross-Docking - Pick Preparation - Order Picking Strategies and Equipment-Replenishment - Stock Counting and Cycle Counting - Return Processing and Dispatch – Documentation.

## UNIT- III MODERN WAREHOUSING METHODS 9

Automated Storage and Retrieval Systems (ASRS) – Bar coding Technology - Radio Frequency Identification (RFID) - Advantages of RFID.

## UNIT- IV DISTRIBUTION 9

Role of Distribution in Supply chain, Distribution channels—Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages- Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)

## UNIT- V PLANNING AND INFORMATION TECHNOLOGY 9

Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)-Usage of IT applications – Ecommerce — ITMS, Communication systems – Automatic vehicle location systems, Geographic information Systems

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

The students will be able to:

- CO1:** Explain the role and principles of transportation in logistics and business, and apply knowledge of transportation modes, carrier selection, routing, and scheduling.
- CO2:** Describe and manage key warehouse operations such as receiving, put-away, cross-docking, picking, replenishment, stock counting, and dispatch with appropriate documentation.
- CO3:** Analyze and evaluate the use of modern warehousing technologies including ASRS, bar-coding, and RFID, and explain their advantages in improving warehouse efficiency.
- CO4:** Demonstrate understanding of distribution networks, functions, planning, and decision-making processes, including the application of Distribution Requirements Planning (DRP).
- CO5:** Utilize IT tools and systems such as Ecommerce, ITMS, GIS, and automatic vehicle location systems to improve distribution and logistics decision-making.

**REFERENCES:**

1. John Mangan, Chandra Lalwani, Agustina Calatayud, Global Logistics and Supply Chain Management, 5th Edition, 2025.
2. Stephen D. Boyles, Nicholas E. Lownes, Avinash UnnikrishnanTransportation ,Network Analysis, Volume I: Static and Dynamic Traffic Assignment.2025
3. Rajat Baisya, Supply Chain and Logistics Management: An Integrated Approach, 1st Edition, April 2024
4. Warehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (5th Edition) , Gwynne Richards , 2025.
5. Warehouse Management with SAP S/4HANA: Embedded and Decentralized EWM , Namita Sachan and Aman Jain , SAP PRESS , 2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	2	3	2	2	3
CO2	3	3	1	2	3	1	2	3
CO3	3	3	1	2	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	1	2	3	1	1	3
Avg	3	3	1	2	3	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24L06</b>	<b>REVERSE AND CONTRACT LOGISTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the fundamentals and evolution of contract logistics
- To explore closed loop supply chains and reverse logistics
- To analyze business and market dynamics related to lifecycle management
- To examine emerging trends and technological advancements
- To develop skills in managing logistics processes

**UNIT I CONTRACT LOGISTICS**

**9**

Third-Party Logistics (3PL) Industry Overview - Strategic Alliances Framework - Evolution of Contract Logistics - Tracing the development and transformation of contract - Types of 3PL Providers - Automobile Sector: FMCG (Fast-Moving Consumer Goods) Retail Sector - Logistics - Third-Party Services and Integration.

**UNIT II CLOSED LOOP SUPPLY CHAINS AND LOGISTICS**

**9**

Introduction to Closed Loop Supply Chains and Logistics - Logistics and Closed Loop Supply Chain Services: Overview of Return Logistics and Closed Loop Supply Chain Models - Introduction to Product Returns - Product vs. Parts Returns - Strategic Issues in Closed Loop Supply Chains.

**UNIT III BUSINESS AND MARKET**

**9**

Overview Life Cycle Management - Trends and Opportunities - Auto Warranty Management - Reasons for Using Reverse Logistics - General Characteristics - Consumer Goods Depot Repair and Value-Added Services - Operating Dynamics - Competitive Evaluation - Secondary Markets and Final Disposal.

**UNIT IV EMERGING TRENDS**

**9**

Emerging Trends in Retail, E-Commerce, FMCG, and Automobile Sectors - Systems and Technology for Consumer Goods Operations - High-Tech Logistics Systems Impact and Value of Advanced Logistics.

**UNIT V MANAGING PROCESSES**

**9**

Managing Processes: Step-by-Step Process: Use of Third-Party Service Providers - Additional Factors - Contemporary Issues - Discussing current challenges and issues in logistics, including the impact of initiatives - GDP and economic growth.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

Upon successful completion of this program, graduates will be able to:

- CO1:** Understand the third-party logistics industry
- CO2:** Explore closed-loop supply chains
- CO3:** Examine life cycle management
- CO4:** Analyze emerging trends
- CO5:** Develop skills in managing processes

REFERENCES:

1. Logistics Management and Strategy: Competing through the Supply Chain (7th Edition), Heather Skipworth, Remko van Hoek, James Aitken, Alan Harrison Pearson Education,2025

2. Supply Chain Engineering: Models and Applications (2nd Edition), A. Ravi Ravindran, Donald P. Warsing Jr., Paul M. Griffin ,CRC Press,2024

3. Supply Chain and Logistics Management: An Integrated Approach , Rajat Baisya , CRC Press 2024.

4. Operations and Supply Chain Management for MBAs (7th Edition) ,Jack R. Meredith, Scott M. Shafer ,Wiley ,2025.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	2	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	2	1	3
Avg	3	3	1.4	2.4	3	2	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III**  
**(MBA)**

BA24L07	CONTAINERIZATION AND ALLIED BUSINESS	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Understand the historical development and basic concepts of containerization and its significance in the liner shipping industry.
- Learn different methods of freight pricing, container sizes, and utilization strategies including FCL and LCL.
- Gain knowledge about physical and operational aspects of container terminals and inland depots.
- Explore different types of containers, leasing models, maintenance, and container tracking technologies.
- Comprehend the multimodal transport systems and challenges related to container imbalances and logistics planning.

## UNIT I BASIC CONCEPT OF CONTAINERIZATION 9

Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

## UNIT II      FREIGHTING AND SIZE OF CONTAINER      9

Container shipping business - FCL and LCL sea freight products - Freight of FCL and LCL cargo  
- Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

## UNIT III CHARACTERISTICS AND PHYSICAL OPERATIONS 9

Containerization: Concept, Classification, Benefits and Constraints, Container terminal business - World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability - Inland container Depots(ICD) Roles and functions - Container Freight Stations(CFS), Clearance at ICD, CONCOD, ICD's under CONCOD, Charting: Kinds of Charter, Charter Party and Arbitration.

## UNIT IV CONTAINER TYPES AND BUSINESS 9

Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.

## UNIT V MULTI MODAL TRANSPORT 9

Alternate uses of containers -marketing of used containers - carriage of shipper own containers - multimodal transport options for containers - Insurance for containers - strategies for managing container imbalance.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Describe the origin, evolution, and basic concept of containerization in global shipping.
- CO2:** Distinguish between FCL and LCL cargo types and apply freighting and slot utilization techniques.
- CO3:** Analyze the structure and functioning of container terminals, ICDs, and CFS operations.
- CO4:** Evaluate container manufacturing, leasing practices, maintenance, and container tracking methods.
- CO5:** Plan and manage multimodal transport operations including insurance and container imbalance issues.

**REFERENCES:**

1. Coyle et.al, Management of Transportation, 7<sup>th</sup> Edition, Cengage Learning, 2017.

2. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2016.

3. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.

4. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	3	1	3	3	2	2	3
CO2	1	3	2	2	3	1	2	3
CO3	1	3	1	3	3	2	1	3
CO4	1	3	1	2	3	2	1	3
CO5	1	3	2	2	3	1	1	3
Avg	1	3	1.4	2.4	3	1.6	1.4	3

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



**SEMESTER - III  
(MBA)**

<b>BA24L08</b>	<b>EXIM MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understand the economic significance and institutional framework governing import and export trade in India and globally.
- Gain practical insights into the procedures, marketing, and logistics involved in export and import operations.
- Learn comprehensive documentation requirements for both import and export, including licensing and customs clearance.
- Understand international payment methods, credit terms, and risk mitigation strategies in foreign trade.
- Familiarize with the various stakeholders, service providers, and regulatory agencies involved in EXIM operations.

**UNIT I FUNDAMENTALS OF IMPORT AND EXPORT**

**9**

Role of Import and Export Trade in an Economy – Institutional Framework for Foreign trade in India – Role of Director General of Foreign Trade and Commerce – Objectives of EXIM Policy – Global trade flows Contract of International Sale of Goods –INCOTERMS2010

**UNIT II OVERVIEW OF EXPORT AND IMPORT**

**9**

Marketing for Exports – Negotiation and finalization of Export contract – Export Documentation Procedures – Cargo Insurance – Export Promotion Councils and incentive schemes – Role of Logistics in Exports – Export Houses / Trading Houses

**UNIT III DOCUMENTATION FRAMEWORK**

**9**

Import for industrial use/trading – Import Documentation and Customs clearance procedures – Types of Imports – Import Licenses – Cargo Insurance – Role of Logistics in Import

**UNIT IV CREDIT AND PAYMENTS**

**9**

Payment methods in Foreign Trade – Documentary Credit/Letter of Credit – LOU –UCP600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies – Managing payment risks.

**UNIT V CUSTOMS CLEARANCE AND AGENCIES**

**9**

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers – Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations – Port – Inspection Agencies/ surveyors–Quarantine Agencies–Pest Control Agencies–Chamber of Commerce.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Explain the role of import-export trade in the economy and the institutional framework in India.

**CO2:** Outline export marketing strategies, documentation processes, and the significance of logistics.

**CO3:** Demonstrate understanding of import procedures, documentation, insurance, and clearance processes.

**CO4:** Evaluate international payment methods and credit mechanisms including Letters of Credit and UCP 600.

**CO5:** Identify roles of various agencies and service providers in customs clearance and international logistics.

**REFERENCES:**

1. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures,2023.

2. Seyoum, B. (2019). Export–import theory, practices, and procedures (5th ed.). Routledge.

3. Justin Paul and Rajiv A serkar ,Export Import Management, Second Edition, Oxford University Press , 2019.

4. Usha Kiran Rai, Export-Import and Logistics Management, Second Edition, PHI Learning, 2020.

5. Coyleet.al, Management of Transportation,7<sup>th</sup> Edition, Cengage Learning, 2021

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	2	3	3	2	1	3
CO4	3	3	2	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	2	2.4	3	1.6	1.4	3

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

# **SECTORAL SPECIALIZATIONS**

- 1. Infrastructure and Real Estate Management**
- 2. Tourism Management**
- 3. Entrepreneurship Management**

# **INFRASTRUCTURE AND REAL ESTATE MANAGEMENT**

- 1. BA24I01 - INFRASTRUCTURE PLANNING, SCHEDULING AND CONTROL**
- 2. BA24I02 - CONTRACTS AND ARBITRATION**
- 3. BA24I03 - PROJECT MANAGEMENT FOR INFRASTRUCTURE**
- 4. BA24I04 - MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY**
- 5. BA24I05 - DISASTER MITIGATION AND MANAGEMENT**
- 6. BA24I06 - ECONOMICS AND FINANCIALMANAGEMENT IN CONSTRUCTION**
- 7. BA24I07 - URBAN ENVIRONMENT MANAGEMENT**
- 8. BA24I08 - SMART MATERIALS, TECHNIQUES AND EQUIPMENTS  
FORINFRASTRUCTURE**
- 9. BA24I09 - STRATEGIC AIRPORT INFRASTRUCTURE MANAGEMENT**
- 10. BA24I10 - REAL ESTATE MARKETING AND MANAGEMENT**
- 11. BA24I11 - INFRASTRUCTURE AND REAL ESTATE ENTREPRENEURSHIP**
- 12. BA24I12 - VALUATION OF REAL ESTATE AND INFRASTRUCTURE ASSETS**

**SEMESTER - III**  
**(MBA)**

BA24I01	INFRASTRUCTURE PLANNING, SCHEDULING AND CONTROL	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Introduce the fundamental concepts and components of infrastructure.
- Analyze the benefits and opportunities associated with privatizing infrastructure projects.
- Understand the legal and contractual frameworks that govern infrastructure development.
- Explain negotiation techniques, including managing negotiations involving multiple stakeholders.
- Understanding innovative design techniques and best practices for infrastructure facilities.

## UNIT I INTRODUCTION 9

Introduction to infrastructure - Need and importance of infrastructure in India – Overview of power sector – Overview of water supply and sanitation sector – Overview of road, rail, air and port transportation sectors - Overview of telecommunication sector – Overview of rural and urban infrastructure - Introduction to special economic zones - Organizations and players in infrastructure field – Overview of infrastructure project finance.

## UNIT II                      INFRASTRUCTURE PRIVATIZATION                      9

Privatization of infrastructure in India – Benefits of privatization – Problems with privatization – Challenges in privatization of water supply projects – Challenges in privatization of power sector projects – Challenges in privatization of road transportation projects.

## UNIT III RISKS IN INFRASTRUCTURE PROJECTS 9

Economic and demand risks, political risks, socio - economic risks and cultural risks in infrastructure projects - Legal and contractual issues in infrastructure projects - Challenges in construction of infrastructure projects.

## UNIT IV RISK MANAGEMENT FRAMEWORK 9

Planning to mitigate risk - Designing sustainable contracts - Introduction to fair process and negotiation-Negotiation with multiple stakeholders - Sustainable development- Information technology and systems for successful management.

## UNIT V DESIGN &amp; MAINTENANCE OF INFRASTRUCTURE 9

Innovative design and maintenance of infrastructure facilities - Modeling and life cycle analysis techniques – Capacity building and improving Government's role in implementation - Integrated framework for successful planning and management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**C01:** Explain the basic concepts related to infrastructure and understand management.

**C02:** Explain the benefits and problems with infrastructure

**C03:** Identify the challenges and strategies for successful planning and implementation of infrastructure.

**CO4:** Apply the above concepts to various infrastructure domains.

**CO5:** Understand and apply knowledge of design and development for infrastructure projects.

**REFERENCES:**

1. Pravin Jadhav & Rahul Nath Choudhury, Infrastructure Planning and Management in India: Opportunities and Challenges, Springer Publication, 2024.
2. Tom Stephenson, Planning, Scheduling, and Control of Construction Projects, Delmar Cengage Learning Publication, 1st Edition, 2020.
3. James O’Brien & Fredric Plotnick, CPM in Construction Management, McGraw-Hill, 8th Edition, 2020.
4. Darrin Grimsey & Mervyn Lewis, Infrastructure Project Finance: A Guide for Public-Private Partnerships, Edward Elgar Publishing, 2020.
5. Virendra Proag, Infrastructure Planning and Management: An Integrated Approach, Springer Publication, 2020.
6. Kumar V. Pratap, Manshi Gupta, Infrastructure Financing in India, Oxford University Press (India), 2023.
7. Pratap Padode, India’s Infrastructure Journey: A Data-Driven Perspective on Growth and Gaps, Westland Business 2024.
8. K.A. Azeez, Understanding Risk Management in Construction Projects, Notion Press, 2021.
9. Philip E. J. Green, Enterprise Risk Management: A Common Framework for the Entire Organization, Elsevier, 2021.
10. Avinash C. Kak, Design of Infrastructure Facilities: A Systems Approach, Wiley, 2021.
11. Adolfo Crespo Márquez, Infrastructure Asset Management: With Power System Applications, Springer, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	3	2	3
CO2	2	2	3	2	2	2	2	2
CO3	3	2	2	2	3	2	3	3
CO4	1	3	2	3	2	3	2	3
CO5	3	2	3	3	2	2	3	2
Avg	2.4	2.2	2.4	2.2	2	2.4	2.4	2.6

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

**SEMESTER - III  
(MBA)**

<b>BA24I02</b>	<b>CONTRACTS AND ARBITRATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Introduce the fundamental concepts, types, and essential elements of engineering contracts.
- Examining the provisions of the Industrial Disputes Act and their impact on construction labor management.
- Learning the process of commencing arbitral proceedings and constituting the arbitral tribunal.
- Examining the duties and ethical responsibilities of mediators, including disclosure obligations.
- Exploring the structure of the Indian judicial system as it relates to dispute resolution.

**UNIT I INTRODUCTION TO CONTRACTS IN CONSTRUCTION INDUSTRY 9**

Brief details of engineering contracts -Definition, types and essentials of contracts and clauses for contracts - Preparation of tender documents and contract documents - Issues related to tendering process – Awarding contract, e-tendering process – Time of performance - Provisions of contract law –Breach of contract – Performance of contracts – Discharge of a contract - Indian contract Act 1872 - Extracts and variations in engineering contracts - Risk management in contracts.

**UNIT II LAWS RELATED TO CONSTRUCTION INDUSTRY 9**

Labor and industrial laws - Payment of wages act, contract labor – Work men’s compensation act - Insurance, industrial dispute act - Role of RERA.

**UNIT III ARBITRATION OF ENGINEERING CONTRACTS 9**

Background of Arbitration in India – Indian Arbitration Act 1937 – UNCITRAL model law - Forms of arbitration - Arbitration agreement - Commencement of arbitral proceedings - Constitution of arbitral tribunal - Institutional procedure of arbitration - Impartiality and independence of arbitrators jurisdiction of arbitral tribunal – Interim measures - Enforcement of awards.

**UNIT IV NEGOTIATION, MEDIATION AND CONCILIATION 9**

Concepts and purpose - Statutory back ground ADR and mediation rules - Duty of mediator and disclose facts - Power of court in mediation.

**UNITV ALTERNATE DISPUTE RESOLUTION 9**

Structure of Indian Judicial - The arbitration and reconciliation ordinance 1996 - Dispute resolution mechanism under the Indian judicial system - Litigation in Indian courts - Case studies.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**CO1:** Understand the tendering and contract awarding process.

**CO2:** Analyze dispute resolution under industrial laws.

**CO3:** Understand the background and legal framework of arbitration in India.

**CO4:** Analyze the duties and ethical responsibilities of mediators.

**CO5:** Understand the structure of the Indian judicial system related to dispute resolution.

**REFERENCES:**

1. Dr. P.C. Markanda, Rajesh Markanda, Naresh Markanda, Lexis Nexis Publication, Arbitration - Step by Step, 4th Edition, 2024.

2. Saurabh Bindal, Law of Arbitration and Conciliation and Alternative Dispute Resolution (ADR) Systems, Wadhwa Book Company, 12<sup>th</sup> Edition, 2024.

3. American Arbitration Association, Construction industry arbitration rules and mediation procedures, 2024.

4. Eastern Book Company, Arbitration and Conciliation Act 1996, 2024.

5. Vishnu S. Warriar, "Arbitration and Conciliation Act, 1996" As Amended by Mediation Act, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	3	1	2	2	3
CO2	2	3	3	1	3	2	3	2
CO3	3	2	2	2	3	2	2	3
CO4	2	2	3	2	2	3	1	2
CO5	2	3	2	3	2	2	2	2
Avg	2.4	2.4	2.4	2.2	2.2	2.2	2	2.4

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



**SEMESTER - III**  
**(MBA)**

BA24I03	PROJECT MANAGEMENT FOR INFRASTRUCTURE	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Analyzing the project life cycle and factors influencing project execution through case studies.
- Learning key project planning tools such as rolling wave planning, Gantt charts, milestone charts, and program progress charts.
- Applying resource smoothing and resource leveling techniques under time and resource constraints.
- Applying the Critical Path Method (CPM) cost model for project cost optimization.
- Exploring the use of the latest digital tools and technologies in managing projects.

## UNIT I PROJECT AND ITS PROCESS 9

Define project and process - Boundaries of project - Objectives and functions of project management - Characteristics and types of projects - Organization structure / styles - Roles of project management group – Project management office and its role – Project knowledge area - Project integration - Process group interaction - project flow - Project life cycle - Influencing factors - Case study.

## UNIT II PROJECT TIME MANAGEMENT 9

Project scope management – Work break down structure - Activity/Task – Events – Case study  
Project planning tools - Rolling wave planning – Gantt charts, Milestone chart, Program progress chart  
– Creating milestone plan – Project network - Fulkerson's rules – A – O – A and A – O - N networks -  
Analyze project time- Critical path method (deterministic approach) - Activity oriented network  
analysis – 80 - 20 rule - Case study - Type of time estimates & square network diagram - Project  
updating and monitoring - Case study – Estimate time –Program Evaluation & Review Technique  
(Probabilistic approach) - Event oriented network analysis - Optimistic, pessimistic and most likely  
time – Degree of variability in average time – Probabilistic estimate % utilization of resources.

## UNIT III RESOURCE MANAGEMENT 9

Types of Resource - Time, Men, Material, Machinery, Money, Space - Balancing of resource - Resource smoothing technique - Time constraint - Resource leveling technique - Resource constraint - Case study.

## UNIT IV RESOURCE OPTIMIZATION 9

Types of cost — Direct, indirect and total cost - Variation of cost with time - Schedule compression techniques - Crashing, fast tracking & Re-estimation - Crash time and crash cost - Optimize project cost for time and resource - CPM cost model - Life cycle assessment - Impacts and economical assessment - Life cycle cost - Maintenance and operation - Lifecycle forecasting — Concept and applications.

## UNIT V EMERGING TRENDS IN PROJECT MANAGEMENT 9

### AGILE Project management and Project Management using latest tools – Case study.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

- CO1:** Explain the concept of projects, its process, objectives and functions of project management
- CO2:** Analyze and manage time in projects through GANTT charts, CPM and pert techniques
- CO3:** Balance resource requirements of projects so as to avoid idling of resources
- CO4:** Update projects and determine revised schedule of activities and critical path, if any
- CO5:** Crash projects to determine its optimum time – minimum cost relationships

**REFERENCES:**

1. Srinath L.S., “PERT & CPM - Principles and Applications”, Affiliated East-West Press Pvt. Ltd., New Delhi, 2025.
2. Sachin Nambeesan, Managing Projects in Construction and Infrastructure, Educohack Press, 2025.
3. Anil Kashyap, Rajesh Goyal, and Rita Yi Man Li, Advances in Construction Management, Springer, 2025.
4. Y.K. Guruprasad, Dodagoudar G.R., and K.S. Nanjunda Rao, Recent Advances in Infrastructure Development and Management - Volume 2, Springer, 2025.
5. Sandeep Sharma, Project X India, Project X, Digital Edition, 2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	1	2	3	1
CO2	2	3	2	2	3	2	1	3
CO3	3	2	3	2	1	3	2	2
CO4	2	1	1	2	3	2	1	3
CO5	2	2	2	3	2	3	3	2
Avg	2.4	2	2.2	2.4	2	2.4	2	2.2

**1 - Low, 2 - Medium, 3 – High**

**SEMESTER - III**  
**(MBA)**

<b>BA24I04</b>	<b>MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Understanding Recruitment, Selection, Placement, Induction, And Training Processes.
- Analyzing the Role of Law Enforcement Agencies and Judiciary in Labor Law Implementation.
- Identifying Common Causes of Accidents on Construction Sites.
- Learning Fire Prevention Techniques Specific to Construction Sites.
- Highlighting the Importance and Key Elements of Quality in Construction.

**UNIT I                      HUMAN RESOURCES MANAGEMENT                      9**

Introduction – Concept - Growth - Role and function - Manpower planning for construction companies – Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.

**UNIT II                      LABOR LEGISLATION                      9**

Labor laws - Labor law relating to construction industry - Interstate migration - Industrial relations - Collective bargaining - Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary - Women in construction industry.

**UNIT III                      SAFETY MANAGEMENT                      9**

Importance of safety - Causes of accidents - Responsibility for safety - Role of various parties in safety management - Safety benefits - Approaches to improve safety in construction for different works - Measuring safety.

**UNIT IV                      SAFETY IMPLEMENTATION                      9**

Application of ergonomics to the construction industry – Prevention of fires at construction site- Safety audit.

**UNIT V                      QUALITY MANAGEMENT IN CONSTRUCTION                      9**

Importance of quality – Elements of quality – Quality characteristics – Quality by design - Quality conformance - Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications - Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection - Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

**CO1:** Analyze manpower planning and organizational roles.

**CO2:** Understand the fundamentals of Human Resources Management.

**CO3:** Apply approaches to improve safety across different construction works.

**CO4:** Understand and implement ergonomic practices to improve worker safety and efficiency at construction sites.

**CO5:** Understand the importance of specifications, including the use of incentives and penalties, and appreciate workmanship as a critical quality factor.

REFERENCES:

1. Gary Dessler, Human Resource Management, Pearson Education, 16th Edition, 2023.

2. Jeffrey A. Mello, Strategic Human Resource Management, Cengage Learning, 5th Edition 2022.

3. S.C. Srivastava, Industrial Relations and Labor Laws, Vikas Publishing, Latest Reprint 2022.

4. P.K. Padhi, Labour and Industrial Laws, PHI Learning, 2023.

5. Simon D. Smith, Ergonomics and Human Factors in Construction, Simon D. Smith, 2022.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	3	2	3	2
CO2	2	3	3	2	2	3	2	3
CO3	3	3	2	3	1	3	1	3
CO4	2	2	3	2	2	2	2	1
CO5	3	2	3	2	2	2	1	2
Avg	2.6	2.4	2.6	2.2	2	2.4	1.8	2.2

1 - Low, 2 - Medium, 3 – High

**(MBA)**

BA24I05	DISASTER MITIGATION AND MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Exploring the phases of disaster management.
- Understanding the causes and classification of earthquakes and interpreting earthquake hazard maps.
- Analyzing flood hazards, flood zone mapping, effects on buildings, and damage mitigation strategies.
- Identifying causes and zoning related to landslides and learning protection measures to minimize damage.
- Exploring construction quality control, evolution of quality management, and common causes of poor construction.

## UNIT I INTRODUCTION 9

Difference between hazards and disaster – Types of disasters – Phases of disaster management  
Hazards - Classification of hazards - Hazards affecting buildings - Building safety against hazards -  
Floods - Cyclone - Landslides -Tsunami - Fire.

## UNIT II EARTH OUAKE DISASTER 9

Earthquake hazard map - Causes of earthquakes - Classification of earthquakes - Seismic waves - Energy release - Inertia forces - Natural period - Resonance - Damping - Seismic response of free vibration – Seismic response of damped vibration – Performance of ground and buildings in past earthquakes- Earthquake resistant measures in RC and masonry buildings - Potential deficiencies of RC and masonry buildings.

## UNIT III      OTHER DISASTERS      9

Landslides – Landslide zoning map - Causes -Protection measures Floods - Flood zone map - Effects on buildings -Protection measures from damage to buildings - Mitigation strategies - Tropical cyclones - Effects on buildings - Protection measures from damage to buildings - Tsunami-Tsunami wave characteristics-Peculiarities of tsunami deposits-Tsunami impact on coastal lines-Effects of Tsunami on built structures - Fire disaster – Causes and effects of fire disaster - Preventive mechanism .

## UNIT IV HAZARD ASSESSMENT 9

Visual in section and study of available documents –Detailed in-situ investigation planning and interpretation of results-Foundation capability -Non-structural components - Seismic strengthening of buildings –Repairs, restoration and strengthening of existing buildings - Strengthening materials - Retrofitting of load bearing wall buildings - Retrofitting of RC Buildings-RVS method of screening - RC and masonry structures -Seismic hazard assessment - Deterministic seismic hazard analysis- PSHA.

## UNIT V AND USE ZONING REGULATIONS, QUALITY CONTROL AND DISASTER MANAGEMENT POLICY 9

Introduction-Community planning - Community contingency plan - Report building and initial awareness-Recommendations for land use zoning regulations-Construction quality control -Evolution of quality management -Reasons for poor construction -Construction of quality control in masonry structures-Disaster management policy and procedure-Legal frame work - Institutional mechanism - Schemes and grants on DM - Recommendation of 13<sup>th</sup> finance commission-Plan schemes-Non plan schemes-Externally aided schemes Role of NDRF in Disaster Management - Medical First Responder – Flood Rescue &Relief Management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

- CO1:** Understand the various types of disaster viz hydrological, coastal and marine disasters, atmospheric disasters, geological, mass movement and land disasters, wind and water driven disasters.
- CO2:** Identify the potential deficiencies of existing buildings for eq disaster and suggest suitable remedial measures.
- CO3:** Understand the effects of disasters on built structures.
- CO4:** Derive the protection measures against floods, cyclone and landslides.
- CO5:** Understand the hazard assessment procedure.

**REFERENCES:**

1. R.B. Singh, Disaster Management and Mitigation, Rawat Publications, 2021.
2. R.K. Bansal & A.K. Tayal, Natural Disasters and Mitigation, Laxmi Publications, 2022.
3. Pankaj Agarwal and Manish Shrikhande, Earthquake Resistant Design of Structures, PHI Learning, 3rd Edition 2022.
4. Keith Smith, Environmental Hazards: Assessing Risk and Reducing Disaster, Routledge, 7th Edition 2022.
5. Mohsin Khan, Retrofitting of Buildings for Seismic Forces, Notion Press, 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	3	3	2	3
CO2	3	2	3	1	2	2	3	2
CO3	1	3	3	2	3	2	2	3
CO4	2	2	2	2	2	3	2	2
CO5	2	2	2	2	2	2	3	1
Avg	2	2.4	2.4	1.8	2.4	2.4	2.4	2.2

**1 - Low, 2 - Medium, 3 – High**

**SEMESTER - III**  
**(MBA)**

BA24I06	ECONOMICS AND FINANCIALMANAGEMENT IN CONSTRUCTION	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Understand and apply the time value of money concept to evaluate engineering alternatives.
- Analyze the competitive environment and its influence on pricing, output, and strategic behavior in construction markets.
- Understand and execute Replacement Analysis for determining the optimal time to replace equipment or assets.
- Apply Equipment Replacement Analysis techniques considering cost, performance, and economic life of equipment.
- Apply different cost calculation methods, including marginal costing, cost sheet preparation, and budget preparation, to estimate and control project expenses.

## UNIT I BASIC PRINCIPLES 9

Time Value of Money - Cash flow diagram - Nominal and effective Interest - Continuous interest - Nominal and effective interest- continuous interest . Single Payment Compound Amount Factor (P/F,F/P) – Uniform series of Payments (F/A ,A/F ,F/P ,A/P)– Problem time zero (PTZ)-equation time zero (ETZ) .Constant increment to periodic payments–Arithmetic Gradient(G) .Geometric Gradient (C)

## UNIT II MARKET STRUCTURE AND CONSTRUCTION ECONOMICS 9

Types of Market Structure in the Construction Industry — Markets and the competitive environment - Perfect competition - Monopolistic competition – Oligopoly – Monopoly — Characteristics and economic Profit – Construction Economics – BOOT , BOT, BOO Methods Depreciation - Inflation - Taxes

## UNIT III EVALUATING ALTERNATIVE INVESTMENTS 9

Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis – Replacement Analysis - Equipment Replacement Analysis.

## UNIT IV FUNDS MANAGEMENT 9

Project Finance - Sources - Working capital management - Inventory Management - Mortgage Financing - Interim construction financing – Security and risk aspects.

## UNIT V ECONOMICS OF COSTING 9

Construction accounting - Chart of accounts - Meaning and definition of costing - Types of costing - Methods of calculation (Marginal costing, cost sheet, budget preparation) — Equipment Cost - Replacement Analysis - Role of costing technique in real estate and infrastructure management.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Understand the concept of Time Value of Money.
- CO2:** Understand key features of each market structure and evaluate their impact on economic profits in construction.
- CO3:** Analyze investment options based on their returns and incremental differences.
- CO4:** Identify various sources of project finance and their applicability to construction projects.
- CO5:** Evaluate equipment-related costs and apply replacement analysis techniques.

**REFERENCES:**

1. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory & Practice, Cengage Learning, 17th Edition, 2023.
2. Leland T. Blank, Anthony J. Tarquin, Engineering Economy, McGraw-Hill Education, 9th Edition, 2024.
3. Eugene F. Brigham, Michael C. Ehrhardt, Financial Management: Theory and Practice, Cengage Learning, 17<sup>th</sup> Edition, 2023.
4. Steven J. Peterson, Construction Accounting and Financial Management, Wiley, 2020 (5th Edition).
5. Pandey, I.M, Financial Management, 12<sup>th</sup> Edition Vikas Publishing House Pvt. Ltd., 2021.
6. Prasanna Chandra, Financial Management: Theory & Practice, 11<sup>th</sup> Edition, Tata Mc Graw Hill, 2023.
7. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and AnindyaSen, Economics, 20<sup>th</sup> edition, Tata Mc Graw Hill Education, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	1	2	3	2	2	2
CO2	3	2	2	3	3	2	1	3
CO3	2	2	2	3	2	3	2	3
CO4	3	2	2	2	2	3	3	3
CO5	2	1	2	2	2	3	3	2
Avg	2.4	2	1.8	2.4	2.4	2.6	2.2	2.6

**1 - Low, 2 - Medium, 3 – High**



**SEMESTER - III**  
**(MBA)**

BA24I07	URBAN ENVIRONMENT MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Understand the process and implications of urbanization and analyze trends in population growth and migration in urban areas.
- Understand the planning and organizational aspects involved in developing effective urban master plans.
- Assess the impact of industrial wastewater contributions to overall urban sewage loads.
- Understand the processing techniques for waste minimization and value recovery.
- Understand the principles of environmental economics and their application in urban infrastructure and sustainability planning.

## UNIT I URBAN ENVIRONMENTAL ISSUES 9

Urbanization - Population growth scenario - Migration - Pollution of surface water resources - Rivers, tanks, channels - Ground water exploitation - Waste water - Characteristics - Pollution problems - Solid waste - Air pollution - CPCB norms.

## UNIT II URBAN MASTER PLANS 9

Planning and organizational aspects - Urban waste resources management - Water in urban ecosystem - Urban water resources planning and organization aspects - Storm water management practices - Types of storage - Magnitude of storage - Storage capacity of urban components - Percolation ponds - Temple tanks - Rainwater harvesting - Urban water supply - Demand estimation - Population forecasting - Source identification - Water conveyance – Storage reservoirs – Fixing storage capacity – Distribution network – Types – Analysis - Computer applications - Conservation techniques - Integrated urban water planning - Smart city project planning - Green Building - LEED certification - Green audit

## UNIT III URBAN WASTE WATER MANAGEMENT 9

Sewage generation – Storm drainage estimation –Industry contribution -Wastewater collection system -Separate and combined system -Hydraulic design of sewer and storm drain - Wastewater treatment -Disposal methods -Concept of decentralization - 3R concepts.

## UNIT IV MUNICIPAL SOLID WASTE MANAGEMENT 9

Sources of solid waste – Characteristics - Rate of generation – Segregation at source - Collection of solid waste - Methods of collection - Route analysis -Transfer and transfer stations - Processing and disposal of solid waste.

## UNIT V CASE STUDIES 9

Environmental economics - Social and physiological aspects of pollution - Successful urban management –Models - Urban management - Case studies from developed nations - Software.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- On successful completion of the course, students will be able to
- CO1:** Understand planning of activity and identify various urban environmental issues.
  - CO2:** Apply and prepare project plans to integrate urban water resource.
  - CO3:** Develop water resource management using available water resources.
  - CO4:** Understand and apply the principles of solid waste management.
  - CO5:** Analyze social and physiological effects of pollution within the context of urban environments.

**REFERENCES:**

1. Robert W. Kates, William R. Travis, Thomas J. Wilbanks, Urban Environmental Management, Springer, 2nd Edition (2021).
2. James R. Mihelcic, Julie B. Zimmerman, Environmental Engineering: Fundamentals, Sustainability, Design, Wiley, 4th Edition (2021).
3. William P. Cunningham, Mary Ann Cunningham, Environmental Science: A Global Concern, McGraw-Hill Education, 15th Edition (2021).
4. Krishna Raj, Urban Planning and Development: Principles and Practice, McGraw Hill Education, 2nd Edition (2023).
5. Zaigham Mahmood, Smart Cities: Foundations, Principles, and Applications, Wiley, 2nd Edition (2022).
6. George Tcho banoglous, Hilary Theisen, Samuel A. Vigil, Integrated Solid Waste Management: Engineering Principles and Sustainable Practices, McGraw-Hill Education, 2025.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	2	3	2	3	3
CO2	3	3	2	2	3	3	2	3
CO3	2	3	2	2	2	3	2	2
CO4	2	2	3	3	2	2	2	2
CO5	2	2	3	1	1	1	3	3
Avg	2.2	2.6	2.4	2	2.2	2.2	2.4	2.6

**1 - Low, 2 - Medium, 3 – High**

**SEMESTER - III**  
**(MBA)**

BA24I08	SMART MATERIALS, TECHNIQUES AND EQUIPMENTS FORINFRASTRUCTURE	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Understand the fundamental behavior and properties of concrete under different conditions.
- Explore the use of cold-formed steel and aluminum products in modern construction and their benefits.
- Understand and explain various substructure construction methods including box jacking and pipe jacking.
- Learn techniques for continuous concreting operations in tall buildings with complex shapes and varying sections.
- Explore launching and pushing techniques for box decks and their application in bridge construction.

## UNIT I SPECIAL CONCRETES 9

Concrete -Behavior of concrete - High strength and high performance concrete - Fibre reinforced concrete – Self compacting concrete – Bacterial concrete – Reactive powder concrete - Ready mix concrete – Geo polymer concrete – Alternative materials for concrete.

## UNIT II METALS AND COMPOSITES 9

Steels - New alloy steels – Coatings to reinforcement - Cold formed steel -Aluminum and its products- Applications. Composites: Plastics – Reinforced polymers – FRP - Applications. Smart and intelligent materials: smart and intelligent materials for intelligent buildings - Special features.

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**UNIT III                      ADVANCED CONSTRUCTION TECHNIQUES                      9**

Substructure construction: Box jacking- Pipe jacking- Under water construction of diaphragm walls and basement – Tunneling techniques - Cable anchoring and grouting-Driving diaphragm walls, sheet piles, laying operations for built up offshore system- Shoring for deep cutting- Large reservoir construction -Trenchless technology.

## UNIT IV SUPER STRUCTURE CONSTRUCTION FOR BUILDINGS 9

Vacuum dewatering of concrete flooring- Concrete paving technology- Techniques of construction for continuous concreting operation in tall buildings of various shapes and varying sections -Launching techniques suspended formwork -Erection techniques of tall structures, large span structures- Launching techniques for heavy decks -Inset pre-stressing in high rise structures, aerial transporting, handling. Erecting lightweight components on tall structures.

## UNIT V CONSTRUCTION OF SPECIAL STRUCTURES 9

Erection of lattice towers and rigging of transmission line structures – Construction sequence in cooling towers, silos, chimney, sky scrapers, bow string bridges, cable stayed bridges - Launching and pushing of box decks -Advanced construction techniques of offshore structures- Construction sequence and methods in domes and pre stress domes -Support structure for heavy equipment and conveyor and machinery in heavy industries -Erection of articulated structures, braced domes and space decks. Demolition Techniques -Advanced techniques and sequence in demolition and dismantling.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

- CO1:** Explain the properties and applications of special concretes, composites, smart and intelligent materials.
- CO2:** Identify and explain advanced construction techniques used for sub structure construction
- CO3:** Select appropriate techniques for super structure construction of buildings
- CO4:** Select suitable techniques for construction of special structures
- CO5:** Choose relevant technique for demolition and dismantling works

REFERENCES:

1. Dr. M. M. Saravanan & A. Ananthakumar, Advanced Construction Techniques, Royal Book Publishing, 1st ed., 2023.

2. Chaudhery Mustansar Hussain & Paolo Di Sia, Handbook of Smart Materials, Technologies, and Devices: Applications of Industry 4.0, Springer Nature Switzerland AG, 2022.

3. Walter Brown, Handbook of Smart Structures and Materials: Properties, Technologies, and Applications, Om Publications, 2022.

4. Amodini Mishra & Vinay Pathak, Smart Materials for Energy Storage and Biomedical Applications, Springer Cham, 2025.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3	2	3	2	2
CO2	2	2	2	2	2	2	3	3
CO3	1	3	3	3	1	3	3	2
CO4	2	3	3	3	3	3	2	2
CO5	2	1	2	2	1	3	2	3
Avg	2	2.4	2.6	2.6	1.8	2.8	2.4	2.4

1 - Low, 2 - Medium, 3 – High

**SEMESTER - III**  
**(MBA)**

<b>BA24I09</b>	<b>STRATEGIC AIRPORT INFRASTRUCTURE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- Analyze current trends and future projections of air traffic and their impact on airport infrastructure planning.
- Understand how both capacity and delay are interrelated and how to optimize airport design to minimize delays while maximizing capacity.
- Explore how noise barriers, flight path design, and scheduling can help mitigate noise impacts.
- Analyze the broader economic impacts of airports on local infrastructure development and regional competitiveness.
- Understand the impact of these changes on airport design, operational strategies, and business models.

**UNIT I                      INTRODUCTION TO AIRPORT INFRASTRUCTURE                      9**

Growth of air transport, Airport organization and associations, Classification of airports air field components, Air traffic zones and approach areas. Context of airport system planning – Development of airport planning process – Ultimate consumers – Airline decision – Other airport operations.

**UNIT II                      AIRPORT INFRASTRUCTURE CAPACITY DESIGN                      9**

Components, size, turning radius, speed, airport characteristics. Capacity and Delay -Factors affecting capacity, determination of runway capacity related to delay, gate capacity and taxiway capacity.

**UNIT III                      AIRPORT INFRASTRUCTURE PLANNING AND SURVEYS                      9**

Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxi ways, clearances, aprons, numbering, holding apron. Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. Air traffic control and aids: Runways and taxi ways markings, day and night landing aids, airport lighting and other associated aids.

**UNIT IV                      AIRPORT INFRASTRUCTURE ENTERPRISE                      9**

The economic impact on countries and regions - the main governance patterns in the airport business - The International path of evolution in the airport business - Airport transport value chain-Air enterprises – two primary actors in the air transport value chain – Skipping peripheral positions in the value chain. Rise of airport marketing for the aviation related business - Airport revenue management - Airport alliances - management contract.

**UNITV                      THE DEVELOPMENT OF THE NON AVIATION INFRASTRUCTURE9**

Related value Proposition. Evolution of traditional Airport - Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management - consulting services – BAA and the non-aviation business - best airport in the world: The case of Singapore Airport - Role and meaning of loyalty for a service company- Bench marking airline experience - Provider - Customer relational link - benefits from ALPS implementation of ALPS.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- On the successful completion of the course, students will be able to:
- CO1:** Understand the growth and significance of air transport.
  - CO2:** Apply methods to determine runway capacity considering operational delays.
  - CO3:** Analyze operational concepts, space relationships, area requirements, and address noise control and vehicular traffic management at airports.
  - CO4:** Analyze the economic impact of airports on countries and regions.
  - CO5:** Analyze benchmarking of airline experiences and benefits derived from implementing Airport Loyalty Programs.

**REFERENCES:**

1. Seth B. Young, Alexander T. Wells, Airport Planning and Management (7th Edition), □ McGraw-Hill Education, 2019.
2. Rigas Doganis, Airport Business (2nd Edition), Routledge, 2019.
3. Patrick Alderton, The Commercialization of Airports, Routledge, 2020.
4. Jeffrey Price, Airport Systems and Infrastructure: Planning and Design, Wiley-Blackwell, 2021.
5. Anne Graham, Airport Marketing and Management (3rd Edition), Ashgate Publishing / Routledge, 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	3	1	2	2
CO2	2	2	2	2	2	2	3	3
CO3	2	3	3	2	2	2	3	3
CO4	3	3	3	1	1	3	2	2
CO5	1	2	2	2	3	2	2	1
Avg	2.2	2.4	2.2	2	2.2	2	2.4	2.2

**1 - Low, 2 - Medium, 3 – High**

**SEMESTER - III**  
**(MBA)**

BA24I10	REAL ESTATE MARKETING AND MANAGEMENT	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Identify and explain the roles and functions of various organizations involved in real estate development.
- Analyze the land procurement process, including legal and financial considerations.
- Identify and analyze the technical inputs required for effective real estate project planning.
- Understand and implement strategies for resource mobilization, including human, financial, and material resources.
- Understand the legal procedures and laws related to the transfer of ownership of completed real estate projects.

<b>UNIT I</b>	<b>CONCEPT</b>	<b>9</b>
Fundamental concepts and techniques involved in real estate development process - Role of various organizations - CREDAI- BAI etc.		
<b>UNIT II</b>	<b>EVENTS AND PRE-PROJECT STUDIES</b>	<b>9</b>
Modeling sequential events in real estate development process - Site evaluation - Land procurement - Development Team assembly - Market study.		
<b>UNIT III</b>	<b>DEVELOPMENT PLANNING &amp; APPROVAL PROCESS</b>	<b>9</b>
Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling.		
<b>UNIT IV</b>	<b>CONSTRUCTION AND PROJECT MANAGEMENT</b>	<b>9</b>
Identifying the elements of infrastructure and the resource mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials.		
<b>UNIT V</b>	<b>PROJECT MARKETING &amp; HANDING OVER</b>	<b>9</b>
Over of the completed project- Communication tools required for presenting the project -In house sales promotion – Franchisee system - Joint venture and sharing issues – Procedure and laws relating to transfer of completed project.		

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

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

- CO1:** Explain the fundamental concepts and techniques involved in real estate development process.
- CO2:** Explain the procedure and laws relating to transfer of completed project.
- CO3:** Identify the fiscal resources procuring and storing materials process.
- CO4:** Identify key elements of infrastructure projects.
- CO5:** Understand the structures, benefits, and challenges of franchise systems and joint ventures in project marketing.

**REFERENCES:**

1. Mike E. Miles, Laurence M. Netherton, Adrienne Schmitz, Real Estate Development – Principles and Process (5th Edition), Urban Land Institute / RICS, 2020.

2. John W. Rea, Site Evaluation and Development, Wiley, 2021.

3. Elizabeth Burton, Urban Planning and Development Approvals: Strategies and Processes, Routledge, 2021.

4. James P. Lewis, Project Planning, Scheduling & Control (5th Edition), McGraw Hill, 2021.

5. John R. Nolon, Handbook of Planning Approvals and Permits, American Planning Association, 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3	2	3	2	1	2	3
CO2	3	2	3	2	1	2	3	2
CO3	2	2	2	2	2	3	2	2
CO4	2	3	2	2	2	3	2	3
CO5	2	2	3	1	3	2	3	2
Avg	2.2	2.4	2.4	2	2	2.2	2.4	2.4

**1 - Low, 2 - Medium, 3 – High**



**SEMESTER - III**  
**(MBA)**

BA24I11	INFRASTRUCTURE AND REAL ESTATE ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Assess the essential knowledge and skills required to develop entrepreneurial competence.
- Analyze the role of family and society in shaping entrepreneurial mindset and behavior.
- Identify various sources of product ideas and opportunities for business ventures.
- Develop effective operations planning to ensure smooth business functioning.
- Understand the principles and methods for monitoring and evaluating business performance.

## UNIT I ENTREPRENEURIAL COMPETENCE 9

Entrepreneurship concept - Entrepreneurship as a Career -Entrepreneurial Personality - Characteristics of Successful, Entrepreneur - Knowledge and Skills of Entrepreneur.

## UNIT II ENTREPRENEURIAL ENVIRONMENT 9

Business Environment – Role of Family and Society – Entrepreneurship Development Training and Other Support Organizational Services – Central and State Government Industrial Policies and Regulations - International Business.

## UNIT III BUSINESS PLAN PREPARATION 9

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

## UNIT IV LAUNCHING OF SMALL BUSINESS 9

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching - Incubation, Venture capital, IT startups.

## UNITV MANAGEMENT OF SMALL BUSINESS 9

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units - Effective Management of small Business.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

Students will gain knowledge and skills needed to start and run an enterprise.

**CO1:** Explain the fundamental concepts of entrepreneurship and assess the traits and competencies required for becoming a successful entrepreneur.

**C02:** Analyze the entrepreneurial environment, including the role of society, family, government policies, and global business, in influencing entrepreneurship development.

**C03:** Develop a structured business plan by identifying viable products, conducting feasibility studies, and evaluating key financial and ownership factors.

**CO4:** Design and implement effective strategies for launching small businesses, including financing, resource mobilization, market entry, and growth planning.

**C05:** Evaluate and apply management practices for small businesses, focusing on performance monitoring, early identification of business sickness, and rehabilitation strategies.

**REFERENCES:**

1. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice (11th Edition), Cengage Learning, 2023.
2. Steve Mariotti, Caroline Glackin, Entrepreneurship and Small Business Management (7th Edition), Pearson, 2022.
3. Peter G. Klein, The Entrepreneurial Personality: Characteristics, Skills, and Competence, Routledge, 2021.
4. Vasant Desai, Entrepreneurship Development and Management, Himalaya Publishing House, 2022.
5. Justin G. Longenecker, J. William Petty, Leslie E. Palich, Frank Hoy, Small Business Management: Launching and Growing Entrepreneurial Ventures (11th Edition), Cengage Learning, 2022.
6. Jeffry A. Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century (11th Edition), McGraw Hill, 2021.
7. Steve Blank, Bob Dorf, The Startup Owner’s Manual: The Step-By-Step Guide for Building a Great Company, Wiley, 2020.
8. Andrew Metrick, Ayako Yasuda, Venture Capital and the Finance of Innovation (3rd Edition), Wiley, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	2	3	1
CO2	2	3	2	3	3	3	3	2
CO3	2	2	2	2	2	3	2	3
CO4	3	3	1	3	3	2	2	2
CO5	3	2	2	3	3	2	2	2
Avg	2.6	2.6	1.8	2.6	2.6	2.4	2.4	2

**1 - Low, 2 - Medium, 3 – High**

**SEMESTER - III**  
**(MBA)**

BA24I12	VALUATION OF REAL ESTATE AND INFRASTRUCTURE ASSETS	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- Understand the scope and objectives of real estate valuation in various contexts.
- Analyze and implement the Cost Approach, considering depreciation and replacement cost.
- Analyze commercial real estate valuation, considering factors like rental income, location, and occupancy.
- Understand the objectives and importance of valuing infrastructure assets in public and private sectors.
- Understand the unique valuation considerations for infrastructure in the power, IT, telecom, aviation, and education sectors.

<b>UNIT I</b>	<b>REAL ESTATE VALUATION</b>	<b>9</b>
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Scope and objectives – Concepts of valuation – Types of value –Value vs Price vs Cost - Different methods of valuation- SWOT analysis.

## UNIT II      APPROACHES TO REAL ESTATE VALUATION      9

Sales comparison approach – Cost approach – Income approach – SWOT analysis

## UNIT III VALUATION OF VARIOUS CATEGORIES OF REAL ESTATE 9

Residential real estate valuation – Commercial real estate valuation – Industrial real estate valuation – Retail real estate valuation – Mixed - use real estate valuation

## UNIT IV      INFRASTRUCTURE ASSET VALUATION      9

Objective and approaches – Different categories of infrastructure assets - Valuation methodology - Key operational and financial parameters -Valuation framework and models.

UNIT V      **SECTORAL INFRASTRUCTURE VALUATION**      **9**

Power sector- IT sector – Telecom sector - Aviation-Education sector - Other service sectors - Plant and Machinery - Case studies

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**C01:** Understand the scope and objectives of real estate valuation.

**CO2:** Apply the sales comparison method to estimate the value of real estate based on comparable property sales.

**CO3:** Analyze key factors and techniques for valuing commercial properties.

**CO4:** Explain the purpose and key approaches used in valuing infrastructure assets.

**C05:** Explain valuation approaches specific to the power, IT, telecom, aviation, and education sectors.

**REFERENCES:**

1. David C. Ling, Wayne R. Archer, Real Estate Principles: A Value Approach (5th Edition), McGraw Hill, 2023.

2. Neil Crosby, Real Estate Valuation Theory: A Professional Approach (Latest Edition), Routledge, 2022.

3. Simon Stevenson, Real Estate Valuation: Principles and Applications, Palgrave Macmillan, 2022.

4. David C. Ling, Wayne R. Archer, Real Estate Principles: A Value Approach (5th Edition), McGraw Hill, 2023.

5. William L. Ventolo Jr., Martha R. Williams, Fundamentals of Real Estate Appraisal (6th Edition), Dearborn Real Estate Education, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2	3	2	3	3
CO2	2	3	2	3	2	1	2	3
CO3	1	2	3	3	3	3	3	3
CO4	2	2	2	2	2	2	2	2
CO5	3	3	2	2	2	2	2	1
Avg	2.2	2.4	2.4	2.4	2.4	2	2.4	2.4

**1 - Low, 2 - Medium, 3 – High**

# **TOURISM MANAGEMENT**

- 1. BA24T01 - TOURISM PRINCIPLES AND PRACTICES**
- 2. BA24T02 - TRAVEL MANAGEMENT**
- 3. BA24T03 - INTERNATIONAL TOURISM**
- 4. BA24T04 - TOURISM GEOGRAPHY**
- 5. BA24T05 - CULTURE AND HERITAGE**
- 6. BA24T06 - TOURISM PRODUCTS IN INDIA**
- 7. BA24T07 - ACCOMMODATION AND HOUSE KEEPING MANAGEMENT**
- 8. BA24T08 - TRAVEL MEDIA AND PUBLIC RELATIONS**
- 9. BA24T09 - DESTINATION PLANNING AND MANAGEMENT**
- 10. BA24T10 - TOUR OPERATIONS**
- 11. BA24T11 - LEISURE AND RECREATION MANAGEMENT**
- 12. BA24T12 - MEDICAL TOURISM**

**SEMESTER - III  
(MBA)**

<b>BA24T01</b>	<b>TOURISM PRINCIPLES AND PRACTICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To comprehend the conceptual dimensions of tourism industry
- To understand the dynamics of tourism businesses and its impacts
- To explore the structure and functions of the tourism industry.
- To study major tourism models such as Butler's Tourism Area Life Cycle (TALC), Doxey's Irridex, and Push-Pull Motivation Theory.
- To study major organizations such as the UNWTO, IATA, WTTC, PATA, and their contributions to global tourism.

**UNIT I INTRODUCTION**

**9**

Tourist/ Visitor/ Traveler/ Excursionist, Early and Medieval Period of Travel: Renaissance and Its Effects on Tourism - Birth of Mass Tourism, Old and New Age Tourism, Concept of Tourism: Nature - Scope - Characteristics - Components - Significance of Tourism - Tourism System: Interdisciplinary Approaches - Motivations and Deterrents to Travel – Emerging Areas and Practices

**UNIT II FORMS OF TOURISM**

**9**

Inbound, Outbound, National, International- Alternative Tourism – Inclusive Tourism, Current Trends in Domestic and Global Tourism: Tourism Statistics- Need for Measurement of Tourism - Tourism Demand and Supply.

**UNIT III TOURISM INDUSTRY**

**9**

Structure, Functions and Constituents - Direct, Indirect and Support Services - Basic Components of Tourism: Transport - Accommodation- Facilities & Amenities, Horizontal and Vertical Integration in Tourism Business, Infrastructure & Superstructure.

**UNIT IV TOURISM THEORY**

**9**

Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model- Gunn's Tourism Planning Model.

**UNIT V TOURISM ORGANIZATIONS**

**9**

UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** To the Students will learn the practices and ways to promote the tourism industry.

**CO2:** To analyze the new areas of Tourism.

**CO3:** To develop idea about principles and practices of Tourism.

**CO4:** To examine the various aspects and organizations related to Tourism.

**CO5:** To identify career opportunities in Tourism.

REFERENCES:

1. Tourism and Society: Perspectives, Development, and Issues, David J. Telfer, Richard Sharpley, Channel View Publications,2024

2. Tourism: A Global Perspective, Marcello M. Mariani, Andrea B. Cavallini, Springer, 2023

3. Tourism: Theories, Practices, and Issues, Stephen Page, Routledge, 2023

4. Tourism Economics: Impact and Policy, James Mak, Edward Elgar Publishing, 2023

5. Tourism and Sustainability: Development, Globalization, and New Tourism in the Third World, Martin Mowforth and Terry Munt, Routledge,3<sup>rd</sup> Edition, 2022

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	3	1	-	2	1	-	2
CO2	1	2	-	1	3	2	1	-
CO3	1	1	-	2	3	2	1	-
CO4	1	2	-	1	2	1	1	-
CO5	2	2	1	2	3	1	1	-
Avg	1	2	0.4	1.2	2.6	1.4	0.8	0.4

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24T02</b>	<b>TRAVEL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To enable the students to enhance the skills and knowledge on travel industry and its types.
- To introduce the concept, history, and classification of travel agencies.
- To examine how travel products are created, packaged, priced, and promoted.
- To study key documents like the Air Waybill (AWB), Bill of Lading, Cargo Manifest, and Customs Declaration.
- To analyze how globalization and technology have reshaped travel patterns and business models

**UNIT I INTRODUCTION**

**9**

Travel Industry–modes of Travel –Air, Rail, Road, Sea, Authorities; Classification of travels- Inbound& Outbound Tours- Classification.

**UNIT II TRAVEL AGENCY**

**9**

Introduction to Travel Trade: Historical Background of Travel Trade, Significance of Travel Agency Business, Meaning of Travel Agency-Types of Travel Agent- Full Service Agency, Commercial Agency, Implant Agency, Group / Incentive Agency, Types of Tour Operator- Inbound, Outbound , Domestic, Ground and Specialized.

**UNIT III COMPONENTS OF TRAVEL MANAGEMENT**

**9**

Market Survey and Research , A Guide to Marketing of Leisure Activities, Marketing Techniques of a Travel management - Marketing of Conferences, Congress, Conventions, Incentive Travel, Workshops, Seminars, MICE, Fare constructions and Scheduling - railway and airlines, consumer mix, Rules and regulations for registration - International Travel Formalities- Foreign Exchange Regulations, passport, visas, Clearances and other Procedures.

**UNIT IV CARGO MANAGEMENT**

**9**

Air & Sea ,Pre-requisites, Different types of Cargo, Documentations, Cargo Rates, Loading, Manifestation, Tran shipment, Handling at Destination, Regulations.

**UNIT V MODERNIZATION AND TRENDS IN TRAVEL INDUSTRY**

**9**

Impact of Liberalization, Strategic trends in Travel Industry- Disinvestments, Takeovers, Consolidations, and Acquisitions in Travel Industry.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** The learners will have a complete idea about the different concepts, trends and strategies used in this Industry.
- CO2:** To Explain the importance of Various Travel organizations and foreign exchange market.
- CO3:** To Identify the importance of E payment System.
- CO4:** To Evaluate the uses and application of information technology and various travel related software.
- CO5:** To Compile various travel documents required for international travel.



**REFERENCES:**

1. "Managing Business Travel: The Essential Guide", 2<sup>nd</sup> Edition by John O'Connor Chand,M.(2009),Routledge, 2023

2. "Tourism Management: Theory, Practice, and Cases" by Robert P. Kreuger, Pearson Education,2022

3. "Tourism Management: An Introduction" 6<sup>th</sup> Edition by Stephen J.page, Routledge,2021

4. "Travel and Tourism Management" by R. Bhatia, Sterling Publishers Pvt. Ltd.3<sup>rd</sup> Edition 2020

5. "Event Travel Management: A Guide to Planning and Managing Travel for Events" by Brian E O'Neill, Routledge, 2020 (new edition).

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	-	1	2	2	1	-
CO2	3	1	1	-	3	2	1	-
CO3	1	2	1	-	1	1	-	-
CO4	1	1	-	1	2	1	-	1
CO5	2	1	-	1	2	2	-	1
Avg	1.8	1.4	0.4	0.6	2	1.6	0.4	0.4

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

**SEMESTER - III**  
**(MBA)**

<b>BA24T03</b>	<b>INTERNATIONAL TOURISM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- The course aims to provide the past, present and future perspectives of international tourism.
- The factors and challenges influencing the growth of international tourism will be studied.
- The students will study the role of international regulatory bodies.
- To explore tourism laws, visa policies, environmental regulations, and safety protocols at national and international levels.
- To define liberalization and its relevance to the tourism industry.

**UNIT I THE GLOBAL ENVIRONMENT 9**

Globalization- scope of international tourism- types, Cultural diversity- Intercultural theories- cultural practices-impact on tourism. Cultural influences on intercultural communication- social interactions.

**UNIT II INTERNATIONAL TOURISM GROWTH 9**

Economic determinants-forces and factors influencing growth of international tourism, trends- regional, domestic and global tourist movements, methods and measurements in determining future trends. Arrivals– receipts, foreign exchange, emerging trends in international travel, sustainable tourism, experiential tourism, social responsible tourism– Ethics–Emerging threats in International Tourism.

**UNIT III REGIONAL DISTRIBUTION OF INTERNATIONAL TOURISM 9**

International Tourism (inbound and outbound tourism) trends in: Europe -France, Spain, Italy, and United Kingdom, USA, Mexico, Caribbean, Islands and Brazil, China, Thailand, Singapore, Australia, and New Zealand, South Africa, Kenya and Egypt.

**UNIT IV INTERNATIONAL TRENDS 9**

Tourism bills of Rights, tourism code, Manila declaration, International conventions: Warsaw convention 1924, Chicago convention 1944, Brussels convention 1961 and 1966, Athens convention 1974, Helsinki accord 1974, IATA conditions of carriage (passage and baggage). World travel laws.

**UNIT V ROLE OF GOVERNMENT AND INTERNATIONAL TOURISM BODIES/ ORGANISATIONS 9**

Impact of Liberalization, Strategic trends in Travel Industry- Disinvestments, Takeovers, Consolidations, and Acquisitions in Travel Industry.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** To the students will be able to comprehend the importance of international tourism, trends, and Formalities. They will know the importance of regulatory bodies in international tourism.
- CO2:** To Analyze data, create and communicate solutions to complex and unpredictable challenges within the tourism industry.
- CO3:** To Develop, integrate and evaluate broad business technical and theoretical knowledge of the tourism industry.
- CO4:** To Evaluate the most appropriate skills and technologies for the different challenges presented within tourism business contexts.
- CO5:** To Critically examine team dynamics and effectively apply business management principles and motivational factors to diverse tourism team environments.

REFERENCES:

1. "The Routledge Handbook of Tourism and the Environment", Andrew J. Holden, David A. Fennell, New Edition, 2024.

2. "Tourism and Resilience: A Global Perspective" Stefan Gossling, C. Michael Hall, New edition, 2024.

3. "Tourism Management: An Introduction", Stephen J. Page ,6th Edition,2023

4. "Sustainable Tourism: Theory and Practice”, David A. Fennell, 2nd Edition, 2023.

5. "Tourism and Technology: A Critical View of Tourism in the Digital Age", Marianna Sigala, R.G.S. Walters, New Edition,2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	2	1	-	-
CO2	2	2	1	1	1	3	-	1
CO3	1	2	-	3	2	2	1	1
CO4	1	2	2	1	1	3	-	1
CO5	1	2	-	3	2	2	1	1
Avg	1.2	2	0.8	2	1.6	2.2	0.4	0.8

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24T04</b>	<b>TOURISM GEOGRAPHY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the students to the various geographical locations across the world with a tourism perspective.
- To analyze how cultural diversity influences tourist motivations and experiences.
- To identify key tourist destinations and types of tourism prevalent in Asia, Canada, and Europe.
- To examine how these political boundaries define tourism regions, visa regulations, and cross-border travel.
- To explore how international festivals, holidays, and special events attract tourists and influence peak travel seasons.

**UNIT I      BASIC GEOGRAPHY      9**

Definition, scope and importance of Tourism geography, Impact of weather and climate on Tourist destinations. Study of maps, longitude & latitude, international date line, time variations, time difference, GMT variations, concepts of elapsed time, flying time, ground time. Standard time and summer time (day light saving time).

**UNIT II      INDIA      9**

Physical Factors –Relief, Climate, Vegetation, wildlife, water Bodies. Socio-cultural and economic factors influencing tourism in India - Political boundaries and major tourist attractions. Modes of travel to the places of tourism in India.

**UNIT III      ASIA, CANADA AND EUROPE      9**

An overview of the physical features, political boundaries, tourism destinations and best time to visit the following countries in Asia and Europe, the states in Canada, and available modes of travel to these destination countries/states from India.

Asia: China, Mongolia, Japan, Korea, Thailand, Philippines, Singapore, Malaysia, Bangladesh, Maldives, Nepal, Pakistan, Sri Lanka. Canada: Ontario, Ottawa, Montreal, British Columbia. Europe - England, France, Italy, Spain, Ireland, Turkey, Spain, Netherlands, Czech Republic, Austria, Germany, Greece, Switzerland, Russia, Ukraine.

**UNIT IV      UNITED STATES OF AMERICA, CENTRAL AND SOUTH AMERICA      9**

An overview of the physical features, political boundaries, tourism destinations, best time to visit the following states in USA, Central and South America and available modes of travel to these destinations from India. United States of America: California, New York, Texas, Pennsylvania, Florida, Virginia, Massachusetts, Ohio, Washington, Florida, Nevada, Georgia, Hawaii, North and South Carolina and Rhode Island. Central America - Costa Rica, Panama, Nicaragua, Guatemala, Honduras, Belize. South America: Peru, Ecuador, Venezuela, Chile, Bolivia, Brazil.

**UNIT V      AFRICA, UAE AND AUSTRALIA      9**

An overview of the physical features, political boundaries, tourism destinations, best time to visit the following countries in Africa, UAE and Australia and the available modes of travel to these destinations from India. Africa: Kenya, Zimbabwe, Zambia, Egypt, Mali, South Africa, Morocco, Ethiopia, Uganda, Rwanda, Congo, Tanzania, Mauritius, Gambia. Middle East: United Arab Emirates, Israel, Saudi Arabia, Iran, Syria, Lebanon, Jordan. Australia, New Zealand and Papua New Guinea

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** General knowledge of worldwide tourism flows
- CO2:** Ability to Plan a trip to a tourism destination
- CO3:** Identify Major Tourist Destinations and Attractions
- CO4:** Evaluate Cultural and Socio economic Effects of Tourism
- CO5:** Explore the Spatial Distribution of Tourism

**REFERENCES:**

1. Geography of India Majid Husain (Late), updated by Pallavi Saxena 11<sup>th</sup> Edition McGraw Hill Education 2025.

2. World Regional Geography: Human Mobilities, Tourism Destinations, Sustainable Environments. The 3<sup>rd</sup> edition, 2022 by Kendall/Hunt Publishing Co.

3. Majid Husain, Geography of India, Tata McGraw Hill, 2020.

4. Alan A. Lew, Colin Michael Hall, Dallen J. Timothy, World Geography of Travel and Tourism: A Regional Approach, Butterworth-Heinemann, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	-	-	2	1	-	-
CO2	1	-	-	1	3	1	-	-
CO3	1	1	-	-	1	-	1	2
CO4	-	1	-	1	2	1	-	-
CO5	1	1	-	1	-	1	-	2
Avg	0.8	1	-	0.6	1.6	0.8	0.2	0.8

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24T05</b>	<b>CULTURE AND HERITAGE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide the back ground of Indian culture and heritage
- To give students a solid foundation for understanding and managing cultural diversity in the workplace.
- To explore the concept of cultural diversity and multiculturalism within the hospitality industry.
- To understand the influence of national and regional cultures on organizational behavior and business ethics.
- To study internationally recognized sites and nationally approved heritage landmarks.

**UNIT I      INTRODUCTION TO INDIAN CULTURE AND HERITAGE      9**

Salient features of Indian culture –socio, ethnic historical and religious perspectives of Indian culture; Cultural transition, Indian cultural heritage.

**UNIT II      CULTURAL DIMENSIONS AND REFLECTIONS      9**

Key elements of Indian cultural dimensions –Tangible and intangible culture- Dimensions of national cultures -Distinctiveness of Indian culture in personal life, social life and work life – languages and literature- Cultural traits under major religious background – Reflection in arts, paintings, dance, music – Ceremonies celebrations – Place of worships – Belief, attitude and perception–Museum–Special interest–Tourism.

**UNIT III      CULTURAL MIX      9**

Cultural dissimilarities across world – across nation; Major issues – challenges to hospitality industry; Influence of global culture – Relationship between national culture and organization structure; International dimensions of organizational culture; Impact on personal and work life –Impact on tourist.

**UNIT IV      CROSS CULTURAL MANAGEMENT      9**

Frameworks of cross cultural management- Cultural shock and acculturation- Cross- cultural training- Managing multicultural teams- Cultural negotiations- Global leadership and motivational issues-Cultural differences in ethics and decision making.

**UNIT V      GLOBAL APPROACH      9**

UNESCO–criteria, fairs and festivals, funding, committee and convention, reporting and monitoring, approved heritage sites-challenges, Impact of IT, Trends.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** The learners should be able to describe Indian culture and heritage.

**CO2:** The learners are competent to explain how different national cultures can influence.

**CO3:** The individuals and groups in social and business settings.

**CO4:** Identify and describe the key elements of Indian and global cultural heritage, including art, architecture, literature, festivals, and customs.

**CO5:** Understand the role of UNESCO and other organizations in the preservation and promotion of world heritage sites.

**REFERENCES:**

1. Pei-Lin Yu, Thanik Lertcharnrit, George S. Smith, Heritage and Cultural Heritage Tourism: International Perspective, Springer, 2023

2. Rupa Sinha, Exploring Culture and Heritage through Experience Tourism, IGI Global, 2023.

3. Celebrating the Living Heritage of Indigenous Peoples, UNESCO, 2024.

4. F.r.Allchin, Conservation of Indian Heritage, Cosmo publications, New Delhi, reprint edition 2023

5. Cross-Cultural Management: Essential Concepts David C. Thomas & Mark F. Peterson 4<sup>th</sup> Edition

6. SAGE Publication, 2021.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	2	-	2	1	-	-
CO2	-	-	2	-	3	1	1	-
CO3	1	1	-	1	1	-	-	1
CO4	1	-	1	-	3	1	1	-
CO5	1	2	1	-	2	1	-	1
Avg	0.8	0.8	1.2	0.2	2.2	0.8	0.4	0.4

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

**SEMESTER - III  
(MBA)**

<b>BA24T06</b>	<b>TOURISM PRODUCTS IN INDIA</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To enable the students to understand the tourist resources in India, prepare a theme based tour itinerary and manage the tourist destinations travel.
- To identify major mountain and hill tourist destinations at national and international levels.
- To define tourism circuits and explain their importance in enhancing travel experiences and regional connectivity.
- To understand how technology and innovation shape visitor experiences.
- To define ecotourism and distinguish it from mass tourism and nature-based tourism.

**UNIT I INTRODUCTION**

**9**

Tourism Products: Definition, Concept, Characteristics and Classification. Cultural Heritage of India - Stages of evolution, continuity. Heritage - Types of Heritage Tourism, Heritage Management Organizations.

**UNIT II NATURAL RESOURCES**

**9**

Natural resources: Wild life sanctuaries-National parks- Biosphere reserves-Back water Tourism-Mountain and Hill Tourist Destinations-Islands, Beaches, Caves & Deserts of India.

**UNIT III TOURISM CIRCUITS**

**9**

Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits.

**UNIT IV MAN MADE DESTINATIONS AND THEME PARKS**

**9**

Manmade Destinations: Locations of Adventure sports - Commercial attractions - Amusement Parks-Gaming - Shopping - Live Entertainments - Supplementary accommodation-Houseboats-Treehouses-Homestays-Tourismbyrail-Palace on wheels-Zoological and Botanical Garden.

**UNIT V CONTEMPORARY DESTINATIONS IN INDIA**

**9**

Places and Packages for Ecotourism, Rural Tourism, Golf Tourism, Medical Tourism and Pilgrimage Tourism - Camping Tourism.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** The students would be able to understand the needs of the tourists and manage their destination requirements.
- CO2:** Examine the role of natural resources (e.g., wildlife sanctuaries, hill stations, beaches) in shaping India's eco-tourism and adventure tourism sectors.
- CO3:** Analyze the regional distribution and diversity of Indian tourism products across different states and Union Territories.
- CO4:** Understand the importance of symbiotic and man-made tourism products including theme parks, museums, and heritage hotels.
- CO5:** Define and classify various types of tourism products in India, including golf, medical, man-made, and Camping Tourism.



**REFERENCES:**

1. Dr. Rinzing Lama, Tourism Products of India: Man-Made and Symbiotic Based Tourism Products – Volume II, Techsar Pvt. Ltd, 2025.

2. Dr. Rinzing Lama, Tourism Products of India: Nature-Based Tourism Products – Volume I, Techsar Pvt. Ltd, 2025.

3. Prof. N.K. Sharma, Tourism Products of India, Laxmi Publications Pvt Ltd, 2023.

4. Robinet Jacob, P. Mahadevan, Sindhu Joseph, Tourism Products of India: A National Perspective, Abhijeet Publications, 2024.

5. The Gazette of India: History and Culture, Vol.2.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	-	1	2	3	2	-	-
CO2	1	1	-	1	2	1	1	-
CO3	1	2	-	1	3	-	-	-
CO4	-	1	1	2	2	3	1	-
CO5	-	-	-	2	2	2	1	-
Avg	0.6	0.8	0.4	1.6	2.4	1.6	0.6	-

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

**SEMESTER - III  
(MBA)**

<b>BA24T07</b>	<b>ACCOMMODATION AND HOUSE KEEPING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To study the flow of activities and functions in lodging operations.
- To make the learner to understand about the operation and the management of front office and Housekeeping departments in hotels.
- To explore the leadership responsibilities of an executive housekeeper in maintaining operational excellence within the housekeeping department.
- To explain the core functions of the housekeeping department in maintaining cleanliness, hygiene, and guest satisfaction.
- To assess how tourism infrastructure influences tourist satisfaction and regional development.

**UNIT I INTRODUCTION 9**

Hotel Industry – Classification of hotels – Other types of lodging – Types of rooms – Tariff Plans – Duties & Responsibilities of front office personnel – Inter-department coordination.

**UNIT II FRONT OFFICE MANAGEMENT 9**

Room Reservation – Types of reservation – Front office accounting – Registration – Lobby and well desk operations – Guest Services – Settlements – Safety & Security – Night Audit – Yield Management – Budgetary Control.

**UNIT III HOUSE KEEPING MANAGEMENT 9**

Importance of housekeeping – Departmental Structures – Coordination with other departments – Duties & Responsibilities of Executive housekeeper, Asst. Executive house keeper, floor supervisor, room attendant – House Keeping Control desk.

**UNIT IV HOUSE KEEPING FUNCTION 9**

Linen & Uniform – Laundry: Equipment, detergents, Stain removal, Laundry Process flow – Sewing – Cleaning Practice: Equipment, Cleaning agents, Cleaning methods – Pest Control – Public area cleaning and maintenance.

**UNIT V INFRA STRUCTURE MANAGEMENT & OTHER SERVICES 9**

Elements of Interior Decoration & Design – Colours – Furniture – Floor – Lighting – Floral art – Textiles – Carpets – Catering Services – Wellness & Fitness Services – Leisure & Travel Services – Business Services – Concierge services – Innovative ideas.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** The learners shall be competent in handling Front Office and Housekeeping management Operations.
- CO2:** The learners will be equipped with knowledge on a wide range of front office and Housekeeping tasks and situations in a commercial environment.
- CO3:** Explain standard housekeeping procedures including cleaning techniques, linen management, room preparation, and sanitation standards.
- CO4:** Evaluate safety, hygiene, and occupational health standards in accommodation operations.
- CO5:** Use technology and property management systems (PMS) to support accommodation operations and housekeeping efficiency.

REFERENCES:

1. Jayanti,Hotel Housekeeping Management: Changing Trends and Developments, Good fellow Publishers,2023

2. G. Raghubalan & Smritee Raghubalan,Hotel Housekeeping: Operations and Management (4th Edition),Oxford University Press India,2023.

3. G. Raghubalan & Smritee Raghubalan, Hotel Housekeeping: Operations and Management (4th Edition), Oxford University Press, 2023

4. Jayanti Jayanti Hotel Housekeeping Management: Changing Trends and Developments, Goodfellow Publishers, 2023

5. Patrick Helberg, Hotel Housekeeping: Operations and Management (4th Edition), Notion Press, 2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	2	1	1	2	1	-
CO2	1	1	1	2	2	2	1	-
CO3	-	1	1	1	2	1	-	-
CO4	-	1	-	1	2	2	1	-
CO5	1	1	-	1	1	1	-	-
Avg	0.4	1.0	0.8	1.2	1.6	1.6	0.6	-

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24T08</b>	<b>TRAVEL MEDIA AND PUBLIC RELATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To facilitate in the understanding of travel media and its role in tourism promotion through public relations.
- To impart and equip the students with practical know-how on travel writing and dynamics of making of travelogues.
- To explore the role of travel writing in tourism promotion, storytelling, and cultural exchange.
- To explore the role of PR in building and maintaining mutually beneficial relationships between organizations and their publics.
- To recognize the impact of effective communication on traveler decision-making and destination branding.

**UNIT I HISTORICAL UNDERSTANDING OF MASS MEDIUMS 9**

History of print media – Global and Indian context, Advent of printing; British and American streams of journalism; Overview of world mass media -- Sky Invasion, Newspapers and Globalization, Role of Travel Media

**UNIT II COMMUNICATION MESSAGE AND ITS CONSTRUCTION 9**

Idea of a successful message; Ethics, Standards and Practices; Relevance of effective messages, interpretation of cues; How and what you communicate; Self -awareness in travel communication –Power of message/words; Organization – converting information into convenient understandable messages, Interpretation – how easily the thoughts of the source is organized for the receiver to interpret it correctly

**UNIT III TRAVEL WRITING 9**

News Worthiness of developed Ideas; Writing Travel Pieces; Writing and Submitting Stories for Travel Mediums; Articles and Short Pieces, Travel Magazines, Travel Newsletters, Travel and Guide Books; Travel Reviews; the Internet; Coffee Table Books and Anthologies; Preparing Scriptsfor Travel Programs; Conducting Interviews; Visual support

**UNIT IV GENERAL INTRODUCTION TO PUBLIC RELATIONS 9**

Public Relations Fundamentals – Definitions, Practices, Strengths -Duties and responsibilities of a Public relations manager, Code of ethics, Emergence of Public Relations –from ancient times to Modern- the changing role of PR. Grunig and Hunt’s four models. Public Relations in India – a historical perspective- pre and post-independence era-liberalized economy and corporate -PR in India growth and challenges.

**UNIT V PUBLIC RELATIONS MANAGEMENT 9**

Standard PR Tools and Most Common Travel/Tourism PR Tools, PR at Hotels and Lodging Establishments, Restaurant Public Relations, Transportation Public Relations, Destination and Tourist Attraction PR, What Travel and Tourism Employers Should Understand About PR

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** The students will understand about Travel Media and Public Relations field.

**CO2:** Understand the structure and functioning of various media platforms (print, digital, broadcast, and social media) relevant to travel communication.

**CO3:** Analyze the role of travel writing, photography, blogging, and vlogging in destination promotion.

**CO4:** Demonstrate skills in preparing PR campaigns, tourism press kits, newsletters, and media advisories.

**CO5:** Apply media planning and PR techniques to promote destinations, events, and tourism businesses.

**REFERENCES:**

1. Laurie J. Wilson, Joseph D. Ogden, Christopher E. Wilson,Strategic Communications for PR, Social Media, and Marketing (8th Edition), Kendall Hunt Publishing, 2023

2. Janis Teruggi Page, Lawrence J. Parnell Introduction to Public Relations: Strategic, Digital, and Socially Responsible Communication (2nd Edition),SAGE Publication, 2020.

3. Dennis L. Wilcox & Bryan ,Public Relations: Strategies and Tactics (12th Edition),2023.

4. Laurie J. Wilson, Joseph D. Ogden, and Christopher E. Wilson Strategic Communications for PR, Social Media, and Marketing, Kendall Hunt Publishing, 2023.

5. Merly Fiscal Arjona, Travel and Tourism Public Relations, Society Publishing, 2020.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	-	1	2	1	1	2	1	-
CO2	1	1	1	2	2	2	1	-
CO3	-	1	1	1	2	1	-	-
CO4	-	1	-	1	2	2	1	-
CO5	1	1	-	1	1	1	-	-
Avg	0.4	1.0	0.8	1.2	1.6	1.6	0.6	-

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

**SEMESTER - III  
(MBA)**

<b>BA24T09</b>	<b>DESTINATION PLANNING AND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To prepare the learners with knowledge
- To recognize how effective planning enhances visitor experience, economic benefits, and community well-being.
- To explore the components that makes a destination competitive and attractive to tourists.
- To explore the roles and responsibilities of destination management organizations (DMOs).
- To analyze how destinations are adapting to demand for unique, authentic, and customizable travel experiences.

**UNIT I INTRODUCTION**

**9**

Tourists destination-concepts/ notions; Destination- Elements of Tourists Destination - Characteristics of successful destination- Uniqueness of destination management-Sustainable Tourism Development : Meaning , Principles and Practices.

**UNIT II TOURISM DESTINATION PLANNING**

**9**

Tourists destination development; planning and development of tourism; Traditional and contemporary approaches to destination planning- History & Influence on planning- Factors affecting the planning process- Stages in destination planning Benefits of strategic plans- Outcome of destination planning - Strategic Plans. Environment Analysis, Resource Analysis, Regional Environment analysis. Market analysis, competitor's analysis.

**UNIT III DESTINATION PRODUCT DEVELOPMENT & PROMOTION**

**9**

Destination Marketing Mix - Destination Competitiveness – Distribution Channels- Marketing Communication and Strategies. Segmenting, Targeting, and Positioning. Destination branding, Destination Image -Resort development-Types, Planning and Development.

**UNIT IV TOURISM DESTINATION MANAGEMENT**

**9**

Stakeholders in destination management- Destination governance- Destination management organization (DMO)Partnership and Team-building –Leadership and Coordination- Community Relations& Roles Tourists Destination - Destination Information and Communication Technologies - Future of Destination Management.

**UNIT V SUSTAINABILITY IN DESTINATION MANAGEMENT**

**9**

Environmental Management Systems -Integrated Coastal Zone Management- Eco-friendly Practices - Water Conservation- Energy Efficiency - Waste Management - Commoditization Community Participation– Responsible tourism - Space Tourism - Recent Trends - Best Practices.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** The learners shall be competent for analyzing how the destinations are segmented to handle and design a product of their own.

**CO2:** Understand the fundamental concepts, components, and significance of destination planning and management in tourism development.

**CO3:** Assess the importance of branding, positioning, and marketing in creating competitive tourism destinations.

**CO4:** Identify the challenges and opportunities in managing tourist destinations, including carrying capacity, seasonality, and resource conservation.

**CO5:** Understand the principles of sustainable and responsible tourism in destination management.

**REFERENCES:**

1. C.Gunn (2023), Tourism Planning: Basic, Concepts and Cases, Cognizant Publication.

2. Krishan K. Kamra, Managing Tourist Destination: Development, Planning, Marketing & Policies, Kanishka Publishers, 2025.

3. Alastair Morrison, Marketing & Managing Tourism Destination, Routledge Publications, 2023.

4. Middleton, V.T.C and Hawkins, R. (2023), Sustainable Tourism: A Marketing Perspective, Butterworth – Heinemann, Oxford.

5. Lynn Minnaert, Tourism Planning & Policy: Strategies for Destination Development and Management SAGE Publications Ltd,2025.

6. Wendy Perez ,Tourism Destination Management,States Academic Press, 2022.

7. Alastair M. Morrison,Marketing and Managing Tourism Destinations,3<sup>rd</sup>,Routledge, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	-	2	2	1	-	-
CO2	1	2		1	2	-	-	1
CO3	1	2	-	1	2	1	-	3
CO4	2	2		2	2	-	1	1
CO5	1	2	-	2	1	1	-	1
Avg	1.2	2	-	1.6	1.8	0.6	0.2	1.2

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

**SEMESTER - III  
(MBA)**

<b>BA24T10</b>	<b>TOUR OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To make the students knowledgeable in tour operations and its related documentation. The student will study the tour preparation, marketing tour products and the role of guides and escorts in tour operations.
- To explore the relationship between itinerary planning and overall tour management.
- To analyze various components of tour costs including transportation, accommodation, meals, guides, permits, and commissions.
- To learn basic marketing concepts and their application specifically in the tourism and travel industry.
- To identify essential duties such as providing information, ensuring safety, managing group dynamics, and facilitating cultural understanding.

**UNIT I TOUR INDUSTRY**

**9**

Tour operations business – definition, evolution; Types of tours – inbound, outbound, escorted, guided, types of package tours and operators; factors affecting tour design and selection; Tourism intermediaries - mass-market package holidays, specialist tour operators, domestic & international, collaborative tourism.

**UNIT II ITINERARY PREPARATION**

**9**

Itinerary Preparation -meaning, types, Resources and steps of preparation, Do's and don'ts of itinerary preparation; Tour Formulation and Designing Process - Starting of tour operations business, departments of tour operations, tour departure procedure, activities.

**UNIT III TOUR OPERATIONS BUSINESS**

**9**

Tour operations process, research, planning, costing, costing elements; Tour operations business – role, relevance, tour operational techniques – Booking a tour, reservations, hotel booking procedures, boarding bus/coach, emergency procedures, finance details, travel insurance, Foreign Exchange, Cargo, documentation, food and beverages, transportation delays; Recognition - IATA Accreditation - Recognition from Government; Travel trade organizations – Objectives, activities and functions.

**UNIT IV MARKETING AND PROMOTION OF TOUR**

**9**

Marketing and promotion of tour – marketing strategies of tour operation business, tour brochure, how to prepare a tour brochure, items to be included in tour brochure, tools used to market tour packages, Indian and world tourism day; Promotion of Tour Operation - Mix and Media, Types of media, Selection criteria; Tour Pricing - Calculation of Tour Price - Pricing Strategies.

**UNIT V GUIDING AND ESCORTING**

**9**

Guiding and escorting – meaning, concepts, golden rules of guiding, difference between guide and escort, skills, responsibilities of guides, interpreting sites, escorts, personal hygiene, grooming, pre, post, and during tour responsibilities, checklist, safety and security, insurance, first aid, emergency handling, leading a group, code of conduct.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** The students will have good learning on tour operations. They can prepare and market tour itinerary. They will know the importance of tour operators, guides and escorts.
- CO2:** Demonstrate knowledge of itinerary preparation, supplier coordination, and customer handling
- CO3:** Understand the importance of sustainable and responsible practices in tour operations.
- CO4:** Explain the process of tour package design, pricing, costing, and promotion.
- CO5:** Apply marketing and sales techniques relevant to tour packages and travel products.



**REFERENCES:**

1. Rohit Manglik ,Travel Agency and Tour Operations Management, EduGorilla Publication, March 9, 2024.
2. Jacqueline Holland, Tour Operators and Operations: Development, Management and Responsibility, CABI Publishing, December 2023.
3. Dennis L. Foster, The Business of Travel: Agency Operations and Administration, Glencoe Division, Macmillan/McGraw-Hill, 2023
4. Tim BryantThe Business of Travel Agency and Tour Operations, Murphy & Moore Publishing, 2022.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	-	2	2	1	-	-
CO2	1	2		1	2	-	-	1
CO3	1	2	-	1	2	1	-	3
CO4	2	2		2	2	-	1	1
CO5	1	2	-	2	1	1	-	1
Avg	1.2	2	-	1.6	1.8	0.6	0.2	1.2

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

**SEMESTER - III  
(MBA)**

<b>BA24T11</b>	<b>LEISURE AND RECREATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the student to the broad base of study needed for understanding of the fundamentals of and issues in leisure and recreation management.
- To explore the characteristics and appeal of coastal areas as leisure destinations.
- To explore the historical and cultural evolution of leisure activities.
- To analyze how gender roles, identities, and social norms influence participation and experiences in tourism and recreation.
- To explore how recreation tourism has evolved in recent years and identify key emerging trends.

**UNIT I INTRODUCTION TO LEISURE 9**

Introduction, the historical analysis of leisure, Leisure – the social context, Demand for leisure, leisure participation and leisure behavior, Supply for leisure, leisure places, spaces and environment, Planning, managing and marketing leisure.

**UNIT II SECTORS IN LEISURE 9**

The public, private and voluntary sectors in leisure provision, Leisure and the experience economy: the cultural industries and entertainment, Urban leisure, Coastal leisure, Rural leisure, Future of leisure.

**UNIT III INTRODUCTION TO RECREATION 9**

Recreation: an overview - Recreation & Leisure Participation and Behavior - Role in Health & Well-Being - Leisure & Culture - Mass Leisure: Popular Culture & Purple Leisure - Balancing Leisure & Work services.

**UNIT IV RECREATION MANAGEMENT 9**

Recreation Theories -Impact of recreation on tourism - Recreation Resource Management - Recreational and Tourist Motivation - Barriers to Recreation - Gender and Social Constraints Tourism and recreation planning and policy - Urban and rural recreation - Relationships between leisure, recreation and tourism.

**UNIT V RECENT TRENDS 9**

Trends in the recreation industry- Tourists and recreational demand for wilderness, National Parks and natural areas - Supply of the wilderness and outdoor recreation experience Tourism recreation and climate change - - Environmental perspectives on coastal recreation and tourism. Technology Impacts on Recreation & Leisure

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Ability to design, conduct, promote, evaluate, and manage activities involved in the successful operation of a variety of leisure and recreation organizations and operations
- CO2:** Apply management principles in planning, organizing, and implementing leisure programs
- CO3:** Identify various types and forms of leisure and recreation activities
- CO4:** Understand the role of leisure and recreation managers and their responsibilities
- CO5:** Use modern tools and techniques for promoting and managing leisure services

REFERENCES:

1. Argyro Elisavet Manoli ,Managing Sport and Leisure – Volume 29, Issue 6 (2024).

2. Douglas Kleiber ,Journal of Leisure Research – Volume 55, Issue 5 (2024).

3. Tyler Tapps ,"Introduction to Recreation and Leisure" (4th Edition),Human Kinetics, 2024.

4. Mariela Fernandez, Gus Hallmon, Megan Owens "Recreation Programming: Designing, Staging, and Managing the Delivery of Leisure Experiences" (9th Edition) , Sagamore-Venture Publishing, 2024.

5. Amy R. Hurd, Denise M. Anderson, Tracy Mainieri Kraus' Recreation and Leisure in Modern Society , Jones & Bartlett Learning,2021.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	3	1	-	-
CO2	1	-	-	2	1	2	-	1
CO3	2	1	2	2	3	1	-	-
CO4	1	-	-	1	1	2	-	1
CO5	1	1	1	2	1	1	-	-
Avg	1.4	0.6	0.8	1.8	1.8	1.4	-	0.4

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24T12</b>	<b>MEDICAL TOURISM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To give an overview of global health care practices and strategies for marketing and communications in India with focus on international tourists.
- To differentiate between medical, wellness, and health tourism.
- To explore the elements of a complete medical tourism product, including medical services, travel, accommodation, and aftercare.
- To examine the national and international laws that regulate cross-border medical travel.
- To study challenges such as inconsistent service quality, infrastructure gaps, and regional disparities

**UNIT I INTRODUCTION TO HEALTH CARE IN INDIA**

**9**

Historical Review – Health care services: Level & Types -- Disease burden - Public Services in India - Private health care sector growth: a retrospective & road ahead-- Pharmaceutical, Biotechnology - Health Insurance- Financing and delivery of health services: Issues & Challenges.

**UNIT II MEDICAL TOURISM**

**9**

Concept, typology Genesis and growth of Medical Tourism - benefits of medical tourism, Factors responsible for growth of health and medical tourism. Medical Tourism Business- Global medical tourism scenario, Stakeholders, countries promoting medical tourism – Health and Medical Tourism markets at global level.

**UNIT III MEDICAL TOURISM PRODUCT AND PACKAGE**

**9**

Factors and Steps for designing product and tour package, development, issues and considerations, Approvals and formalities, Pre-tour arrangements, tour operations and post-tour management, Health Insurance, Claiming Health Insurance

**UNIT IV LEGAL ASPECTS OF MEDICAL TOURISM**

**9**

Certification and Accreditation in health and medical tourism, Ethical, legal, economic and environmental issues in health and medical tourism. An Introduction to National Accreditation Board for Hospitals & Healthcare (NABH) and Joint Commission International (JCI).

**UNIT V MEDICAL TOURISM IN INDIA**

**9**

Centres/Destinations, Current and futuristic trends, Potentials, Issues and Challenges, Trousing the challenges, Government Support.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** The students will have an overview of contemporary tourism practices and global perspectives.
- CO2:** Identify and analyze the factors influencing the growth of medical tourism globally
- CO3:** Compare leading medical tourism destinations and their areas of specialization.
- CO4:** Develop plans and proposals for managing medical travel logistics and patient care.
- CO5:** Apply marketing and branding strategies relevant to the medical tourism sector.

**REFERENCES:**

1. MilicaZ. Bookman Karla R. Bookman, Medical Tourism in developing countries, palgrave Macmillan tm 2023

2. International Journal of Novel Research and Development "The Ethics and Law of Medical Tourism: A Cross-CountryStudy", 2024.

3. International Journal of Health Policy and Management "Privacy Concerns and Challenges with Informed ConsentinMedicalTourism",2023.

4. The Journal of Bone and Joint Surgery "The Ethics of International Medical Tourism" 2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	-	2	3	1	1	-
CO2	1	2	1	2	2	1	-	-
CO3	2	1	-	1	2	1	-	-
CO4	1	2	1	-	2	2	-	1
CO5	1	1	-	-	2	1	1	3
Avg	1.2	1.4	0.4	1	2.2	1.2	0.4	0.8

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

# **ENTREPRENEURSHIP MANAGEMENT**

- 1. BA24E01 - NEW VENTURE CREATION**
- 2. BA24E02 - ENTREPRENEURIAL FINANCE**
- 3. BA24E03 - FAMILY BUSINESS AND SUCCESSION PLANNING**
- 4. BA24E04 - CORPORATE ENTREPRENEURSHIP (INTRAPRENEURSHIP)**
- 5. BA24E05 - SOCIAL ENTREPRENEURSHIP**
- 6. BA24E06 - LEGAL ISSUES OF ENTREPRENEURS**
- 7. BA24E07 - ETHICAL AND SUSTAINABLE ENTREPRENEURSHIP**
- 8. BA24E08 - ED ANALYTICS.**

**SEMESTER - III**  
**(MBA)**

BA24E01	NEW VENTURE CREATION	L	T	P	C
		3	0	0	3

**COURSE OBJECTIVES:**

- To introduce the fundamentals of entrepreneurship
- To develop the ability to recognize opportunities and generate viable business ideas
- To build competence in business planning.
- To understand the funding landscape and financial strategies for startups.
- To equip students with the tools to launch and manage a new venture successfully

**UNIT 1 INTRODUCTION TO ENTREPRENEURSHIP** **9**

Defining entrepreneurship, understanding different types of ventures, and exploring the role of innovation.

**UNIT II OPPORTUNITY RECOGNITION AND IDEA GENERATION** **9**

Learning techniques for identifying market opportunities, conducting market research, and generating creative business ideas.

**UNIT III BUSINESS PLANNING** **9**

Developing a business plan framework, including market analysis, financial projections, and operational strategies.

**UNIT IV FUNDING AND FINANCING** **9**

Understanding different funding sources, including venture capital, business angels, and government grants.

**UNIT V LAUNCHING AND MANAGING A NEW VENTURE** **9**

Developing a go- to -market strategy, managing key performance indicators (KPIs), and adapting to changing market conditions.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

- CO1:** Understand the fundamentals of entrepreneurship, including the definition, characteristics of entrepreneurs, and the role of innovation in various types of ventures.
- CO2:** Apply methods for identifying market opportunities and generating innovative business ideas through creative thinking and market research techniques.
- CO3:** Demonstrate the ability to develop a structured business plan, incorporating market analysis, financial forecasting, and operational planning.
- CO4:** Evaluate various funding options and financial strategies suitable for new ventures, including equity, debt, and government support mechanisms.
- CO5:** Design and implement go-to-market strategies, monitor business performance using KPIs, and apply adaptive strategies to navigate market changes effectively.

REFERENCES :

1. Paul Burns , New Venture Creation: A Framework for Entrepreneurial Start-ups -3rd Edition, Bloomsbury Academic, 2024

2. Dr. JyotiGogt, Roadmap for an Entrepreneur, Vishwakarma Publications, 2024

3. Heidi M. Neck, Christopher P. Neck, Emma L. Murray, Entrepreneurship: The Practice and Mindset -3rd Edition, SAGE Publications,2023

4. SafalBatra, Entrepreneurship: New Venture Management, Cengage India-2023

5. Arun Gupta, Gerard George, Thomas J. Fewer, Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society, Stanford University Press,2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High



**SEMESTER - III  
(MBA)**

<b>BA24E02</b>	<b>ENTREPRENEURIAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide a foundational understanding of entrepreneurial finance
- To equip students with financial planning and budgeting skills
- To explore various sources of entrepreneurial finance
- To introduce methods of venture valuation and investment negotiation
- To build financial management skills for growing enterprises

**UNIT I INTRODUCTION TO ENTREPRENEURIAL FINANCE 9**

Understanding the role and principles of entrepreneurial finance- The venture life cycle and its financial implications. Developing and screening business ideas and models

**UNIT II FINANCIAL PLANNING AND BUDGETING 9**

Cost classification (direct, indirect, fixed, variable)- Preparation of cost sheets for manufacturing and service industries- Concepts of marginal costing, break-even analysis, and contribution margin- Budgeting and forecasting techniques.

**UNIT III SOURCES OF ENTREPRENEURIAL FINANCE 9**

Bootstrapping and personal savings - Angel investors and venture capital- Crowd funding platforms- Government schemes and financial institutions.

**UNIT IV VALUATION OF NEW VENTURES 9**

Methods of valuing startups (discounted cash flow, market comparables, etc.).- Understanding term sheets and investment contracts - Negotiation strategies with investors.

**UNIT V FINANCIAL MANAGEMENT FOR GROWING ENTERPRISES 9**

Managing working capital and cash flow-Financial modeling and forecasting- Risk assessment and mitigation strategies.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the principles of entrepreneurial finance and analyze the financial implications of the venture life cycle, including screening and evaluating business ideas and models.

**CO2:** Apply financial planning and budgeting tools such as cost classification, cost sheet preparation, marginal costing, break-even analysis, and forecasting to support decision-making in entrepreneurial ventures.

**CO3:** Identify and evaluate various sources of entrepreneurial finance, including personal savings, angel investors, venture capital, crowd funding, and government financial support systems.

**CO4:** Demonstrate the ability to perform startup valuation using methods like discounted cash flow and market comparables; interpret term sheets and investment contracts; and apply negotiation strategies with investors.

**CO5:** Effectively manage finances for growing enterprises by handling working capital, developing financial models and forecasts, and assessing and mitigating financial risks.

REFERENCES:

- 1. Simon Hulme, Entrepreneurial Finance - 2nd Edition, Bloomsbury Academic, 2024.
- 2. Paul A. Gompers, Financing the Entrepreneurial Venture, Anthem Press, 2024.
- 3. William S. Hettinger and John Dolan-Heitlinger, Entrepreneurial Finance v3.0, FlatWorld-2024.
- 4. Arun Gupta, Gerard George, and Thomas J. Fewer, Venture Meets Mission, Stanford University Press, 2024.
- 5. Hans Landström, Advanced Introduction to Entrepreneurial Finance 2<sup>nd</sup> edition, Edward Elgar Publishing - 2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24E03</b>	<b>FAMILY BUSINESS AND SUCCESSION PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamentals of family business management.
- To develop effective governance and leadership in family businesses.
- To prepare students for succession planning and generational transition
- To address conflict management in the family business context
- To integrate strategic planning and innovation into family business practices

**UNIT I FAMILY BUSINESS FUNDAMENTALS** **9**

Understanding the unique dynamics of family-owned businesses.- Exploring ownership structures and the balance between family and business interests.

**UNIT II GOVERNANCE AND LEADERSHIP** **9**

Establishing governance frameworks, including family councils and constitutions - Developing leadership strategies for both family and non-family members.

**UNIT III SUCCESSION PLANNING** **9**

Designing succession strategies to ensure business continuity - Addressing challenges in transitioning leadership across generations.

**UNIT IV CONFLICT MANAGEMENT** **9**

Implementing conflict resolution techniques tailored to family businesses- Navigating interpersonal dynamics and maintaining harmony.

**UNIT V STRATEGIC PLANNING AND INNOVATION** **9**

Aligning family values with business strategy- Fostering innovation and adapting to market changes.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the fundamental characteristics and dynamics of family-owned businesses, including ownership structures and the balance between family and business roles.

**CO2:** Demonstrate the ability to design and implement governance frameworks such as family constitutions and councils, and formulate leadership strategies for both family and non-family members.

**CO3:** Analyze and develop effective succession planning models to ensure continuity and sustainability of family enterprises across generations.

**CO4:** Apply conflict management techniques suitable for family business contexts to handle interpersonal disputes and maintain organizational harmony.

**CO5:** Integrate family values into strategic business planning, promote innovation, and adapt to changing market environments to ensure long-term competitiveness.

REFERENCES:

- 1. Chuck Cooper, The Family Business Blueprint: Creating Your Succession Roadmap, Whitewater Consulting 2024.
- 2. CA Ravi Mamodiya, Taxmann's Business Succession Planning, Taxmann Publications Pvt Ltd, 2024.
- 3. WaelKechli, Family Business Succession Planning Into the Second Generation, University of Liverpool ,2023
- 4. William J. Rothwell& Robert K. Prescott, Succession Planning for Small and Family Businesses: Navigating Successful Transitions, Taylor & Francis, 2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	2	2	2	3
CO2	3	3	2	2	2	1	2	3
CO3	3	3	1	3	2	2	1	3
CO4	3	3	1	2	2	2	1	3
CO5	3	3	2	2	2	1	1	3
Avg	3	3	1.4	2.4	2	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24E04</b>	<b>CORPORATE ENTREPRENEURSHIP (INTRAPRENEURSHIP)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To introduce the fundamentals and evolution of corporate entrepreneurship
- To understand how to build an entrepreneurial organization
- To develop strategic and leadership capabilities for innovation-driven organizations
- To apply the principles of intrapreneurship in real-world settings
- To explore corporate venturing and innovation from a strategic and global perspective.

**UNIT I INTRODUCTION TO CORPORATE ENTREPRENEURSHIP 9**

Definition and Scope-Evolution- Forms and Models- Benefits and challenges- Case studies.

**UNIT II BUILDING AN ENTREPRENEURIAL ORGANIZATION 9**

Organizational Structures - Cultural Alignment- Vision and Mission- Leadership Styles- Support Systems.

**UNIT III ENTREPRENEURIAL LEADERSHIP AND STRATEGY 9**

Leadership Qualities- Strategic Planning- Innovation Management- Innovation Management- Performance Metrics.

**UNIT IV INTRAPRENEURSHIP IN PRACTICE 9**

Role of Intrapreneurs- Idea Generation- Project Management- Resource Allocation- Case Studies.

**UNIT V CORPORATE VENTURING AND INNOVATION 9**

Corporate Venturing Models - Innovation Strategies- Partnerships and Alliances - Intellectual Property- Global Perspectives.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the definition, evolution, forms, and models of corporate entrepreneurship and evaluate their benefits and challenges through real-world case studies.

**CO2:**Analyze the key components of an entrepreneurial organization, including structure, culture, leadership styles, and internal support systems that promote innovation.

**CO3:** Demonstrate the ability to apply strategic planning and innovation management techniques within corporate settings and assess leadership qualities that drive entrepreneurial performance.

**CO4:**Apply intrapreneurial principles in practical contexts by managing idea generation, project execution, and effective resource allocation using case-based learning.

**CO5:** Evaluate corporate venturing models and innovation strategies, including global perspectives, partnerships, alliances, and intellectual property management in fostering sustainable innovation.

REFERENCES:

1. Michael H. Morris, Donald F. Kuratko, Jeffrey G. Covin, Corporate Entrepreneurship & Innovation, Cengage Learning, 2025.

2. Henry Mintzberg, Entrepreneurship in the Corporation, Harvard Business School Press. 2024.

3. Paul Burns, Corporate Entrepreneurship: Innovation and Strategy in Large Organizations, Macmillan Education UK, 2023.

4. Robert D. Hisrich& Claudine Kearney, Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw-Hill,2023.

5. Gifford Pinchot III & Ron Pellman, Intrapreneuring in Action: A Handbook for Business Innovation, Berrett-Koehler Publishers,2022.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	2	3	3	2	1	3
CO4	3	3	2	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	2	2.4	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24E05</b>	<b>SOCIAL ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the foundational concepts and evolution of social entrepreneurship.
- To analyze various social enterprise models and their impact on society.
- To develop strategies for creating and managing social ventures.
- To evaluate the role of innovation and sustainability in social enterprises.
- To assess the legal and ethical considerations in social entrepreneurship

**UNIT I INTRODUCTION TO SOCIAL ENTREPRENEURSHIP 9**

Definition and evolution of social entrepreneurship- Characteristics of social entrepreneurs-Social enterprises vs. traditional businesses- Role of social entrepreneurship in societal development- Alignment with Sustainable Development Goals (SDGs).

**UNIT II SOCIAL INNOVATION AND SUSTAINABILITY 9**

Drivers of social innovation-Sustainable development in social enterprises-Corporate social entrepreneurship-Cooperative advantage in social enterprises-Case studies of successful social innovations

**UNIT III SOCIAL ENTERPRISE MODELS AND FRAMEWORKS 9**

Legal structures: Trusts, Societies, Section 8 companies- Ethical considerations in social entrepreneurship- Challenges faced by social enterprises- Frameworks for scaling and sustainability-Measuring social impact.

**UNIT IV SOCIAL MARKETING AND RESOURCE MOBILIZATION 9**

Sustainable marketing strategies for social enterprises- Stakeholder engagement and communication-Fundraising and resource mobilization techniques-Role of public schemes and impact investors-Case studies on successful resource mobilization

**UNIT V LEADERSHIP AND GOVERNANCE IN SOCIAL ENTERPRISES 9**

Leadership styles in social enterprises-Governance structures and accountability-Role of boards and advisory committees- Ethical leadership and decision-making-Challenges in governance and leadership.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Understand the definition, evolution, and characteristics of social entrepreneurship and analyze its impact on societal development and alignment with the Sustainable Development Goals (SDGs).

**CO2:** Evaluate the drivers of social innovation and sustainability, and interpret how cooperative advantage and corporate social entrepreneurship contribute to the success of social ventures.

**CO3:** Analyze various social enterprise models and legal structures, identify ethical considerations and challenges, and apply frameworks for scaling and measuring social impact.

**CO4:** Demonstrate the ability to design sustainable marketing strategies and mobilize resources effectively through stakeholder engagement, fundraising techniques, and leveraging public schemes and impact investors.

**CO5:** Assess leadership styles, governance mechanisms, and ethical decision-making processes within social enterprises, and propose solutions to common governance and leadership challenges.

**REFERENCES:**

1. Poshan Yu, Steve K.M. Wong, Akhilesh Chandra Prabhakar, AI Strategies for Social Entrepreneurship and Sustainable Economic Development, IGI Global, 2025

2. Ruchi Khandelwal, DeepaKapoor, Nidhi Gupta, Neha Gupta, Entrepreneurship and Sustainable Business Development, Apple Academic Press, 2025.

3. Madhukar Shukla, Social Entrepreneurship in India: A Quarter Idealism and a Pound of Pragmatism, Atlantic Publishers and Distributors,2024.

4. Bryan C. Boots, Lane Graves Perry III, Benjamin J. Williams, De Gruyter Handbook of Social Entrepreneurship, De Gruyter, 2024.

5. Arun Gupta, Gerard George, Thomas J. Fewer, Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society, Stanford University Press, 2024.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	2
CO2	3	3	2	2	3	1	2	2
CO3	3	3	1	3	3	2	1	2
CO4	3	3	1	2	3	2	1	2
CO5	3	3	2	2	3	1	1	2
Avg	3	3	1.4	2.4	3	1.6	1.4	2

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



**SEMESTER - III  
(MBA)**

<b>BA24E06</b>	<b>LEGAL ISSUES OF ENTREPRENEURS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the legal framework governing entrepreneurship, including contracts, intellectual property, and business structures.
- To analyze the legal implications of various business decisions and strategies.
- To apply legal principles to real-world entrepreneurial scenarios.
- To evaluate the ethical considerations and compliance requirements in business operations.
- To develop strategies to mitigate legal risks and ensure business sustainability.

**UNIT I INTRODUCTION TO BUSINESS LAW 9**

Overview of the Indian legal system -Sources of business law - Legal procedures and court systems- Importance of legal knowledge for entrepreneurs.

**UNIT II CONTRACT LAW 9**

Essentials of a valid contract- Offer, acceptance, and consideration - Breach of contract and remedies - Special contracts: indemnity, guarantee, bailment, and agency.

**UNIT III BUSINESS ORGANIZATIONS 9**

Types of business organizations: sole proprietorship, partnership, LLP, company - Formation and registration processes - Rights and duties of partners and directors - Winding up and dissolution procedures.

**UNIT IV INTELLECTUAL PROPERTY RIGHTS (IPR) 9**

Introduction to IPR: patents, trademarks, copyrights, and designs- Registration and protection mechanisms- Infringement and enforcement - IPR in the digital age.

**UNIT V ETHICAL AND COMPLIANCE ISSUES 9**

Corporate governance and ethical business practices - Compliance with environmental and social regulations - Anti-corruption laws and practices - Role of ethics in business decision-making.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Identify key legal concepts and their relevance to entrepreneurship.

**CO2:** Interpret laws related to contracts, intellectual property, and business organizations.

**CO3:** Assess the legal risks associated with entrepreneurial ventures.

**CO4:** Formulate legal strategies to protect business interests and ensure compliance.

**CO5:** Advocate for ethical business practices and corporate governance.

REFERENCES :

1. P.C. Tulsian, Business Law, S. Chand Publishing, 2024.

2. A. James Barnes, Timothy A. Lemper, Eric L. Richards, Law for Business, McGraw-Hill Education, 2024.

3. Jeffrey F. Beatty, Susan S. Samuelson, and Patricia Sanchez Abril Business Law and the Regulation of Business, Cengage Learning,2023.

4. Neal Bevans, Business Law: A Hands-On Approach for Entrepreneurs, McGraw-Hill Education, 2023.

5. Akhileshwar Pathak, Legal Aspects of Business, McGraw-Hill Education,2023.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	3	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	3	3	2	1	3
CO5	3	3	2	3	3	1	1	3
Avg	3	3	1.4	3	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High

**SEMESTER - III  
(MBA)**

<b>BA24E07</b>	<b>ETHICAL AND SUSTAINABLE ENTREPRENEURSHIP</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To understand the principles of ethical entrepreneurship and sustainable business practices.
- To analyze the challenges and opportunities in integrating ethics and sustainability into entrepreneurial ventures.
- To apply ethical decision-making frameworks to real-world business scenarios.
- To evaluate the impact of sustainable practices on business performance and societal well-being.
- To develop strategies to promote ethical leadership and sustainable innovation in entrepreneurship.

**UNIT I INTRODUCTION TO ETHICAL AND SUSTAINABLE ENTREPRENEURSHIP 9**

Definition and evolution of ethical entrepreneurship- The concept of sustainability in business- The triple bottom line: People, Planet, Profit- The role of ethics in entrepreneurship- Global trends influencing ethical and sustainable business practices.

**UNIT II ETHICAL DECISION MAKING IN ENTREPRENEURSHIP 9**

Ethical theories and frameworks - Corporate social responsibility (CSR)- Ethical leadership and governance- Stakeholder analysis and engagement - Case studies on ethical dilemmas in entrepreneurship

**UNIT III SUSTAINABLE BUSINESS MODELS AND INNOVATION 9**

Principles of sustainable business models - Circular economy and resource efficiency - Sustainable product and service design- Innovation for sustainability- Measuring and reporting sustainability performance.

**UNIT IV SOCIAL ENTREPRENEURSHIP AND IMPACT 9**

The role of social enterprises in addressing societal challenges - Business models for social impact - Social innovation and entrepreneurship - Impact assessment tools: Social Return on Investment (SROI), Theory of Change - Case studies of successful social enterprises.

**UNIT V LEGAL AND REGULATORY FRAMEWORKS FOR ETHICAL AND SUSTAINABLE BUSINESS 9**

Environmental laws and regulations- Labor laws and ethical employment practices- Intellectual property rights and ethical considerations - International standards and certifications (e.g., ISO, Corp) - Compliance and risk management in sustainable entrepreneurship.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Identify ethical dilemmas and sustainability challenges in entrepreneurial contexts.

**CO2:** Assess the implications of business decisions on stakeholders and the environment.

**CO3:** Design business models that align with ethical standards and sustainability goals.

**CO4:** Implement strategies to foster a culture of ethical responsibility and sustainability within organizations.

**CO5:** Communicate the value of ethical and sustainable entrepreneurship to diverse audiences.

**REFERENCES:**

1. Giselle Weybrecht, The Sustainable MBA: A Business Guide to Sustainability, Wiley,2024.

2. O. C. Ferrell, John Fraedrich, and Linda Ferrell, Business Ethics: Ethical Decision Making & Cases, Cengage Learning, 2023.

3. David Bornstein and Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2023.

4. Information Resources Management Association, Sustainable Business: Concepts, Methodologies, Tools, and Applications, IGI Global, 2023.

5. Bob Willard, The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line, New Society Publishers, 2023.

**CO-PO MAPPING**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	1	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	1	3	3	2	1	3
CO4	3	3	1	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	1.4	2.4	3	1.6	1.4	3

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

**SEMESTER - III  
(MBA)**

<b>BA24E08</b>	<b>ED ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**COURSE OBJECTIVES:**

- To provide a comprehensive understanding of performance analytics in startups,
- To develop the ability to map and analyze entrepreneurial ecosystems
- To introduce students to the application of behavioral and learning analytics
- To equip learners with tools and techniques for failure analysis,
- To build skills in competency mapping and skill development analytics,

**UNIT I STARTUP PERFORMANCE ANALYTICS**

**9**

Key Performance Indicators (KPIs) for Startups- Customer and Market Metrics- Product Performance Analytics- Sales and Marketing Performance- Benchmarking and Comparative Analysis- Predictive and Prescriptive Analytics for Startups.

**UNIT II ENTREPRENEURIAL ECO SYSTEM ANALYTICS**

**9**

Mapping the Entrepreneurial Ecosystem- Startup Density and Growth Analysis- Funding Trends and Investor Behavior- Human Capital and Talent Analytics- Media and Public Sentiment Analytics- Collaboration and Partnership Analytics- Benchmarking Ecosystem Health.

**UNIT III ENTREPRENEUR LEARNING & BEHAVIOR ANALYTICS**

**9**

Entrepreneurial Learning Patterns- Behavioral Analytics in Entrepreneurial Decision-Making- Digital Footprint and Learning Behavior Tracking- Entrepreneur Personality and Trait Analysis.

**UNIT IV FAILURE ANALYSIS**

**9**

Introduction to Failure Analysis- Failure Mechanisms and Causes- Analytical Techniques and Tools- Failure in Systems and Processes- Prevention and Learning from Failure.

**UNIT V SKILL DEVELOPMENT AND COMPETENCY MAPPING**

**9**

Introduction to Skills and Competencies- Competency Frameworks- Skill Gap Analysis- Skill Development Strategies- Monitoring and Evaluation of Competency Development- Technology in Skill and Competency Mapping- Entrepreneurial Skill Development.

**TOTAL: 45 PERIODS**

**COURSE OUTCOMES:**

**CO1:** Analyze Startup Performance Using Analytical Tools

**CO2:** Assess and Map Entrepreneurial Ecosystems.

**CO3:** Apply Behavioral and Learning Analytics to Entrepreneurial Behavior

**CO4:** Conduct Failure Analysis for Entrepreneurial Systems and Ventures.

**CO5:** Design Skill Development Plans through Competency Mapping.

REFERENCES:

1. Taxmann Publications, Entrepreneurship & New Venture Planning, Taxmann Publications, 2025

2. Rajagopal, Marcus Goncalves, & Vladimir Zlatev, Entrepreneurship, Innovation, and Technology: A Holistic Analysis of Growth Factors, Macmillan, 2024.

3. Nikki Blacksmith & Maureen E. McCusker, Data-Driven Decision Making in Entrepreneurship, CRC Press, 2024.

4. Arun Gupta, Gerard George, & Thomas J. Fewer, Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society, Stanford University Press,2024.

5. Jyoti Gogte, Roadmap for an Entrepreneur, Vishwakarma Publications, 2024.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	3	3	2	2	3
CO2	3	3	2	2	3	1	2	3
CO3	3	3	2	3	3	2	1	3
CO4	3	3	2	2	3	2	1	3
CO5	3	3	2	2	3	1	1	3
Avg	3	3	2	2.4	3	1.6	1.4	3

1 - Low, 2 - Medium, 3 - High